

**EFFECT OF SUCCESSION PLANNING ON ORGANIZATION PERFORMANCE:
A CASE OF WORLD VISION IN MBALE**

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S19/MUC/MBA/064

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BUSINESS ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

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**UGANDA CHRISTIAN
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DECLARATION

I EMMANUEL OJILONG Registration Number S19/MUC/MBA/064 declare that this Dissertation is my original work and has never been published or submitted to any institution for higher learning before for any academic award.


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APPROVAL

This Dissertation entitled “**EFFECT OF SUCCESSION PLANNING ON ORGANIZATION PERFORMANCE: A CASE OF WORLD VISION IN MBALE**” has been submitted under my supervision as the internal university supervisor of to the student at Uganda Christian University.

Name. Phinehas Kuka

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Date: 02 / 11 / 2022

DEDICATION

I dedicate this Dissertation report to my beloved family, my wife, and my children; for the great work done throughout all the years of my life and education, Might Almighty God enlarge their receptacles, reward and give them long being on earth in abundance.

ACKNOWLEDGEMENT

I acknowledge this Dissertation to the highest God who provided knowledge and wisdom in doing this proposal that may His name be blessed and magnified for the good works done.

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ABBREVIATIONS

C.E.O:	Chief Executive Officer
CAMEL:	Capital, Assets, Management, Earning and Liquidity.
DPF:	Deposit Protection Fund
HMC:	Human Capital Management
KM:	Knowledge Management
NACOSTI:	National Commission for Science, Technology, and Innovation
NGO:	Non-Governmental Organizations
SMMEs:	Small, Micro and Medium Enterprises (SMMEs)
SP	: Succession Planning
TUT:	Tshwane University of Technology (TUT).

ABSTRACT

This study sought to analyze the effect of succession planning on organization performance, with a specific focus on world vision in Mbale. The research questions that guided the study included talent management impact on World vision's performance, existing succession planning processes on World vision's performance, effects of skills and competencies gap analysis in World Vision. Descriptive research design was used in this study. This study used descriptive statistics to analyze the data that was obtained from the field. Regression and correlation analysis were used to determine the nature and the strength of the relationship between the independent and the dependent variables. The results of the study were presented using figures and tables. The study showed that world vision had a systematic approach to attract and retain high performing employees, achieved through talent management which promoted the workforce efficiency and productivity within the NGO. The NGO used coaching practices to assist employees to meet organizational goals, and to enhance the performance of its employees. The study revealed that succession planning processes at the NGO involved preparing for change in leadership, and it ensured that high performing employees were retained and rewarded. Individual employee career goals and objectives were important to the NGO's succession planning, because it identified key attributes that were essential for leadership development in critical roles. The NGO however, faced barriers to its succession planning and leadership development, even though it focused on its sustainability. The study showed that the NGO had the ability to identify the skill levels and competencies of workers who could meet its requirements, and as a result, its credibility had been adversely impacted by its employees' skills and competencies. The leadership team of the NGO encouraged employees to participate in decision-making for the benefit of the NGO, as well as playing a fundamental role in building leadership capacity by developing and preparing high potential employees for now and the future. On talent management, the study concludes that the NGO had measures in place that encouraged employees to remain in the organization for the optimal period of time, and its compensation plan was considered an effective technique and utilization of knowledge acquired by the NGO had been used to transform its potential capabilities to realize and dynamic capabilities. The study recommends the managers of World vision to create retention programs for the firm. On skill gap and competency analysis, the study recommends World vision metrics such as employee turnover rates, engagement levels, and training effectiveness that are pivotal in shaping strategic organisation interventions in increased performance through succession planning.

CHAPTER ONE

1.0 Introduction

This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, conceptual framework, justification for the study, and key terms

1.1 Background of the Study

According to The potential success of a business depends on the performance of the organization, which means its ability to effectively implement strategies to achieve organizational goals (Almatrooshi et al., 2016). The performance of any organization depends largely on the level of expertise that its leaders have when it comes to implementing strategies. According to the research of Almatrooshi et al describe the essence of leadership as a conditional relationship between a manager and his follower. Because there are always obstacles to achieving organizational goals, it is important that the techniques used by leaders are flexible enough to adapt to change. The performance of the organization also depends on its employees who are an integral part of the organization and form a team that works towards achieving the goals of the Organizations perform various activities to achieve their organizational goals. Quantitative repeatable activities help to leverage processes for organizational success to determine performance levels of management to make informed decisions where in the process, when needed, to improve performance Goal achievement is one of the basic criteria for determining organizational performance (Tan et al., 2021). 67% of performance management leader organizations experienced improved employee performance in 2023, compared to 16% of performance laggards. 60% of performance management leader organizations experienced better employee development in 2023, compared to 16% of performance laggards (12 Dec 2023 World Development Indicators Database, World Bank)

Succession planning is a human development technique that can develop future leaders for the Organization and encourage employees to participate in learning and development opportunities. Succession planning is a continuous, systematic effort to ensure continuity of leadership, protection, intellectual capital development and knowledge for the future of the organization and to promote individual development (Hassan and Nasibollah, 2016).

The continuous disruptions faced by organizations in today's environment are complex and sometimes unpredictable, thereby requiring specific leadership skills and experience to address these disruptions and ensure business continuity (Couch, 2013). Succession planning is a deliberate and systematic effort by an organization to ensure leadership continuity in key

positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement (Rothwell, 2010). Couch (2013) points out that lack of succession planning will cause challenges to businesses and has the potential of turning into a major problem in the future as technology evolves and create more disruptions for organizations.

Succession planning is a process that helps to guarantee the constancy of the organization and occupation of personnel particularly in key roles and who have grown valuable corporate knowledge. It is possibly best understood as any effort considered ensuring the continued effective performance of an organization, division, department or work group by making provision for the development, replacement and strategic application of key people over time. The idea of succession planning ranges from any efforts to plan for top management succession to an expansive outlook of systematic internal talent development (*Tan et'al, 2021*) Dorothy (2013) explains that it is important an organization acquire and sustain a workforce that is high in quality at all times. This puts so much pressure on organizations to ensure that they sustain a reasonable number of high-performance employees. Succession planning has become a key concentration in organizations especially in the human resource department and also institutionally where it is part of the approach applied to ensure good organizational performance.

According to Pivotal HR Statistics for 2024 (April 26, 2024) 3% of employees would like their company to see them as a person as well as an employee; however, only 45% of employees think that their employers see them this way

There is a growing problem in the workforce with companies only viewing employees as workers. Make sure to value your employees know they have value to you apart from their work. 44% of companies do not provide career paths that encourage or compel employees. 75% of employees look at other positions at other companies. This amount of people could be associated with the fact that many of them do not feel stable in their position with their current employer. Creating career paths with clearly defined skill sets and goals could decrease turnover. In 2023, 45% of employees became burned out from organizational changes. A goal for 53% of HR leaders is to mitigate this burnout. However, many employees doubt their employers' capabilities to make organizational changes since COVID-19. It will be a difficult task for these HR representatives to regain the trust of their workforce.

Organizations are increasingly acknowledging the critical role of succession planning prior to exit of executives and few have plans in place to guide them through the process, leading to a decline in organizational performance (Odhiambo, Njanja and Zakayo, 2014). As the senior

leadership teams in the NGO sector approach retirement, creating and developing the NGO's succession plan is critical. The purpose of short-term succession planning is to have a plan in place for the unexpected in order to keep the NGO's operations running as smoothly as possible. The purpose of long-term succession planning is to create an ideal plan for the future that takes into account the organization's goals, culture and philosophy. The ultimate goal however, remains constant a smooth and strong transition (Patrick and David 2017).

According to Tan et'al, (2021), succession planning is undertaken to cope with staffing surprises in an organization. This becomes even more crucial in executive leadership positions, which play a significant role in business continuity and timely attainment of strategic objectives in the organization. When a member of the top leadership team suddenly resigns or the position is left vacant, it becomes important for an organization to have had a succession planning and management process in place to counter this. By then, it is too late to start the development process. It is in fact that, the objectives of succession planning are the survival and continuity of organizations and good organizational performance.

At a global level, succession planning is a concern for most organizations; big and small. In the developed markets, for example in the U.S.A, succession planning has been a challenge to organizations such as those on Wall Street, Merrill Lynch, Citigroup, Inc. and the University of Medical Centre at Arizona. According Open Journal of Business and Management, (Mabai, 2020) survey on succession planning in America, more than half of major companies in America could not instantly name a successor to their CEO should the need arise. In Atlanta and Canada, the biggest long-term issue identified was lack of talent management strategies and its relationship to the changing demographics within the organizations.

Regionally, Garg and Weele (2012), highlighted similar challenges in Africa in the Small, Micro and Medium Enterprises (SMMEs) in the manufacturing sector in Johannesburg, South Africa, where majority firms are run by their founders, co-founders or by small management team but only a handful have proper succession plans in place. This means there is a higher chance of the businesses experiencing significant interruption in its continuity or collapsing altogether. A study was done on 30 companies, with the results showing that the SMMEs lacked a succession planning strategy that would have trained and developed top managers. In addition, the findings revealed indifference to recruiting from outside than from within the SMMEs (Garg and Weele, 2012). In a bid to demonstrate that South African universities faced major challenges in engaging and retaining their key and experienced employees, Ngobeni and Bezuidenhout (2011) conducted a study to determine the correlation between employee engagement and retention at the Tshwane University of Technology (TUT). The findings showed that even though staff

valued their jobs, a lack of continuous feedback or recognition mechanisms regarding their work was a concern for staff and a reason for high attrition (Ngobeni and Bezuidenhout, 2011).

Succession is a challenge to family businesses particularly the trans-generational handover (Royer, Simons, Boyd and Rafferty, 2008) and these challenges do exist in Uganda Aron (2013), argued that cases of failed stock brokerage firms of Nyaga Stock Brokers and Discount Securities may be attributed to failed succession. Karanja (2012) further contends that family members file court cases to bar other members of their families from running or interfering with the management of an enterprise after the exit of the first generation which is another indication of challenges family business face in management succession. This may lead to such enterprises stagnating, going under receivership or even closing down. In Uganda, a study carried out by Christian Organizations made a conclusion indicating that management of succession has turned out to be very common. It stated that reasons such as sudden death of an employee, resignation and promotion of employees make an institution lean-to its best workforce at one point in time.

Good succession management will get the organization well covered (Christian Organization Research and Advisory Trust of Africa, (2010). Hislop (2005) observed that there were concerns which are associated to succession that are severely presented in industries that are business. However, it was found that a portion of businesses lack adequate plans for succession.

1.1.1 Theoretical perspective

Goal-setting Theory by Latham and Locke

The theory places of interest four mechanisms that link goals to performance results, including: i) direct attention to priorities; ii) stimulate effort; iii) challenge people to bring their knowledge and skills to bear to increase their chances of success; and, iv) the more challenging the goal, the more people will draw on their full repertoire of skills (Locke & Latham, 2013). The basic principle of goal setting theory is that a person's mindful intentions (goals) are the primary determinants of task related motivation since goals direct our thoughts and actions'. Having goals compels persons to analysis the consequences of their behavior. If they conclude that their goals will not be achieved by their current behavior, they will either modify their behavior, or choose more attainable goals (Locke & Latham, 2013).

Goal theory supports the agreement of objectives, feedback and the review aspects of performance management (Seniwoliba, 2015). Goal-setting theory stresses that people with specific and challenging goals perform better than those with vague goals. Thus, goal setting theory assumes that there is a direct relation between the definition of specific and measurable goals and performance: if managers know what they are aiming for, they are motivated to exert

more effort, which increases performance (Locke & Latham, 2013). The reason why goal-setting has a positive effect on performance is that a specific high goal affects choice, effort and persistence. In other words, a specific goal increases a person's focus on what is to be accomplished as opposed to putting it off until a later date (Armstrong & Taylor, 2014).

A good performance management system needs to be underpinned with good objective setting, and organization structure. Individuals need to be clear on what the key results areas are for each position and what is expected of them. Goal setting must also facilitate a bottom-up process, whereby individuals are given the opportunity to agree the goals through open dialogues, and to formulate their own goals within the overall performance management framework (Jackson and Sirianni, 2012). This theory was relevant to the current study given that the study sought to explore the effect of bench strength readiness on the performance of NOGs in Mbale. Assessment of bench strength readiness, which represents the percentage of management identified as ready for promotion, is usually based on identified persons' ability to meet certain specified organizational goals making performance evaluation an important element of assessing a firm's bench strength readiness

1.1.2 Conceptual context

1.1.2.1 Succession Planning

Rothwell (2010) defined SP as a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement. Bolton and Roy (2014) look at Succession Planning a process which ensures the sustained effective performance of an organization by forming a process to mature and replace key staff over time. For Drotter and Charan (2011) SP is extending the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an plenty of these performers to draw from, both now and in the future. Seniwoliba (2015) sees SP as a process by which one or more inheritors are identified for important posts (or group of similar key posts), and career move and/or development activities are planned for these successors. The main aim of SP is to ensure that suitable managers existing to fill vacancies produced by promotion, retirement, death or departure and to confirm that a team of managers is available to fill new positions that may be created in the future (Ali, Mehmood, Ejaz & Ashraf, 2014).

Gandhi and Kumar (2014) identified SP as a critical strategic approach to ensuring the continued existence of essential knowledge and abilities of staff especially when key employees leave the organization. At the center of successful succession planning exists a firm commitment to leadership development programs that go beyond the normal staff development activities and interventions (Gandhi and Kumar, 2014). For succession planning to yield the desired outcomes,

it must focus on codifying organizational knowledge and expertise amongst organizational employees, empowering employees to follow development paths, and stimulating learning within the organization (Ali *et al.*, 2014). SP increases the availability of experienced and capable employees that are prepared to assume current and future key jobs as they become available (Drotter and Charan, 2011). SP can best be understood as any effort designed to ensure the continued effective performance of an organization through the development, replacement and strategic application of its key personnel over time (Mohammad and Pirzad, 2016).

Succession planning as a concept comprises various constructs that support leadership continuity in an organization's key positions (Rothwell, 2010). Such constructs include talent retention which entails deliberate actions/strategies by an organization to prevent its high potential employees from leaving the organization (Pandey and Sharma, 2014); internal/external hiring which involves the recruitment of individuals from within/outside the organization to assume leadership/managerial positions that arise when key personnel leave the organization (Bernthal and Wellins, 2013) and bench strength readiness which refers to the percentage of management that has been identified as ready for promotion Daniel R. Tomal and Kevin J. Jones. (2015). other constructs of SP but which are closely associated with HR elements include staff training (equipping the staff with necessary knowledge and skills), performance management (measuring employee outcomes against set goals) and staff compensation (rewarding of employees based on their contribution to the organization) (Jantti and Greenhalgh, 2012).

1.1.2.2 Organizational Performance

Avanesh (2011) described organizational performance measurement as a process of evaluating progress towards achievement of pre-determined organizational goals including information on the proficiency with which resources are converted into goals and services, the quality of those outputs and outcomes, and the effectiveness of the organizational operations in terms of their specific contributions to organizational objectives. According to Garg and Van Weele (2012), organizational performance covers three specific areas of firm outcomes that comprise financial performance (e.g. shareholder return), customer service social obligation (e.g. corporate citizenship) and employee stewardship (e.g. staff training and development).

1.2 Statement of the Problem

Succession planning potentially generates a competitive advantage over rivals by offering continuous customer services when there is a abrupt resignation of employees and organization progress (Johnson et al., 2018). Webb, Diamond-Wells, and Jeffs (2017) stated that succession planning improves the professional development of employees, which in turn enhances their performance. Achieving goals is the objective of an organization whose strategic planning is

required to meet them. Goals must be clearly communicated with the employee to the intended work to be achieved. According to Hashem, there is a close relationship between organizational objectives and organizational performance concepts (Jenatabadi, 2015). Therefore, the organization's performance will be evaluated by the areas of employee productivity, customer satisfaction and employee satisfaction. And the performance must be the primary consideration of an organization to evaluate its operations. This is an important responsibility and requirement of different managers in different companies.

World Vision- Uganda Annual Report (2018) highlighted that it is essential for the different clusters to underscore their performance that was observed and there were limited organizational communication devices that relate to their goals, objectives, strategies, values, mission and vision of the organization, and it transforms the organization's procedures into individual performance criteria.

(ibid) There seems to be evidence in World Vision of sentiments and unfairness in appraisal leading to disappointment and reduced employee performance that negatively impacted on organizational targets. The study was therefore undertaken to establish the effect of Succession Planning on the performance of Organizations; A case study of Mbale cluster World Vision, Mbale District.

1.3 Purpose of the Study

The purpose of the study was to examine the effect of succession planning has on organization performance in NGOs in Mbale: A case of World vision and find out possible solutions.

1.4 Research Objectives

- i. To find out the effect of talent management on performance of world vision Mbale.
- ii. To analyze the effect of succession planning process on performance of world vision Mbale.
- iii. To establish the effect of skills and competencies gap analysis on performance of world vision Mbale.

1.5 Research Questions

- i. What is the effect of Talent Management on performance of world vision Mbale?
- ii. What is the effect of succession planning process on performance of world vision Mbale?
- iii. What are the effects of skills and competencies gap analysis on performance World vision Mbale?

1.6 Significance of the Study

World vision

The study confirms that World vision has succession programs in place and the effect they have on its performance. It was expected that as a result of the study, challenges and barriers to successful implementation of the succession plans within World vision would emerge **NGOs**

The study may be of importance to employees in NGOs since it may improve succession planning processes in organizations and help improve staff development, facilitate the motivation and retention of capable staff as well as create platforms for pools development and avail talent employees to fill key places in organizations. The findings of this research may help NGOs to develop strategies to improve employee's performance, retain talented employees, develop a strong talent management culture and become competitive.

World vision's Board of Directors and Senior Management

The findings of the study may guide the organization's Board of Directors and Senior Management in addressing the gaps highlighted to improve its performance.

Human Resource Managers and Practitioners

The study may be of great significance to human resource managers since it provides updated information that may help them to gain more knowledge and skills on the theory and practice of succession planning.

Researchers

To the researchers, the study findings may add knowledge to the already existing pool of knowledge and forms a basis for further research in related topic. The findings of this study may benefit to researchers and scholars on succession planning.

1.7 Justification for the Study

To my knowledge, no study has explored the relationship between succession planning and organization performance in the area of study. Further, nobody has examined the mediation processes of career development and performance appraisal in the relationship between succession planning and performance.

The majority of the studies above were conducted in the small and medium-sized business sectors. Only a few studies have looked at how succession planning affects philanthropic organisations like World Vision. To fill the research gap, the present study will investigate how succession planning directly and/or indirectly related to organization performance; case study of Mbale cluster World Vision, Mbale.

1.8 Scope of the Study

1.8.1 Content scope

The study was concerned with the contribution of Succession Planning on the performance of Organizations; A case study of Mbale cluster World Vision, Mbale District. Succession planning

permits organisations to stay informed about these trends helps organizations devise effective strategies to support and engage their workforce, and highlights evolving employee expectations .This This was because succession planning in Organisations in the early 2020s was critical to achieve core objectives as it allows the organization to meet expected future needs by adopting going concern techniques and promoting advancement for high potential employees and hence organizational performance. In addition, According to the District Community officer Pallisa (2023) Report, Organizations are engaged with their employees have 59% less employee turnover. This was because high engagement levels within organizations correlate strongly with lower turnover rates. This suggests that when employees feel connected and valued by their employer, they are less likely to seek opportunities elsewhere, reducing recruitment and training costs associated with high turnover.

1.8.2 Geographical scope

Geographically, the research study took place in world vision, Mbale Branch. This area for the research is located in the Eastern Region of Uganda and specifically found in Bugisu sub-regional. The study was carried out in Mbale which is located in the eastern part of Uganda in Mbale District with a population of 96,189 (The Uganda population and housing census 2015). Mbale District is bordered by Tororo District in the south, Manafwa District in the east, Sironko District, north east; Bukedea District, north; Budaka District, west; Butaleja District south west; Tororo District in the south; and Pallisa in the North west. It has an area of 2,467 square kilometers (953 square miles). It's a central town and commercial centre for Mbale District and the neighboring Districts. Its topographically has a flat landscape and practice Imbalu Culture being the most cultural practice in Bugisu Sub-region.

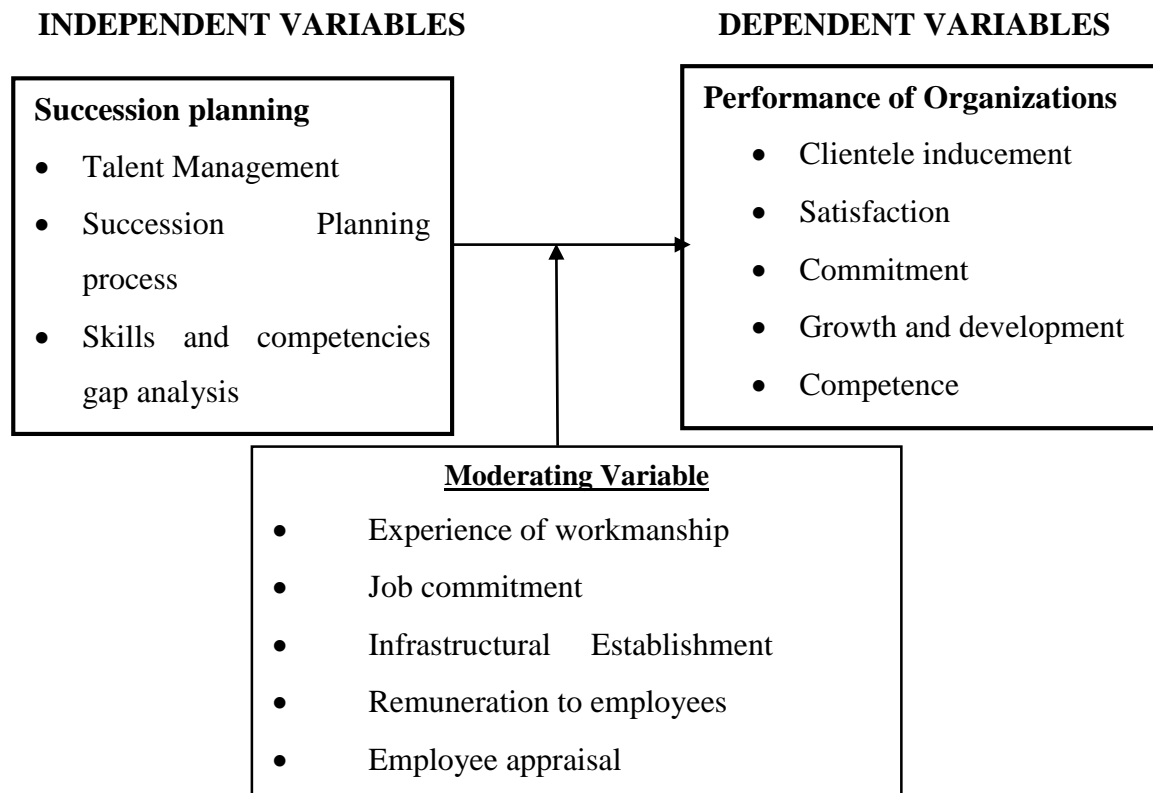
1.8.3 Time scope

The time frame of the study will be 5 years; from 2017 to 2021 given that this is the time when the challenges of world vision, Mbale. With reference to World Vision- Uganda Annual Report (2018), HR leaders needed to focus on designing attractive compensation packages and enhancing the employee experience to boost retention rates. Employee wellbeing programs were expected to be at the forefront, with 85% of organisation planning to expand their offerings to communities. In this 5 year period, performance was at its lowest Therefore, this period allowed the researcher to cover the past trend and come up with dependable assessments on the contribution of Succession Planning on the performance of Organizations; case study of Mbale World Vision, Mbale District

1.9 Conceptual Framework

A conceptual framework is a research tool intended to assist researcher to develop awareness and understanding of the situation under scrutiny and communicate it (Komba et al, 2008).

Figure 1: Conceptual frame work showing relationship between Independent Variable, Dependent Variable and Moderating Variable



Source: Al-Shanti (2017) and improved by the Researcher (2022)

Figure 1 above explains the relationship between independent variable, dependent variable and moderating variable. The independent variable which is succession planning was measured by; talent management, succession planning, skills and competencies gap analysis which is a key variable in performance management. Talent management plays a crucial role in succession planning, involving identifying the most important roles in the organisation and defining the main responsibilities, competencies, and requirements for each job. The dependent variable was measured by; clientele inducement, satisfaction, commitment, growth and development, and competence. Effective succession planning activities may have or not a positive impact on performance management not only in terms of ensuring that key positions will remain filled with competent performers, but also in terms of saving money on external recruitment and training, which can be significantly more expensive than promoting from within the organisation. However, the moderating variable was measured by experience of workmanship, leadership, infrastructural establishment, remuneration employees and employee appraisal. Organisational

performance is very critical to organisations in the current competitive business circle and as such requires a very sustainable and high quality creative workforce. Hence, the importance of succession planning arises to avoid power vacuum created when an incumbent leader leaves the organisation

1.10 Definition of Terms

Succession planning is the process of ascertaining the key leadership positions within each department and developing employees within state government as well as private organizations to assume these positions

Organization performance is an analysis of organizations as compared to goals and objective of filling the openings left by other employees who have gone for whatever reason (Abor & Biekpe, 2013).

Talent management refers to the activities related to recruitment, selection, development and retention of employees (Kaur, 2013).

Skill gap Analysis is the gap between the current capability of organization and skills it needs to achieve its goal. So, it can be referred as perceived mismatch between employer's skill need and the available workforce's skill. Thus, the performance of the company will be hampered by skill gap due to low productivity and lack of quality.

Succession planning Process is a conscious decision by an organization to nurture and promote the continuous development of employees, and to make sure that the key positions in the organization maintain some measure of stability, thus enabling an organization to achieve desired business objectives (Rothwell, 2010).

1.11 Conclusion

Chapter one presents the background information on the succession planning and organizational performance. Succession planning relies on a large pool of talented workers ranging from entry-level to senior leadership who are being prepared for key roles. These employees have the right skills, energy and leadership qualities that will benefit the company across a spectrum of roles, departments and seniority levels. Replacement planning is linear — you are preparing a worker to take over or replace specific senior management positions; succession planning is about cultivating a flexible, large selection of talent.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical framework; reviews literature as sub-themes guided by research objectives of the study and research questions and summary of the chapter.

2.1 Theoretical Review

2.1.1 Resource Based View Theory

The Resource Based View (RBV) theory can be traced back to the work of Birger Wernerfelt who developed an article titled “A Resource-Based View of the Firm” in 1984. However, elements of the RBV theory can be found in earlier research work by authors such as Coase in 1937, Selznick in 1957, Penrose in 1959, Stigler in 1961, Chandler in 1962 and Williamson in 1975 where emphasis was put on the importance of firm resources and its implications for firm performance (Armstrong and Taylor, 2014). The RBV theory argues that organizations should not try to achieve strategic fit with the external environment but aim to maximize their internal resources to create and dominate future opportunities (Mackay, M. 2017). The theory’s central proposition is that if a firm is to attain a state of continued competitive advantage, it must acquire and control valuable, rare, inimitable and non-substitutable resources and capabilities (Peteraf and Barney, 2012). Within this theory people are regarded as an investment and not a cost and learning, knowledge sharing, innovation and experimentation are encouraged with the employees being involved in decision making (Wright, Dunford and Snell, 2011).

This theory assumes that an organization’s workforce is a unique and inimitable resource that can generate a competitive benefit for the organization if effectively attached (Saqib and Rashid, 2013). Ali *et al.* (2014) argues that a resource based view approach to strategic human management focuses on satisfying the human capital requirements of the organization. Wright *et al.* (2011) suggests that human resource policies and values of an organization constitute an important non-imitable resource and this is achieved by ensuring that; - the firm has higher quality people than its opponents, organization learning is encouraged, organization-specific values and a culture be existent which bind the organization together (and) gives it focus, and the distinctive intellectual capital possessed by the business is developed and nurtured.

Critiques of this theory argue that the effectiveness of the resource based approach is inextricably linked to the external context of the firm and that the resource based approach offers more value when the external environment is less predictable. Other critiques have argued that the theory’s valuable, rare, inimitable, and non-substitutable proposition is neither necessary nor

sufficient for a firm's sustained competitive advantage (Armstrong and Taylor, 2014). This theory was relevant to the current study as employees' talent can be a valuable resource to an organization's performance. Thus, retaining of high value (potential) employees should be an essential part of an organization's succession planning policies.

2.1.2 Human Capital Theory

Human capital theory was proposed by Schultz in 1961 and later developed extensively by Becker in 1964 as cited in his publication titled "Human Capital: A theoretical and Empirical Analysis to special reference to education". Human capital theory was developed on the realization that the growth of physical capital was only a small part of the growth of organizational income (Tan, 2014). Economist Theodore Schultz introduced return-on-investment, which stressed the cost-benefit analysis of staff training and education. Founded on Schultz's research on return-on-investment, Becker introduced the concepts of general-purpose human capital and firm-specific human capital that are widely used by human resource development specialists wide-reaching to date (Josan, 2013).

Human capital theory suggests that employees' education or training raises their productivity by imparting useful knowledge and skills. This theory assumes that expenditure on training and education is expensive, and should be considered an investment since it is assumed with a view to increasing personal incomes. The human capital approach is often used to explain occupational wage differentials (Campbell, Coff & Kryscynski, 2012). In Becker's view, human capital is related to "physical means of production", e.g., factories and machines meaning one can invest in human capital (via education, training, medical treatment) and a firm's output be contingent partly on the rate of return on the human capital one owns. Thus, human capital is a means of production, into which additional investment yields additional output (Armstrong and Taylor, 2014). Therefore by investing in human capital through staff training and development, the organization is able to retain talented workforce who will feel motivated to be part of the firm hence leading to better organizational performance (Rothwell, 2010).

However, there is blame to this theory based on its assumption that education in fact guarantees employee retention. The theorists clearly did not take into consideration the transfer of learning. Is the duration of education and training an assurance of retaining the employee in the organization? Definitely this concept is ideal, but doubtful. This is because a exceedingly skilled employee could as well look for a much more paying job (Tan, 2014). This theory was relevant to the current study given that choices on whether to recruit from inside or outside are cognizant by the level of employees' skill and knowledge existent in an organization. Thus, where the

mandatory competencies existing in-house, then replacement of key personnel can be done through internal hires while if the requisite competencies are not available internally, then replacement of key personnel is likely to be done through external hires. In this respect, the current study sought to explore the effect of internal versus external replacements on the performance of world vision, Mbale

2.2 Talent Management and Organization Performance

According to Rummler and Brache (2013), performance in general has many different context-based definitions. It can be referred to revenue, market standing, and efficiency of operation, financial performance, nonfinancial performance, and operational performance. Crandall and Crandall (2015), defines performance as the record of outcomes produced on a specified job function or activity during a specified period of time. Therefore, performance is measured in terms of output and outcome, profit, internal processes and procedures, organizational structures, employee attitudes, and organizational responsiveness to the environment among others.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard (2009) organizational performance should be related to factors such as revenue, improved service delivery, customer satisfaction, market share growth, and improved productivity and sales. Organizational performance is therefore affected by a multiplicity of individuals, group, and task, technological, structural, managerial and environmental factors. Individual incompatibilities between the employees and in their groups can adversely affect their work output resulting in decreased performance (Rummler and Brache 2013).

Neetha (2011) conducted a study on the succession planning and its impact on organizational performance in the IT sectors in India and established that the relationship between practice of succession planning and organizational performance found to be positive. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach) and employee stewardship.

2.2.2 Talent Management

Talent management is known as a systematic approach to attract, screen, select the right talent, engage, develop, deploy, lead and retain high potential and performer employees to guarantee a continuous talent feeding inside the organization intended at increasing workforce productivity

(Thunnissen & Buttiens, 2017). The goal of talent management is to create a high-performance, maintainable organization that meets its strategic and operational goals and objectives (Campbell & Smith, 2014). Attracting, selecting, engaging, developing and retaining employees are the five main focuses of talent management. In order for companies to gain a competitive advantage, the demand for human capital will continue to drive talent management (Oladapo, 2014).

Recent trends in Human Resource Management are continuously triggering the performance of the workforce as well as the creation of the organizations (Goswami, 2016). Organization performance is the organizations ability to attain its goals by using resources in an efficient and effective manner. It is also the ability of organization to achieve its goals and objective (Rop, 2015). Talent management needs to be seen as essential for achieving the organization's goals and objectives if it is managed properly in a comprehensive way (Milky, 2013). Organizations can hardly compete without highly skilled workers and without the continual investment in the human capital. To have the right people in the right places and in the right time is critical for any organization to achieve the competitive advantage. Furthermore, the success of any organization hinge on strongly on having talented individuals. Talent management encourages workforce efficiency and productivity in work organization (Kehinde, 2012, Lucy, 2015 and Goswami 2016). Optimis (2011), talent management and organization performance model identifies various talent management components and links them to workforce performance which eventually leads to organization performance.

2.2.3 Talent Attraction

Talent attraction is a management technique that employers use to pull desired skills into the organization. This technique is directed in order to get the right job fits (Songa and Oloko, 2016). Talent attraction is poised of recruitment and selection, employer branding, employee value proposition and employer of choice (Rop, 2015). Human resource departments should also consider flexible working hours as a strategy for attracting key talent. Employer branding involves a set of activities which would help an organization entice the potential employees. It makes an organization more attractive for job seekers therefore an organization makes less energy to develop its talent. Organizational attractiveness is considered to give an organization competitive advantage (Moayedi and Vaseghi, 2016).

A company or firm that is focused on being successful, it must invest in talent management of their workers to obtain some conditions in the company like good business environment (Snell, 2007). Recruitment and selection required that organizations use several approaches or techniques of selecting the right talent that mirrors the culture and value of an organization.

According to Armstrong (2011), having proper recruitment policy is crucial for success of the company, poaching /head hunting talented employees improves organization performance, good employee allowances given by the institution enables the company to attract dedicated workforce. Good selection of talented employees benefits the company in receiving the right people who do the right job and that advances performance.

2.2.4 Talent Development

Talent development is the procedure of altering an organization, its employees, its stakeholders, and groups of people within it, by planned and unplanned learning, in order to achieve and uphold a competitive advantage for the organization. Talent development is process of upgrading the skills and attitude of the employees (Lyria, 2013 Rabbi 2015). In this competitive and dynamic organizations, learning and development has become a backbone of success, without continuous learning, attainment and upholding performance may become impossible (Rabbi, 2015). Learning and development of talented employee has become a mainstay for organizational success, without unceasing learning and development it may become problematic for employees to maintain their performance in today's competitive era. Therefore, learning and development is significant for employees towards advancement of skills to meet the needs of continuously changing environment (Rabbi, 2015). On the other hand, Mangusho (2015) stated two main aspects for learning and development of talent i.e. coaching and mentoring.

2.2.4.1 Coaching

Coaching is one-to-one intervention for learning and development that utilize a goal-focused approach in developing the potential employees' skills and competency (Achi & Sleilati, 2016; Jones, Woods, & Guillaume, 2016). Coaching is explained as a process to improve skills and capabilities of individuals to enhance work-related performance (Utrilla, Grande, & Lorenzo, 2015). According to Khakwani, Aslam, Azhar and Mateen (2012), coaching and mentoring are vital tools used in many corporations to advance employee performance. Perhaps, employees not perform well due to lack of skills and capabilities. Therefore, execution of mentoring and coaching practices by organizations aids workers to develop skills to meet the existing and anticipated performance requirement at work.

2.2.4.2 Mentoring

According to Jyoti and Sharma, (2015), mentoring is valuable means for learning and managing the changes in organization with advancement in career and performance of employees. Presently, it has become an approach for development of employee talent (Ofobruku and Nwakoby, 2015). Neupane (2015) did a study on effect of coaching and mentoring on performance of employee in UK. Outcomes of study discovered a positive effect of coaching

and mentoring on employee performance. Another study conducted by Mundia and Iravo (2014) regarding the effect of mentoring on the employee performance. They identified a positive influence of mentoring on performance of employee. Therefore, mentoring plays an imperative role in improving the employee performance through transfer of knowledge and guidance. Similarly, Raza, Ali, Garrison, Ahmed and Moueed (2017) studied the association between coaching and performance of employee. The results of study showed that coaching positively influence job performance of employee.

2.2.5 Talent Retention

Talent retention aims to take measures to inspire employees to continue in the organization for the maximum period of time. Retention of talent is of better importance for organization to maintain competitiveness this is possible through implementing compensation practice to avoid employees from exiting the job (Chiekezie, Emejulu, & Nwanneka, 2017; Nzewi & Chiekezie, 2016). On the other hand, Mabaso (2016), also stated that retention of valued employees has arisen as the major challenge for organizations. Retention wishes to take measures to inspire employees to continue in the organization for the maximum period of time. Talent turnover is harmful to a company's output since costs of magnetism are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production and low morale which significant effect the organization performance levels (Echols, 2007).

2.3 Succession Planning Processes and Organizational Performance

2.3.1 Succession Planning Processes

According to Mabai & Hove (2020) states that succession planning process includes preparing the agency for alteration in leadership, but it also includes judging what has been valuable and how that can be well-looked-after and transferred to the following management. Sequence planning process is viewed as a leadership pipeline that increases leadership effectiveness over time. Through succession planning process, superior employees are recruited, and subsequently their knowledge, skills, and abilities, are developed in order to prepare them for advancement or promotion into ever more challenging roles. Through succession planning process, superior employees are retained because they appreciate the time, attention, and development that you are investing in them.

In the development of the concept of succession planning by Nink and Fogg (2006) describes it as an active and ongoing process of steadily recognizing, weighing, and developing leadership talent within the organization carrier development pipeline. This depicts assessing, developing and identifying key providers to meet future Organizational strategic and operational requirements as important organization purpose. However, Schmalzried and Fallon (2007)

labelled succession planning as a proactive attempt by the leaders of the organization to ensure that leadership is continuous, different positions are filled from within for any exits that may occur. To achieve outstanding results using succession planning, an organization such as an NGO should to develop an effective and extremely dedicated strategy centered on Organizational forthcoming advantage.

Succession planning process allows for the identification and development of multiple potential candidates at each level of the organization. Froelich, McKee and Rathge (2009), examined succession planning in non-profit organizations. They found that non-profit organizations are doing little about succession planning yet they consider it important. Naldi (2007) investigated family business succession and firm performance where they employed both financial and non-financial measures. They found out that succession planning has positive effects on firm performance of family owned firms and financial measures suffer from short-termless. These studies were done outside Uganda.

2.3.1.1 Recruitment of Personnel

Kepha, Mukulu and Waititu (2014), state that to successfully exercise succession planning in organization, there is need to find the organization's long-term goals. Recruitment of superior staffs is also required. In similar direction, there is need to identify and comprehend the developmental needs of employees; it must also guarantee that all key employees understand their career tracks and the roles they are being developed to fill. Inadequate personnel in an organization bring about an increase in work load and less supervision. Many bosses and supervisors are under the impression that the level of employee's performance on a job is proportional to the size of the employees.

According to Sinha and Thaly (2013), organizational performance is hinged on the approach which the organization adopts in the recruitment and selection of employees. Employees add value into the business in order to add to the maximum value. The aim of personnel strategy typically concerns with formulating ways of managing people which will support in the achievement of organizational goals and objectives. Organizational selection practices determine who is hired; the use of the proper recruitment of personnel criteria will increase the chance that the right person will be selected when the best persons are selected for the job, the performance of the organization increases (Gamage, 2014).

2.3.1.2 Knowledge Management

Knowledge management is defined as the processes and activities that assist the organization in generating, gaining, and then discovering, organizing, using and disseminating knowledge in

the organization among working individuals, transforming the information and experiences that the organization possesses and employing them in its administrative activities such as decision-making (Al-Ti, 2016). The effectiveness of knowledge management and its influence to organizational performance is a major task for many organizations, and what define the effectiveness of knowledge management in an organization is the benefits or the results of using knowledge management (Jyoti & Rani, 2017).

Al-Shanti (2017) believes that knowledge management enables the employees of the organization to carry out continuous activities and studies aimed at acquiring knowledge, storing, distributing and applying knowledge to achieve outstanding performance. It also helps to better share the knowledge with the different stakeholders which can significantly improve existing relationships or create new ones. It helps to enhance the collaborative effort expected from employees, encourage continuous development of person's abilities through individual or group learning, and promote organizational knowledge for improved production and services, and the overall resulting effect on organizational performance (Skyrme, 2011).

In the knowledge-based economy era, superior organizations depend further on their knowledge-based resources to survive (Mackay, M. 2017) and to cope with the changes. Knowledge Management (KM) is a vital source of justifiable competitive advantage for firms and has more positive effect on firm performance in the last two decades. Thus, the Knowledge Management (KM) implementation is increasingly becoming a main power to increase organizational performance for various organizations. Jayasingam (2013) established that there is a substantial effect of KM implementation and practices on the organizational and sales performance.

2.3.1.2.1 Knowledge Creation

Knowledge creation is a process in which new knowledge is generated through four sub-processes (socialization, combination, externalization, and internationalization) of the theory of continuous organizational knowledge creation (Shujahat, Ali, Nawaz, Durst, and Kianto, 2018). Knowledge is one of the most valuable assets in modern organizations and it has turn out to be one of the most important factors of production in adding to human resources and capital. Knowledge breeds creativity and changes it into products and processes (Chien, 2015). According to Baldé (2018), organizations that well apply the process of knowledge creation can link knowledge in new ways, and create more value to customers by improving market offerings. When companies are better at knowledge creation through SECI process; they are more successful in reaching competence, development, and return. Thus, generating new knowledge is vital since it has positive effect on organization performance.

2.3.1.2.2 Knowledge Sharing

Knowledge sharing is defined as the processes and methods of the organization to disseminate and transfer knowledge among employees to use and grow it to generate new knowledge (Obeidat 2018). Knowledge distribution is one of the most important elements of effective knowledge management because it covers the differences that cannot be achieved from other knowledge management processes, and is acute for the proper utilization and use of knowledge assets, as well as having a direct impact on other knowledge processes such as knowledge integration and generation (Masa'deh, 2016), the process of knowledge sharing is prepared through people sharing implicit and explicit knowledge which creates new knowledge.

Explicit and implicit knowledge are considered the key resource for companies to advance and maintain a competitive advantage. Knowledge sharing or integration pools dispersed knowledge to foster innovation and creativity. There are many present knowledge sharing practices such as training and development programs, IT systems, reports, official documents and multifunctional teams, are all examples of integrating knowledge by uniting knowledge across a wide spectrum or environment to enhance the quality of products and services which rise openness to customers' needs, boost innovation capability, and to improve the overall organization enactment (Wang, 2014).

2.3.1.2.3 Knowledge Utilization

Knowledge utilization is defined as a routine that applies and exploits newly modified knowledge to modify and create operating routines that improve performance results (Lee, Hung, and Chau, 2011). Effective use of the knowledge and its efficiency use is to confirm the achievement of the objectives of the organization efficiently and effectively, and this needs the assignment of wide powers and giving sufficient freedom to use knowledge, the organization is to apply the actual knowledge of its activities and benefit from it after storing and develop ways to use and implement (Bouraghda & Dris, 2015).

The success of any organization in its knowledge management program depends on the Knowledge size used in relation to what it stores (Shujahat, 2019). Through the utilization of knowledge gained knowledge can be transformed from potential capabilities into realized and dynamic capabilities that impact organizational performance (Mills and Smith, 2011), through the utilization of knowledge acquired knowledge can be transformed from potential capabilities into realized and dynamic capabilities that impact organization performance (Kimaiyo, Kapkiyai and Sang 2015). The research result from Alaarj (2016), prove that knowledge utilization has a positive and significant effect on organization performance.

2.4 Skills and Competencies Gap Analysis and Organizational Performance

2.4.1 Skills and Competencies Gap Analysis

Skill gaps describe the phenomenon whereby the skill levels of workers are insufficient to meet the requirements of their current job. The lack of research in this area is particularly surprising given that skill gaps represent a primary motivating factor in the training investment decisions of both firms and workers. Skill gaps have the potential to harm firm-level productivity as average worker productivity is likely to be lower in the presence of substantial skill gaps; skill gaps will also tend to inflate average labor costs as organizations require more workers per unit of output. Finally, firm-level revenue will be adversely impacted by skill gaps as a consequence of the additional training and recruitment investments that arise as a direct consequence of skill gaps (McGuinness and Ortiz 2016).

Mwithi (2016) did a study on the effect of leadership competencies on performance of state corporations in Kenya. Results by Mwithi (2016) revealed that all the leadership competencies did portend a positive and significant relationship with the financial performance of state corporations in Kenya. The difference however, was in the magnitude of the influence for the specific leadership competencies. Employees who have these competencies contribute to the improvement of job performance. Competencies form the foundation for optimal performance and engagement at work. Identification and developing specific competencies can be key to continued improvement in employee job performance. However this research was carried outside Uganda hence may not be applicable to Uganda NGOs.

Misra and Srivastava (2018) conducted a research on team-building, job satisfaction, and personal effectiveness competencies: the mediating effect of transformational leadership and technology. The results showed a positive relationship between the outcome variables and team-building competencies. This is therefore to say that team competencies play an important role in determining employee effectiveness and satisfaction. Seemiller (2018) did a research on enhancing leadership competencies for career readiness. His study found out that using a core set of leadership competencies uniformly in an entire institution is helpful to everyone because of having a universal language with ease of understanding. Rofiaty (2017) also conducted a research on the influence of leadership competencies, organizational culture, and employee motivation. The results showed that there is no significant direct influence between leadership competencies and organizational culture on employee performance, but there is an influence of leadership competencies and organizational culture on employee motivation, and also there is a significant influence of motivation on employee performance. Both the above studies were done outside Uganda.

2.4.2 Leadership Skills

Leadership is one of the vital factors for improving firm performance. Leaders impact organizational performance through their followers (Ng'ethe, 2012). Leadership can have a great impact on participation of employees within the organization. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are strong sources of managerial and sustained competitive advantage (Rowe, 2001).

Top quality leadership skills are essential in achieving the mission and vision along with coping with the changes occurring in the external environment. Today, setting and defining goals as well as producing and assessing performance are the major challenges of top managers (Farhangi and Dehghan, 2010). Attaining the best performance and achieving desired results is not possible if there is not a formulated plan in an integrated system. This system should be able to plan the performance, devise and implement its plans through an appropriate administrative system, and assess the results using evaluation procedures in order to improve the performance of the organization (Pirouz, Razavi, and Hashemi, 2009). In current time, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance, etc. This may be due to the lack of effective leadership skills. An organization therefore needs to nurture new managers who will take the organization to higher levels of organization performance.

2.4.2.1 Inspiration

In an organization, the leader will try to influence the behaviour of employees with the aim of having them assist the organization to achieve its objectives. Any leader should be able to inspire those he is leading, make appropriate decisions and show them the best way to achieve whatever they set out to do. Leadership is thus responsibility to lead others to achieve organizational goals (Kradwoski, 2004). As such, according to Kotler (2003), managers have to positively inspire their workers to achieve better results. They are leaders. Managers may be overwhelmed by their responsibilities as a lot is expected of them. To acquire all the necessary skills necessary to ensure that managers are leaders, they have to accurately predict what would happen in the foreseeable future and plan for such. Transformational leadership is significantly different than transactional leadership but in reality, most leaders adopt both styles at different times and in different situations (Northouse, 2001). Transformational leaders provide an inspiring vision of goals that can help overcome self-interest and narrow factionalism in organizations.

2.4.2.2 Creativity

Many decisions a leader will encounter will be unique to the business and will require more thought than simply throwing a canned solution at it. Teams will often look to a leader for innovative thinking, so being able to tap into previous experiences and a treasure chest of new ideas will pay off for any leader. Innovation is a key element of survival in the modern business world. While leadership styles may need to be tailored to suit specific situations and businesses, they can provide the tools necessary to steer an organization down the path of success. Some people may be born leaders, but these are characteristics anyone can display with the right amount of determination. Herti (2011) in their study noted that leadership creativity has a significant effect on productivity.

2.4.3 Staff Skills

Lawrence (2010) argues that skills development in organizations is a key plank in improving organizational performance. For organizations to become competitive, it must have the skills needed for its sector. This means that organizations that go out of their way to have their employees acquire the necessary skills will ultimately do better than those who frown at such undertakings. Skills are acquired through training and practice (Pigors, 2007). Training should be planned, should be systematic and should also be geared towards obtaining some predetermined objectives. Pigors demonstrates the positive co-relationship between training and performance. This is because of the fact that training imparts the ability to perform the tasks with ease and efficiency.

Organizations which have emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at. Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. The main likely reason for this attentiveness is the belief that teams can affect the performance of organizations (Mullica, 2010). Conti and Kleiner (2013) reported that teams offer greater participation, challenges and feelings of accomplishment.

Organizations with teams will attract and retain the best people. This in turn will create a high-performance organization that is flexible, efficient and most importantly, profitable. Adejo (2012) conducted research titled effective time management for high performance in an organization with the objective to explain that how effective time management can improve the productivity and efficiency of the employees. The findings pointed out that time management is important for effective service delivery, timely completion of assignments and for the

promotion of excellence. The result indicated that there is a positive relationship between adequate time management and organization performance.

2.4.3.1 Conceptual Skills

Conceptual skill is defined by Mabai and Hove (2022) as a skill that requires more thinking and conceptualizing as compared to technical, hands-on skills. Yukl (2002) viewed conceptual skills as skills that focused on ideas and concepts and are considered to be mental capabilities that allow managers to view the organization as part of a larger supra-system. basis for other researches on managerial skills including Analoui (1996) and all the author's subsequent researches Furthermore, according to Peterson and Van Fleet (2004), work was still very much the. Strong management skills are a basic necessity for an organization to survive in the world of competition where there is a need to track changes continuously. Conceptual skills gain more importance towards the upper levels as they include being able to see the organization as a whole, to coordinate and integrate the interests and activities of the organization and to see the relation between departments of the organization.

2.4.3.2 Technical Skills

According to Koontz and Weihrich (2010), technical skill refers to the ability to apply knowledge, method, and technique of the means required to perform certain tasks through involvement to carry out organizational events. In this scope, special information, mastery, tactics and methods necessary to achieve a task, are all included in the subject of technical skills. Technical skills also necessitate information about products and services, organizational properties, properties of workers, management systems and rules beside with methods, processes and the equipment needed to complete the task at hand. Katz explains that (2009), managers with special skills such as technical are needed for building and maintaining an effective organization. Technical knowledge and skills are gained with formation, training and experience while having a strong memory and being able to attain new information one may want from several sources is also important in enhancing organizational performance.

2.5 Chapter Summary

This chapter has examined literature review directed by the research questions of the study. The first section of the chapter presents literature about the effect of talent management on organizational performance. The research that was carried out in the different content, geographical and time scope does not identify skill gaps within the workforce, ensuring that the right talent is in place for key roles. The literature could have demonstrated developing targeted training and development programs to bridge those gaps and enhance employee skills which may apply in their area of study other than World vision Mbale. This study would wish to

establish limiting the 30% women rule to new appointments to Government, the executive has put itself in a bind: it is not always possible without unacceptable acts of affirmative action, to include women in large number in new appointments which other studies in the literature do not indicate. There are, and always will be, other considerations, thus with a conscious effort to hope in qualified women, progress is possible in increasing female representation at senior levels, but this cannot have a major impact on overall numbers of female leaders.

Succession planning is as important in small organizations as it is in large organizations. For smaller companies, with fewer resources, smaller budgets and fewer employees, succession planning helps avoid disruptions in workflow; this seems not to be case in World Vision Mbale that this research was set out to find out.

Conclusion

Most managers fail to integrate succession planning in their operations until it needs to be implemented. Suddenly there is a void at the top and nobody has been primed to fill it. Leadership transitions in business affect the entire organizations continuity, employee retention, client retention and returns on investment. It is essential to create and implement a process that create and implement a process that creates visibility, accountability and greater integration of all facets of the business. Organizations are now realizing that there is need to expand the scope of succession planning, not only to cover the top executives but also the key persons in the entire organization. More recently succession planning has expanded yet again whereby enlightened corporations are integrating this practice into their strategic planning processes and corporate policies. It is on this basis therefore that this research was conducted to find out what the situation is in Organisations, a case of World Vision Mbale cluster.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research design, area of the study, source of information, study population, sample size and sampling technique, data collection methods, data collection instruments, reliability and validity of instruments, data processing and analysis and ethical considerations.

3.1 Research Design

A research design is regarded as the conceptual structure within which research is conducted (Kothari, 2002). The study will use a descriptive case study design. Yin (1981, 1984) described the design of case study as a research strategy which focuses on understanding the dynamics present within single a setting. Yin (1984) further adds that case studies typically combine data collection methods such as interviews, questionnaires, and observations.

In addition, the quantitative approach was used to quantify and analyze the data gathered from the study sample while the qualitative approach was used to collect in-depth data using interviews and focus group discussion. Mukiibi (2001) points out that although a particular research study was predominantly of one research design, a mixture of the two designs (triangulation) is ideal in order to avoid weaknesses of the other methods being applied in this research.

According to Cooper and Schindler (2014), a research design is a blueprint for the collection, measurement, and analysis of research data. The research design reveals the structure of the research problem and the program of investigation used to obtain empirical evidence. In this study descriptive research design was used. This research design was ideal for this study since it enabled the researcher to examine how the independent variables (talent management, succession planning processes and skills and competencies gap analysis) influenced the dependent variable (organization performance).

3.2 Study Population

Saunders (2007) explains that, population refers to the total collection of elements about which the researcher wishes to make inference. It is the universe of people, place or things to be investigated (Saunders, 2007). According to Creswell (2014), population is a group of individuals or entities with some common characteristic that the researcher plans to study with the aim of generalizing the findings about the target population.

The population for this study was 120 employees of World vision Limited, Mbale who included; Management (20), Supervisory (80) and Officers (20)

Table 3.1: Target Population

Position	Population
Management	20
Supervisory	80
Officers	20
Total	120

Source: Mbale World Vision Limited Human Resource (2022)

3.3 Sample Size

Cooper and Schindler (2014) articulate that the extent of how large a sample should be is a function of the variation in the population parameters under study and the estimating precision needed by the researcher. Saunders (2010), finds that sample size is the statistically determined factors to be studied. The sample size is defined as a variation in the population and the variables to be studied. As such, the sample size ensures that the information is detailed and comprehensive.

In this study, a sample size of 92 was selected from a target population of 120 using Krejcie and Morgan table (1970). Table 3.3.1 below shows the total population and sample size used in the study.

Table 3.3.1: Showing Population and Sample Size

Position	Population	Sample size
Management	20	15
Supervisors	80	57
Field officers	20	20
Total	120	92

Source: Mbale World Vision Limited Human Resource and improved by researcher (2022)

3.4 Sampling Technique

Sampling techniques are the ways in which an appropriate sample size is selected for the wider study (Bryman, 2012). There are a number of accepted techniques that can be used. This study

used stratified sampling technique. According to Thompson, (2013), stratified sampling is a process used in market research that involves dividing the population of interest into smaller groups, called strata. The choice of this sampling technique is based on the ability of populations to be divided into several mutually exclusive subpopulations, or strata hence inferences on the specific groups of the population is made (Cooper and Schindler, 2014). Stratified sampling technique was deployed since the population itself is stratified in nature. The strata consisted of management, supervisory and officers.

3.5 Data Collection Methods

Data collection is a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. Data collection methods can be divided into two categories: secondary methods of data collection and primary methods of data collection (Cox and Hassard 2010).

3.5.1 Questionnaires

Primary data was the base of this study using structured questionnaires. Cooper and Schindler (2014) opine that questionnaires are a set of questions that have a defined structure from which respondents select answers in a predetermined order. The questionnaires were close-ended and were structured into two areas, general information and questions related to the research questions. Questionnaires were developed and designed in the most understandable way by the respondents with simple language, simple questions that would be easily answered without consuming the time of the respondents. The questionnaire constituted of six sections, the first section constituted of general information of the organization, followed by the second section demographics information of the respondents, the third section questions on organization performance, the fourth section questions addressing talent management, fifth section questions addressing succession planning process and lastly the sixth section questions addressing skills and competencies gap analysis. This method is limited in depth of information. The main downside of limited depth of information is the potential inability to capture detailed and nuanced insights from participants. Questionnaires typically rely on structured and predefined response options, which can constrain participants' ability to provide in-depth responses; there also data errors due to question non-responses that existed. The number of respondents who chose to respond to survey questions were different from those who chose not to respond, thus creating bias; The method was time consuming to the respondents but the researcher exercised patience.

3.6 Research Procedures

According to Cox and Hassard (2010) research procedures are the step by step processes that guide a researcher on how to conduct the study, or how to collect data for the study. Prior to

data collection, an introduction letter authorizing data collection was obtained from the Department of Business, and submitted to Human Resource Managers of World vision ,Mbale A research permit was obtained for the validity of the study. An online Google forms tool was used because it enabled prompt filling of the questionnaires as well as immediate feedback to the researcher upon completion by the respondents.

The researcher created digital questionnaires using Google forms in order to be able to cover all respondents conveniently within a short period of time. This ensured that respondents were able to complete the forms at their own convenience, and minimized physical visits to the element’s physical locations. A pre-test of the questionnaire was performed by the researcher to identify its consistency in picking up the right information required for the research. The pre-test was conducted randomly on 8 respondents, and the results that confirmed the tool was reliable were presented in Table 3.6.1. The online survey questionnaire was digitally circulated to the respondents during data collection for the staff to take survey for a for two weeks period.

Table 3.6.1: Reliability Test

Questionnaire Item	No. of Items	Coefficient	Comment
Organizational performance	8	.780	Reliable
Talent management questions	8	.767	Reliable
Succession planning processes questions	11	.903	Reliable
Skills and competencies gap analysis questions	9	.942	Reliable

Source: Primary data (2022)

3.7 Data Analysis Methods

Data analysis refers to the process through which raw data from a survey is converted into the information that is meaningful and easily understood through data analysis tool (Cooper and Schindler, 2013). Both descriptive and inferential statistics were computed in analysis. According to Cooper and Schindler (2014) descriptive studies refer to methods of organizing and summarizing data. This study used descriptive statistics to analyze the data that was obtained from the field. With respect to descriptive statistics, the mean was the main item of determination. However, other descriptive statistics were also analyzed such as standard deviation, and frequency. Demographic characteristics of respondents were analyzed by the use of frequencies, and percentages. The variables of study were subjected to some level of descriptive analysis. Inferential statistics refers to methods of drawing conclusions from sample data about a population (Cooper and Schindler, 2014). For this study, regression and correlation analysis were used to determine the nature and the strength of the relationship between the independent and the dependent variables. The inferential statistics to be considered in analysis

were correlation and regression where the Pearson correlation coefficient and the linear regressions were computed respectively.

3.8 Ethical Consideration

In the process of data collection, the researcher strived for objectivity, accuracy and completeness of data. According to <https://www.enago.com/academy/what-are-the-ethic...> downloaded on 14/06/2024 says that Ethical considerations in research are a set of principles that will guide research designs and practices. These principles will include voluntary participation, informed consent, anonymity, confidentiality, potential for harm, and results communication.

These principles include voluntary participation, informed consent, anonymity, confidentiality, potential for harm, and results communication. The 4 main ethical principles that the researcher followed were beneficence, non-maleficence, autonomy, and justice. Informed consent, truth-telling, and confidentiality sprang from the principle of autonomy.

While collecting data, the researcher ensured privacy of respondents and got their free consent for their involvement in the research.

3.9. Limitations and delimitations to the study

- Time: The time that was allowed to do this research was not enough to the exhaustive study and obtained all the essential information for much more suitable conclusions however, the researcher limited herself to only three specific objectives that were followed within the short time that was available.
- Financial Constraints: The Researcher was limited by financial resources such as the transport costs and stationery to carry out her research effectively, however, the study was conducted within the available budget line.
- Slow or non- response: Since the researcher did not know the kind of respondents to deal with, some of them failed to respond or delay to do so, the researcher had to organize more than the required number of respondents and only sampled out 92 out of 120.

3.9 Conclusion

This chapter provided an overview of the methods and procedures that were used to conduct the study. It included the research design, target population, sampling design which includes the sampling frame, sampling technique, and finally the data analysis methods that were employed in the study.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF THE FINDINGS

4.0 Introduction

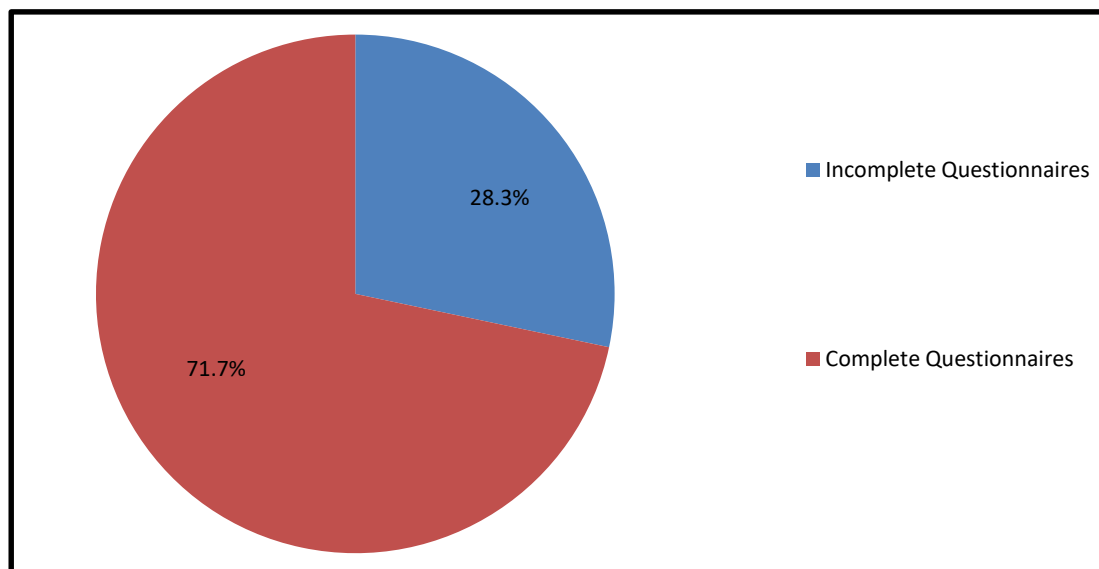
This chapter presents the results and an analysis of the findings of data collected according to the research objectives and research questions. The interpretation follows the finding for each of the study objectives.

4.2 Response Rate and Background

4.2.1 Response Rate

The researcher started by ascertaining the response rate from both the returned questionnaire before undertaking the analysis in order to ensure that the findings are representative of the sample. A high response rate assures accuracy and builds confidence in the results. The researcher computed the response rate and out of the 92 questionnaires distributed to respondents, 78 questionnaires were returned and during the data checking and cleaning process, only 66 questionnaires were completely filled and free of errors. These were deemed fit for analysis, thus providing the study with a response rate of 71.7% as presented in Figure 4.1.

Figure 4.1: Response Rate



Source: Primary Data (2022)

4.2.2.1 Succession Planning Policy

Table 4.1: Succession Planning Policy

Succession Planning Policy in place	Response
Yes	63.6%
No	12.2%
Not sure	24.2%

Source: Primary Data (2022)

Table 4.1 above shows that 63.6% of the respondents agreed to the fact that World vision had a succession planning policy and procedures in place, while 24.2% were not sure, and 12.2% denied. This show that world vision had a succession planning policy and procedure in place.

Table 4.2: General Information about World vision

Construct	Very Ineffective	Very Effective	Effective	Ineffective	Not Sure
How is the organization in terms of applying talent management in its succession planning policy and procedures	7.6%	13.6%	45.5%	18.2%	15.2%
How is the organization in terms of applying talent retention in its succession planning policy and procedures	9.1%	9.1%	40.9%	21.2%	19.7%
How is the organization's leadership team in terms of employee engagement to achieve organization performance	4.5%	16.7%	57.6%	15.2%	6.1%
How is the organization in terms of knowledge utilization	4.5%	13.6%	54.4%	13.6%	14.6%
How is the organization in terms of skills and competencies gap analysis	7.6%	9.1%	45.5%	31.8%	6.1%

Source: Primary Data (2022)

Figure 4.2 presents the results for how is world vision was terms of applying talent management in its succession planning policy and procedures. It shows that 45.5% of the respondents viewed

it as effective, 18.2% stated it was ineffective, 15.2% were not sure, 13.6% stated very effective, and 7.6% stated very ineffective. This denotes that world vision was effective in applying talent management in its succession planning policy and procedures.

The results for how is the organization was terms of applying talent retention in its succession planning policy and procedures. It shows that 40.9% of the 32 respondents viewed it as effective, 21.2% stated it was ineffective, 19.7% were not sure, 9.1% stated very effective, and another 9.1% stated very ineffective. This denotes that world vision was effective in applying talent retention in its succession planning policy and procedures.

Furthermore, the results for how world vision's leadership team is in terms of employee engagement to achieve organization performance. It indicates that 57.6% of the respondents viewed it as effective, 16.7% stated very effective, 15.2% stated it was ineffective, 6.1% were not sure, and 4.5% stated very ineffective. This shows that the organization's leadership team was effective and had influence on employee engagement to achieve organization performance.

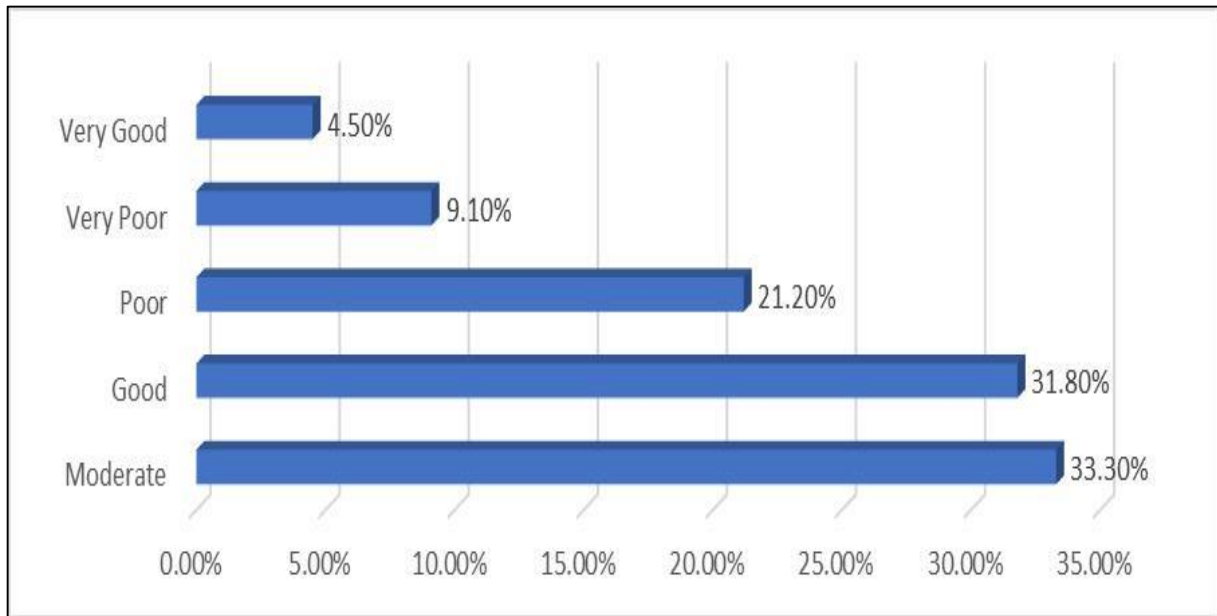
The study also found that the results for how the organization was in terms of knowledge utilization. It indicates that 54.5% of the respondents viewed it as effective, 13.6% equally stated very effective, not sure, and ineffective, while 4.5% stated very ineffective. This indicates that the organization was effective in terms of knowledge utilization.

The researcher revealed that the results of how is the organization were in terms of skills and competencies gap analysis. It shows that 45.5% of the respondents viewed it as effective, 31.8% stated it was ineffective, 9.1% stated very effective, 7.6% stated very ineffective, and 6.1% were not sure. This indicates that the organization was effective in terms of skills and competencies gap analysis.

4.2.2.2 Rating of Succession Planning Process

Figure 4.2 shows the results of how the respondents rated the organization's succession planning policy and procedures over the past few years. It shows that 33.3% of the respondents viewed it as moderate, 31.8% stated it was good, 21.2% stated poor, 9.1% stated very poor, and 4.5% stated very good. This means that the organization had been moderate in terms of succession planning policy and procedures over the past few years.

Figure 4.2: Succession Planning Process Rating

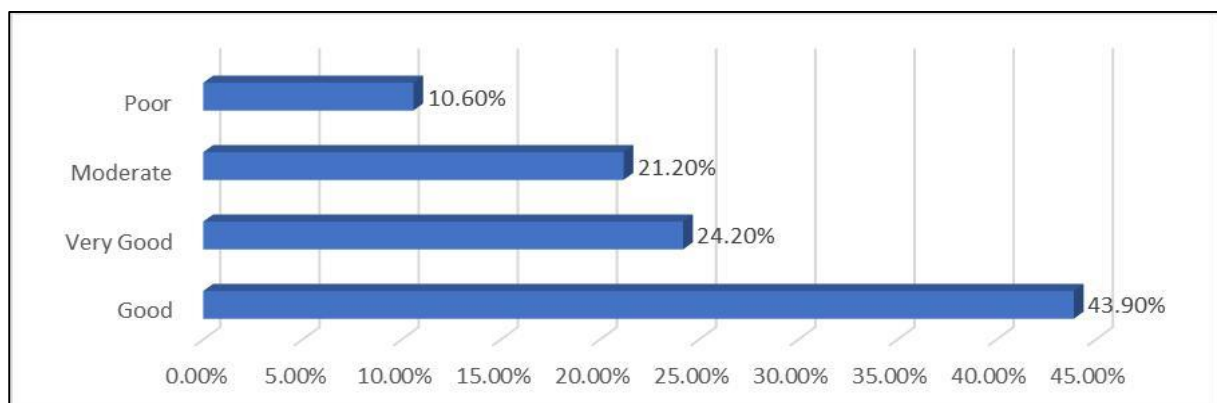


Source: Primary Data (2022)

4.2.2.3 Rating of Business Performance

Figure 4.3 presents the results of how the respondents rated world vision Mbale’s business performance over the past few years. It shows that 43.9% of the respondents viewed it as good, 24.2% stated it was very good, 21.2% stated moderate, 10.6% stated poor, and none stated very poor. This means that the organization had been good in terms of business performance over the past few years.

Figure 4.3: Business Performance Rating



Source: Primary Data (2022)

4.3 Demographic Characteristics of Respondents

Table 4.3 showing Demographic Characteristics of Respondents

Variables		Percentage
Gender	Male	53%
	Female	47%
Age Bracket	26-30 years	18.20%
	31-35 years	37.90%
	36-40 years	22.70%
	40 years above	21.20%
Level of Education	Certificate	3%
	Diploma	3%
	Bachelor's Degree	56.10%
	Master's Degree	37.90%
Working Experience	21 years above	4.50%
	16-20 years	4.50%
	11-15 years	10.60%
	6-10 years	51.50%
	5 years below	28.80%
Office Location	Head Office	80.30%
	Mbale Branch	19.70%
Current Position	Supervisor	22.70%
	Management	31.80%
	Officer	45.50%

Source: Primary Data (2022)

Table 4.3 presents the results for the gender divide of the respondents. It shows that 53% of the respondents were male, and 47% were female. This indicates that world vision's management had more male, compared to females. This also shows that both genders were well represented, and thus, the results were not influenced by gender bias.

Furthermore, 37.9% of the respondents were between the ages of 31-35 years, 22.7% were aged between 36-40 years, 21.2% were 41 years and over, and 18.2% were between the ages of 26-30 years. This indicates that the firm's management had many youths in place, which could be explained by the majority of the Ugandan population. It also shows that all age brackets were well represented, minimizing bias.

The study also found that 56.1% of the respondents had attained their bachelor's degree, 37.9% had attained their Master's degrees, and 3% had equally attained their diplomas, and certificates. This denotes that the management of World vision Mbale had a very strong educational background, and could therefore; comprehend the study questions with ease.

51.5% had been with world vision, Mbale for 6-10 years, 28.8% had been with the firm for 5 years and below, 10.6% for 11-15 years, and 4.5% equally for 16-20 years, and 21 years and above. This shows that the respondents were great for the study, based on the number of years they had been with world vision, Mbale.

The researcher also revealed that 80.3% of the respondents were based in the head office, and 19.7% were from branch. This shows that all managers from the head office and branch were considered in the study, thus providing a comprehensive result for World vision. Furthermore, 45.5% of the respondents were officers, 31.8% were in management, and 22.7% were supervisors. This indicates that all levels of management were considered in the study. It shows that each level was fairly and substantially represented, ensuring that the results were not influenced by management level bias.

4.3.1 Descriptive Analysis for Organization Performance

Table 4.4: Organization Performance Descriptive

Organization Performance	SD	D	N	A	SA	M	Std. Dev
Organizational performance at the NGO comprises of revenue	6.1%	4.5%	7.6%	42.4%	39.4%	4.05	1.101
Promotion and organization performance	1.5%	3%	15.2%	53%	27.3%	4.02	.832
Organizational performance at the NGO comprises of customer satisfaction	3%	6.1%	10.6%	43.9%	36.4%	3.21	1.365
Organizational performance at the NGO comprises of market share growth	7.6%	6.1%	18.2%	48.5%	19.7%	1.58	1.082
Organizational performance at the NGO comprises of employee engagement and retention	9.1%	19.7%	21.2%	36.4%	13.6%	3.42	1.348
Retirement	7.6%	3%	9.1%	48.5%	31.8%	2.98	1.030

The organization encourages and nurtures innovative thinking and behaviour	3%	15.2%	24.2%	39.4%	18.2%	1.33	.536
Transfer and organization performance	7.6%	15.2%	19.7%	45.5%	12.1%	3.29	1.134
Average mean						2.985	1.053

Source: Primary Data (2022)

Table 4.4 shows that organizational performance at the NGO comprises of revenue as agreed to by 81.8% of the respondents, 10.6% disagreed, while 7.6% were neutral (M=4.05, SD=1.101). Organizational performance at the NGO comprises of improved service delivery as agreed to by 80.3% of the respondents, 15.2% were neutral, and 4.5% disagreed (M=4.02, SD=0.832). Organizational performance at the NGO comprises of customer satisfaction as agreed to by 80.3% of the respondents, 10.6% were neutral, and 9.1% disagreed (M=3.21, SD=1.365).

The table also shows that, organizational performance at the NGO comprises of market share growth as agreed to by 68.2% of the respondents, 18.2% were neutral, and 13.7% disagreed (M=1.58, SD=1.082). Organizational performance at the NGO comprises of employee engagement and retention as agreed to by 50% of the respondents, 28.8% disagreed, while 21.2% were neutral (M=3.42, SD=1.348). Organizational performance at the NGO is measured using the Balanced Scorecard method as agreed to by 80.3% of the respondents, 10.6% disagreed, while 9.1% were neutral (M=2.98, SD=1.030). The organization encourages and nurtures innovative thinking and behaviours as agreed to by 57.6% of the respondents, 24.2% were neutral, and 18.2% disagreed (M=1.33, SD=0.536). The NGO's culture is one of collaboration, adaptive to change and performance-based as agreed to by 66.6% of the respondents, 28.8% disagreed, while 19.7% were neutral (M=3.29, SD=1.134).

Descriptive statistic shows the overall average mean of 2.985 which shows moderate agreement on parameters of organizational performance in World vision, taking into consideration all the inter-relations among the study variables. This implies that better organizational performance in World Vision. However Standard deviation of 1.053 shows a wide variation on the responses.

4.3.2 Descriptive Analysis for Talent Management and Organization Performance

Table 4.4 indicates that the NGO has a systematic approach to attract and retain high performing employees as agreed to by 47% of the respondents, 31.9% disagreed, while 21.2%

were neutral ($M=3.18$, $SD=1.335$). Talent management promotes workforce efficiency and productivity in the NGO as agreed to by 60.6% of the respondents, 21.2% were neutral, and 18.2% disagreed ($M=3.56$, $SD=1.125$). Hiring and selection of employees influences the NGO's performance as agreed to by 75.8% of the respondents, 12.1% were neutral, and 12.1% disagreed ($M=3.88$, $SD=1.015$). The NGO invests in enhancing employee skills and competencies of its employees to meet the needs of the dynamic business environment as agreed to by 69.7% of the respondents, 21.3% disagreed, while 9.1% were neutral ($M=3.61$, $SD=1.135$).

Coaching practices are used by the NGO to assist employees to meet organizational goals as agreed to by 51.5% of the respondents, 27.3% disagreed, while 21.2% were neutral ($M=3.30$, $SD=1.163$). Coaching practices are used by the NGO to enhance the performance of its employees as agreed to by 48.5% of the respondents, 27.3% were neutral, and 24.3% disagreed ($M=3.30$, $SD=1.095$). The NGO has put measures in place that encourage employees to remain in the organization for the optimal period of time as agreed to by 36.9% of the respondents, 34.9% disagreed, while 18.2% were neutral ($M=3.17$, $SD=1.123$). Compensation is considered as an effective technique for organizational performance as agreed to by 66.7% of the respondents, 19.7% were neutral, and 13.6% disagreed ($M=3.67$, $SD=1.028$).

Descriptive statistic shows the overall average mean of 3.45 which shows moderate agreement that talent management has a bearing upon Organizational performance in World Vision, taking into consideration all the inter-relations among the study variables. This implies that talent management can go a long way in impacting organizational performance thus boosting efficiency and effectiveness. However, the standard deviation of 1.139 shows a wide variance in responses.

Table 4.4: Talent Management and Organization Performance Descriptive

Talent Management	SD	D	N	A	SA	M	Std.	
	%	%	%	%	%			
The NGO has a systematic approach to attract and retain high performing employees	15.2	16.7	21.2	28.8	18.2	3.92	2.201	High
Talent management promotes workforce efficiency and productivity in the NGO	6.1	12.1	21.2	40.9	19.7	3.03	1.425	Moderate
Hiring and selection of employees influences the NGO's performance	3	9.1	12.1	48.5	27.3	2.36	1.241	Moderate
The NGO invests in enhancing employee skills and competencies of its employees to meet the needs of the dynamic business environment	6.1	15.2	9.1	51.5	18.2	2.33	1.505	Moderate
Coaching practices are used by the NGO to assist employees to meet organizational goals	7.6	19.7	21.2	37.9	13.6	2.10	1.147	Moderate
Coaching practices are used by the NGO to enhance the performance of its employees	6.1	18.2	27.3	36.4	12.1	2.04	1.097	Low
The NGO has put measures in place that encourage employees to remain in the organization for the optimal period of time	9.1	25.8	18.2	33.3	13.6	1.93	.848	Low
Compensation is considered as an effective technique for organizational performance	4.5	9.1	19.7	48.5	18.2	1.89	.968	Low
Average Mean						2.985	1.053	Low

Source: Primary Data (2022)

4.3.3 Correlation Analysis for Talent Management and Organization Performance

Table 4.5 presents the correlation analysis between talent management factors and organization performance. Findings above reveal that there is a strong positive and significant relationship between Talent management and organizational performance at $r = 0.980^{**}$, p value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when internal talent management is emphasized, organizational performance is enhanced. Therefore, the management should emphasize talent management to improve on organizational performance.

Table 4.5: Talent Management and Organization Performance Correlations
Correlations

		Talent management	Organizational performance
Talent management	Pearson Correlation	1	.980 ^{**}
	Sig. (2-tailed)		.000
	N	66	66
Organizational performance	Pearson Correlation	.980 ^{**}	1
	Sig. (2-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data (2022)

4.3.4 Regression Analysis for Talent Management and Organization Performance

4.3.4.1 Model Summary for Talent Management and Organization Performance

Table 4.6 shows the regression model summary between talent management and organization performance. The model summary findings in table 4.6 above using predictor Talent management reveals that an R Square value is 0.961. This implies that 96.1% (0.961×100) variations in organizational performance is explained by talent management while the remaining 3.9% is explained by other factors.

Table 4.6: Talent Management and Organization Performance Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980 ^a	.961	.961	.20158

a. Predictors: (Constant), Talent management

Source: Primary Data (2022)

4.3.4.2 ANOVA between Talent Management and Organization Performance

Table 4.7 presents the analysis of variance (ANOVA) between talent management and organization performance. The F value of 1585.392 df (1,64) <0.01 designates that the regression was perfectly fit for the study. It also shows that there existed a statistically significant variance between talent management and organization performance.

Table 4.7: ANOVA for Talent Management and Organization Performance

4.3.4.3 Coefficients between Talent Management and Organization Performance

Table 4.8 presents the regression coefficients between talent management and organization performance, and this may be presented as:

Organization Performance = 1.561 + 0.630 Talent Management +

The significance of talent management had p value (p=0.000) which is less than 0.01. The beta coefficient 0.980 is positive. Based on this finding, it can be concluded that talent management significantly affected organizational performance. This showed that talent management is a good predictor of organizational performance. It can further be concluded that talent management had positive and significant effect on organizational performance of World vision.

Table 4.8: Talent Management and Organization Performance Coefficients**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	.610	.082		
1 Talent management	.905	.023	.980	39.817	.000

a. Dependent Variable: organizational performance

Source: Primary Data (2022)**4.4 Succession Planning Processes and Organizational Performance****4.4.1 Descriptive Analysis for Succession Planning Processes and Organization Performance**

Table 4.9 shows that succession planning processes at the NGO involve preparing for change in leadership as agreed to by 56.1% of the respondents, 22.7% disagreed, while 21.2% were neutral (M=3.33, SD=1.155). Succession planning processes at the NGO ensures that high performing employees are retained and rewarded as agreed to by 48.5% of the respondents, 28.8% disagreed, while 22.7% were neutral (M=3.30, SD=1.252). Individual employee career goals and objectives are important to the NGO's succession planning as agreed to by 45.5% of the respondents, 33.3% were neutral, and 21.2% disagreed (M=3.24, SD=1.082). The NGO has identified key attributes essential for leadership development in critical roles as agreed to by 42.4% of the respondents, 30.3% were neutral, and 27.3% disagreed (M=3.17, SD=1.131).

The NGO faces barriers to its succession planning and leadership development as agreed to by 57.6% of the respondents, 22.7% were neutral, and 19.7% disagreed (M=3.50, SD=1.041). Succession planning in the NGO focuses on its sustainability as agreed to by 65.1% of the respondents, 19.7% were neutral, and 15.1% disagreed (M=3.58, SD=0.993). The recruitment process ensures that the NGO does not have a surplus or shortage of staff as agreed to by 57.6% of the respondents, 22.7% disagreed, while 19.7% were neutral (M=3.38, SD=1.147). Knowledge management at the NGO has facilitated the integration of people, processes and technology to create value for the organization as agreed to by 57.6% of the respondents, 21.2% disagreed, while another 21.2% were neutral (M=3.47, SD=1.084).

Generating new knowledge is vital for the NGO since it has positive effect on organization performance as agreed to by 80.3% of the respondents, 12.1% disagreed, while 7.6% were

neutral ($M=3.94$, $SD=1.051$). The NGO fosters a conducive environment that encourages sharing of essential business knowledge across functions as agreed to by 66.7% of the respondents, 18.2% disagreed, while 15.2% were neutral ($M=3.62$, $SD=1.034$). Utilization of knowledge acquired by the NGO has transformed its potential capabilities to realized and dynamic capabilities as agreed to by 59.1% of the respondents, 22.7% were neutral, and 18.2% disagreed ($M=3.52$, $SD=1.099$).

Descriptive statistic shows the overall average mean of 3.45 which shows moderate agreement that succession planning processes have a bearing upon Organizational performance in World Vision, taking into consideration all the inter-relations among the study variables. This implies that succession planning processes have an impact organizational performance thus boosting employee growth and development. However, the standard deviation of 1.097 shows a wide variance in responses.

Table 4.9: Succession Planning Processes and Organization Performance Descriptive

	SD	D	N	A	SA		Std
	%	%	%	%	%	M	.
Succession planning processes at the NGO involve preparing for change in leadership	10.6	12.1	21.2	45.5	10.6	3.33	1.155
Succession planning processes at the NGO ensures that high performing employees are retained and rewarded	9.1	19.7	22.7	28.8	19.7	3.30	1.252
Individual employee career goals and objectives are important to the NGO's succession planning	9.1	12.1	33.3	36.4	9.1	3.24	1.082
The NGO has identified key attributes essential for leadership development in critical roles	9.1	18.2	30.3	31.8	10.6	3.17	1.131
The NGO faces barriers to its succession planning and leadership development	3	16.7	22.7	42.4	15.2	3.50	1.041
Succession planning in the NGO focuses on its sustainability	4.5	10.6	19.7	53	12.1	3.58	.993
The recruitment process ensures that the NGO does not have a surplus or shortage of staff	9.1	13.6	19.7	45.5	12.1	3.38	1.147
Knowledge management at the NGO has facilitated the integration of people, processes and technology to create value for the organization	4.5	16.7	21.2	42.4	15.2	3.47	1.084
Generating new knowledge is vital for the NGO since it has positive effect on organization performance	4.5	7.6	7.6	50	30.3	3.94	1.051
NGOM fosters a conducive environment that encourages sharing of essential business knowledge across functions	3	15.2	15.2	50	16.7	3.62	1.034
Utilization of knowledge acquired by the NGO has transformed its potential capabilities to realized and dynamic capabilities	6.1	12.1	22.7	42.4	16.7	3.52	1.099
Average						3.45	1.097

Source: Primary Data (2022)

4.2 Correlation Analysis for Succession Planning Processes and Organization Performance

Table 4.10 presents the correlation analysis between succession planning processes factors and organization performance. Findings above reveal that there is a strong positive and significant relationship between succession planning process and organizational performance at $r = 0.986^{**}$, p value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when succession planning process is emphasized, organizational performance is enhanced. Therefore, the management should emphasize succession planning process to improve on organizational performance.

Table 4.10: Succession Planning Processes and Organization Performance Correlations

		Succession planning process	Organizational performance
Succession planning process	Pearson Correlation	1	.986 ^{**}
	Sig. (2-tailed)		.000
	N	66	66
Organizational performance	Pearson Correlation	.986 ^{**}	1
	Sig. (2-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level (2-tailed).

4.4.3 Regression Analysis for succession planning process and organizational performance

4.4.3.1 Model Summary for Succession Planning Processes and Organization Performance

Table 4.11 shows the regression model summary between succession planning processes and organization performance. The model summary findings using predictor succession planning process reveals that an R Square value is 0.972. This implies that 97.2% (0.972×100) variations in organizational performance is explained by succession planning process while the remaining 2.8% is explained by other factors.

Table 4.11: Succession Planning Processes and Organization Performance Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.972	.972	.17034

a. Predictors: (Constant), Succession planning process

Source: Primary Data (2022)

4.4.3.3 Coefficients between Succession Planning Processes and Organization Performance

Table 4.13 presents the regression coefficients between succession planning processes and organization performance, and this may be presented as:

Organization Performance = 1.813 + 0.557 Succession Planning Processes

The significance of succession planning process had p value (p=0.000) which is less than 0.01. The beta coefficient 0.986 is positive. Based on this finding, it can be concluded that succession planning process significantly affected organizational performance. This showed that talent management is a good predictor of organizational performance. It can further be concluded that succession planning had positive and significant effect on organizational performance of World vision.

Table 4.13: Succession Planning Processes and Organization Performance Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.467	.072		6.480	.000
	Succession planning process	.946	.020	.986	47.390	.000

Source: Primary Data (2022)

4.5 Skills and Competencies Gap Analysis and Organizational Performance

4.5.1 Descriptive Analysis for Skills and Competencies Gap Analysis and Organization Performance

Table 4.14 shows that the NGO has the ability to identify the skill levels and competencies of workers in meeting its requirements as agreed to by 60.6% of the respondents, 24.3% disagreed, while 15.2% were neutral ($M=3.38$, $SD=1.147$). The NGO's revenue has been adversely impacted by employees' skills and competencies gaps as agreed to by 53% of the respondents, 30.3% disagreed, while 16.7% were neutral ($M=3.38$, $SD=1.160$). Development of specific competencies has contributed to the NGO's continual improvement in employee performance as agreed to by 62.1% of the respondents, 19.7% were neutral, and 18.2% disagreed ($M=3.56$, $SD=1.111$).

The NGO's leadership has a great impact on the performance of the employees as agreed to by 75.7% of the respondents, 13.6% were neutral, and 10.6% disagreed ($M=3.85$, $SD=0.965$). The leadership team encourages employees to participate in decision-making for the benefit of the NGO as agreed to by 56.1% of the respondents, 28.8% disagreed, and 15.2% were neutral ($M=3.36$, $SD=1.211$).

The NGO's leadership team plays a key role in building leadership capacity by developing and preparing high potential employees for now and the future as agreed to by 60.6% of the respondents, 27.3% disagreed, and 12.1% were neutral ($M=3.41$, $SD=1.228$).

The NGO fosters an environment that promotes and rewards innovative thinking and creativity as agreed to by 48.5% of the respondents, 28.8% disagreed, and 22.7% were neutral ($M=3.23$, $SD=1.174$). Strong management skills are a basic necessity for the NGO to survive in the competitive business world as agreed to by 86.4% of the respondents, 9.1% disagreed, and 4.5% were neutral ($M=4.12$, $SD=1.060$). Managers with technical skills are used by the NGO to build and maintain an effective organization as agreed to by 84.8% of the respondents, 9.1% disagreed, and 6.1% were neutral ($M=4.17$, $SD=1.001$).

Descriptive statistic shows the overall average mean of 3.60 which shows high agreement that skills and competencies gap analysis has a bearing upon Organizational performance in World Vision, taking into consideration all the inter-relations among the study variables. This implies that skills and competencies gap analysis have an impact on organizational performance thus boosting employee commitment and competence. However, the standard deviation of 1.117 shows a wide variance in responses.

Table 4.14: Skills and Competencies Gap Analysis and Organization Performance Descriptive

Skills and Competencies Gap Analysis	SD	D	N	A	SA	M	Std.
	%	%	%	%	%		
The NGO has the ability to identify the skill levels and competencies of workers in meeting its requirements	9.1	15.2	15.2	50	10.6	3.38	1.147
The NGO's revenue has been adversely impacted by employees' skills and competencies gaps	3	27.3	16.7	34.8	18.2	3.38	1.160
Development of specific competencies has contributed to the NGO's continual improvement in employee performance	6.1	12.1	19.7	43.9	18.2	3.56	1.111
The NGO's leadership has a great impact on the performance of the employees	3	7.6	13.6	53	22.7	3.85	.965
The leadership team encourages employees to participate in decision- making for the benefit of the NGO	7.6	21.2	15.2	39.4	16.7	3.36	1.211
NGO's leadership team plays a key role in building leadership capacity by developing and preparing high potential employees for now and the future	9.1	18.2	12.1	43.9	16.7	3.41	1.228
The NGO fosters an environment that promotes and rewards innovative thinking and creativity	9.1	19.7	22.7	36.4	12.1	3.23	1.174
Strong management skills are a basic necessity for the NGO to survive in the competitive business world	6.1	3	4.5	45.5	40.9	4.12	1.060
Managers with technical skills are used by the NGO to build and maintain an effective organization	3	6.1	6.1	40.9	43.9	4.17	1.001
Average						3.60	1.117

Source: Primary Data (2022)

4.5.2 Correlation Analysis for Skills and Competencies Gap Analysis and Organization Performance

Table 4.15 presents the correlation analysis between skills and competencies gap analysis factors and organization performance. Findings above reveal that there is a strong positive and significant relationship between skills and competencies gap analysis and organizational performance at $r = 0.986^{**}$, p value = .000 given by Pearson Correlation coefficient at the 0.01 (2-tailed) level of significance. This means that when skills and competencies gap analysis is emphasized, organizational performance is enhanced. Therefore, the management should emphasize succession planning process to improve on organizational performance.

Table 4.15: Skills and Competencies Gap Analysis and Organization Performance Correlations

		Skills and competencies gap analysis	Organizational performance
Skills and competencies gap analysis	Pearson Correlation	1	.986 ^{**}
	Sig. (2-tailed)		.000
	N	66	66
Organizational performance	Pearson Correlation	.986 ^{**}	1
	Sig. (2-tailed)	.000	
	N	66	66

^{**}. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2022)

4.5.3 Regression Analysis for Skills and Competencies gap and organizational performance

4.5.3.1 Model Summary for Skills and Competencies Gap Analysis and Organization Performance

Table 4.16 shows the regression model summary between skills and competencies gap analysis and organization performance. The model summary findings using predictor skills and competencies gap analysis reveals that an R Square value is 0.973. This implies that 97.3% (0.972*100) variations in organizational performance is explained by skills and competencies gap analysis while the remaining 2.7% is explained by other factors.

Table 4.16: Skills and Competencies Gap Analysis and Organization Performance Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.973	.972	.16906

a. Predictors: (Constant), skills and competencies gap analysis

4.5.3.3 Coefficients between Skills and Competencies Gap Analysis and Organization Performance

Table 4.18 presents the regression coefficients between skills and competencies gap analysis and organization performance, and this may be presented as:

$$\text{Organization Performance} = 1.813 + 0.557 \text{ Skills and Competencies Gap Analysis} +$$

The significance of skills and competencies gap analysis had p value ($p=0.000$) which is less than 0.01. The beta coefficient 0.986 is positive. Based on this finding, it can be concluded that skills and competencies gap analysis significantly affected organizational performance. This showed that talent management is a good predictor of organizational performance. It can further be concluded that skills and competencies gap analysis had positive and significant effect on organizational performance of World vision.

Table 4.18: Skills and Competencies Gap Analysis and Organization Performance Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.348	.074		4.710	.000
Skills and competencies gap analysis	.940	.020	.986	47.759	.000

a. Dependent Variable: organizational performance

Source: Primary Data (2022)

4.5.4 Multiple regression analysis for Succession Planning Factors and Organization Performance

4.5.4.1 Model Summary for Succession Planning Factors and Organization Performance

Table 4.20 presents the regression model summary between succession planning factors (talent management, succession planning processes, and skills and competencies gap analysis) and organization performance. The model summary findings using predictor succession planning factors (talent management, succession planning processes, and skills and competencies gap analysis) reveals that an R Square value is 0.977. This implies that 97.7% (0.972*100) variations in organizational performance is explained by succession planning factors while the remaining 2.3% is explained by other factors.

Table 4.20: Succession Planning Factors and Organization Performance Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.977	.976	.15889

a. Predictors: (Constant), skills and competencies gap analysis, succession planning process, Talent management

4.5.5.3 Coefficients between Succession Planning Factors and Organization Performance

Table 4.21 presents the regression coefficients between succession planning factors (talent management, succession planning processes, and skills and competencies gap analysis) and organization performance, and this may be presented as:

$$\text{Organization Performance} = 1.446 + 0.603 \text{ Talent Management} - 0.081 \text{ Succession Planning Processes} + 0.135 \text{ Skills and Competencies Gap Analysis} +$$

The above equation indicates that talent management was a significant factor in organization performance as exposed by the p-value that was <0.01. Thus, the equation indicates that the existing relationship between the two variables.

Results reveal that Skills and competencies gap analysis is the greatest contributor to organizational performance with beta values = 0.607 at 0.002 level of significance. This means that internal Skills and competencies gap analysis has a positive and significant effect on financial performance. This answers the research question that states that “What are the effects of skills and competencies gap analysis on performance World vision Mbale?”

Also, findings indicate that Succession planning process is the second contributor to organizational performance in World vision with beta values = 0.559 at 0.002 level of significance. This means that Succession planning process has a positive and significant effect on financial performance. This answers research question that states that “What is the effect of succession planning process on performance of world vision Mbale?”

Findings still reveal that Talent management is the least contributor to organization performance with beta values = -0.177 at 0.335 level of significance. This means that Talent management has a negative and insignificant effect on organizational performance. This answers the research question that states that “What is the effect of Talent Management on performance of world vision Mbale?”

Table 4.21: Succession Planning Factors and Organization Performance Coefficients
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.361	.078		4.620	.000
	Talent management	-.163	.168	-.177	-.972	.335
	Succession planning process	.536	.168	.559	3.188	.002
	Skills and competencies gap analysis	.579	.177	.607	3.261	.002

a. Dependent Variable: organizational performance

4.2.3 TESTING THE HYPOTHESIS

4.2.3 Hypothesis

It stated that there is no relationship between succession planning and organizational performance. The hypothesis was derived from objective two which was to evaluate the relationship between succession planning and organizational performance; it went hand in hand with research question which had asked about the relationship between two variables. In testing the hypothesis, organizational performance was correlated with promotion, transfer, retirement and termination and the finding are as seen in the table.

Table below showing Chi- square and Spearman's calculation in the relationship between organizational performance and succession planning; In testing the hypothesis succession planning was correlated with promotion, transfer, retirement and termination and the test revealed the following Table

	Chi square Value	df	Significance	Spearman	Significance
Transfer and Organization Performance	789.1	6	0.55	0.55	0.000
Promotion and Organization Performance	969.3	6	0.55	0.55	0.000
Retirement and Organization Performance	954.5	6	0.289	0.289	0.000
Termination and organization Performance	704.2	6	0.358	0.358	0.000

The correlation on promotion and organizational performance revealed a chi-square value of 969.3 with 6 degrees of freedom of 0.000. This shows some association between promotion and organizational performance but does not show the direction hence use of Spearman's rho revealed a value of 0.55 significant of 0.0004 showing a positive association between promotion and organizational performance.

The correlation on transfer and transitional performance revealed a chi-square value of 789.1 With 6 degrees of freedom significant of 0.000. This shows some association between retirement and organizational performance but does not show the direction hence use of Spearman's rho revealed a value of 0.289 significant of 0.000 showing a positive association between retirement and organizational performance. The correlation of termination and organizational but does not show the direction hence use of Spearman's rho revealed a value of 0.358 significant of 0.000 showing a positive association between termination and organizational performance. Therefore the null hypothesis was rejected.

Chi- square and Spearman’s rho on succession planning and monitoring, coaching and job rotation

	Chi square Value	df	Significance	Spearman	Significance
Mentoring	554.0	6	0.000	1.000	0.006
Coaching	323.4	6	0.000	0.206	0.002
Job rotation	375.4	6	0.000	-0.081	0.132

The correlation on mentoring as a programme revealed chi-square value of 554.0 with 6 degrees of freedom significant between organizational performance and mentoring, but does not show the direction hence use of Spearman’s rho which revealed a value of 1.0 significant of 0.006 showing a positive association between organization performance and mentoring.

The correlation on coaching as a programme revealed a chi- square of 323.4 with 6 degrees of freedom significant of 0.000. This shows some association between organizational performance and coaching but does not show the direction hence use of Spearman’s rho which revealed a value of 0.206 significant 0.002 showing a positive association between organizational performance and caching organizational performance and coaching.

The correlation on job rotation as a programme revealed a chi-square value of 375.4 with 6 degrees of freedom significant of 0.000. This shows some association between organizational performance and job rotation but does not show the direction hence use of Spearman’s rho which revealed a value of -0.081 significant 0.132 showing a positive association between organizational performance and job rotation therefore the null hypothesis was rejected.

4.5.3 SUMMARY OF HYPOTHESIS TESTED.

The statistical techniques used to test the hypothesis in this study were chi-square and Spearman’s rho. Chi-square was used to test whether there was a significant relationship between variables while Spearman’s rho tested whether there was a significant difference between variables. The following is the summary of the hypothesis tested in the study.

The first hypothesis tested whether succession planning had a significant effect on organization performance with reference to transfer, retirement and termination. The chis square value showed there was significant relationship. The Spearman’s rho result further confirmed that

there was a strong and positive relationship between succession planning and organizational performance.

The second hypothesis tested whether programmes introduced to develop the skills of potential successors had an effect organization performance. The study confirmed that the relationship was significant and in comparing mentoring, coaching and job rotation, job rotation Spearman's value was negative zero eight one but still within the range of acceptance.

4.6 Conclusion

This chapter has presented the results and findings of the study. The chapter followed the chronology of the questionnaire, and was therefore divided into four sections. The chapter has provided results and analysis for the general information about World vision, and respondents' demographics information, talent management and organization performance, succession planning processes and organizational performance, and skills and competencies gap analysis and organizational performance. The next chapter is the discussions, conclusions and recommendations.

CHAPTER FIVE

DICUSSION AND INTERPRETATION OF THE FINDINGS

5.1 Introduction

This chapter discusses and interprets the findings while examining the extent to which the studies succeed to satisfy its objectives. The findings were triangulated with other studies and sources to strengthen and confirm the findings. The chapter further discusses and explains the results and their relationship to the set research questions.

5.2 Discussions

5.3.1 Talent Management and Organization Performance

The study showed that the NGO has a systematic approach to attract and retain high performing employees. These results agree with Thunnissen and Buttiens (2017) who state that, today talent management is known as a systematic approach to attract, screen, select the right talent, engage, develop, deploy, lead and retain high potential and performer employees to ensure a continuous talent feeding inside the organization aimed at increasing workforce productivity. Campbell and Smith (2014) note that, the goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.

The study established that talent management promotes workforce efficiency and productivity in the NGO. Various authors (Kehinde, 2012; Lucy, 2015; Goswami, 2016) support these findings by stating that, the success of any organization depends strongly on having talented individuals, and talent management promotes workforce efficiency and productivity in work organization. According to Optimis (2011) talent management and organization performance model identifies various talent management components and links them to workforce performance which eventually leads to organization performance.

The study revealed that hiring and selection of employees influences the NGO's performance. This agrees with Armstrong (2011) who notes that, having proper recruitment policy is crucial for success of the company, poaching /head hunting talented employees improves organization performance, good employee allowances given by the institution enables the company to attract committed workforce, and that, proper selection of talented employees benefits the company in getting the right people who do the right job and that improves performance.

The study showed that the NGO invests in enhancing employee skills and competencies of its employees to meet the needs of the dynamic business environment. This result is in agreement

with Rabbi (2015) who states that, in the competitive and dynamic organizations, learning and development has become a backbone of success, without continuous learning, gaining and maintaining performance may become impossible. Lyria (2013) also states that, talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization.

The study indicated that coaching practices are used by the NGO to assist employees to meet organizational goals. Various authors (Achi and Sleilati, 2016; Jones et al., 2016) support these findings by stating that, coaching is one-to-one intervention for learning and development that utilize a goal-focused approach in developing the potential employees' skills and competency. According to Utrilla *et al.* (2015), coaching is elucidated as a process to improve skills and capabilities of individuals to enhance work-related performance. The study also revealed that coaching practices are used by the NGO to enhance the performance of its employees. These results are in tandem with the views of Khakwani *et al.* (2012) who observed that, coaching and mentoring are vital tools used in many corporations to advance employee performance. Utrilla et al. (2015) observed that, coaching is elucidated as a process to improve skills and capabilities of individuals to enhance work-related performance.

The study showed that the NGO has put measures in place that encourage employees to remain in the organization for the optimal period of time. This is in tandem with the results by Mwithi (2016) who noted that, competencies form the foundation for optimal performance and engagement at work, and that, identification and developing specific competencies can be key to continued improvement in employee job performance. The study revealed that all the leadership competencies did portend a positive and significant relationship with the NGO performance in Uganda.

The study also indicated that compensation is considered as an effective technique for organizational performance. Various authors (Chiekezie *et al.*, 2017; Nzewi and Chiekezie, 2016) support these findings by stating that, retention of talent is of greater importance for organization to maintain competitiveness this is possible through executing compensation practice to avert employees from exiting the job. Mabaso (2016), also asserted that retention of valuable employees has ascended as the prime challenge for organizations, and it aims to take measures to encourage employees to remain in the organization for the maximum period of time.

5.3.2 Succession Planning Processes and Organization Performance

The study revealed that succession planning processes at the NGO involve preparing for change in leadership. This result is in agreement with (World bank Report, 2023) who states that, succession planning process involves preparing the agency for a change in leadership, but it also includes assessing what has been valuable and how that can be preserved and transferred to the subsequent regime.

The study also showed that succession planning processes at the NGO ensures that high performing employees are retained and rewarded. This result is in agreement with Schall (1997) who states that, through succession planning process, superior employees are retained because they appreciate the time, attention, and development that you are investing in them. The study showed that individual employee career goals and objectives are important to the NGO's succession planning. This is approved by Kepha *et al.* (2014) who state that, to effectively practice succession planning in an organization, there is need to identify and understand the developmental needs of employees by ensuring that all key employees understand their career paths and the roles they are being developed to fill.

The study found out that the NGO has identified key attributes essential for leadership development in critical roles. This is supported by Gamage (2014) who states that, organizational selection practices determine who is hired, the use of the proper recruitment of personnel criteria will increase the probability that the right person will be chosen. The study showed that the NGO faces barriers to its succession planning and leadership development. This agrees with Schmalzried and Fallon (2007) who described succession planning as a proactive attempt by the leaders of the organization to ensure that leadership is continuous, different positions are filled from within for any departures that may occur.

The study revealed that succession planning in the NGO focuses on its sustainability. This is supported by Nink and Fogg (2006) who in their development of the concept of succession planning, described it as a dynamic and ongoing process of systematically identifying, assessing, and developing leadership talent within the organization career development pipeline. The study indicated that recruitment process ensures that the NGO does not have a surplus or shortage of staff. This study result is in tandem with Kepha *et al.* (2014) who observed that, insufficient personnel in an organization brings about an increase in work load and less supervision. Many managers and supervisors are under the impression that the level of employee's performance on a job is proportional to the size of the employ.

The study revealed that knowledge management at the NGO has facilitated the integration of people, processes and technology to create value for the organization. This agrees with Skyrme (2011) who states that knowledge management helps to enhance the collaborative effort expected from employees, encourage continuous development of people capabilities through individual or group learning, and promote organizational learning for improved production and services offering, and the overall resulting effect on organizational performance. The study revealed that generating new knowledge is vital for the NGO since it has positive effect on organization performance. This is supported by Baldé (2018) who observed that, generating new knowledge is vital since it has positive effect on organization performance i.e. organizations that better apply the process of knowledge creation can connect knowledge in new ways, and present more value to customers by improving market offerings.

The study showed that the NGO fosters a conducive environment that encourages sharing of essential business knowledge across functions. This is in tandem with observations made by Wang (2014) who noted that, there many current knowledge sharing practices for integrating knowledge by combining knowledge across a wide spectrum or environment to enhance the quality of products and services which increase responsiveness to customers' needs, enhance innovation capacity, and to improve the overall organization performance. The study indicated that utilization of knowledge acquired by the NGO has transformed its potential capabilities to realized and dynamic capabilities. This was supported by Mills and Smith (2011) who states that, through the utilization of knowledge gained knowledge can be transformed from potential capabilities into realized and dynamic capabilities that impact organizational performance.

5.3.3 Skills and Competencies Gap Analysis and Organization Performance

The study indicates that the NGO has the ability to identify the skill levels and competencies of workers in meeting its requirements. This result correlate with those of McGuinness and Ortiz (2016) who state that, skill gaps describe the phenomenon whereby the skill levels of workers are insufficient to meet the requirements of their current job, and that, have the potential to harm firm-level productivity as average worker productivity is likely to be lower in the presence of substantial skill gaps; skill gaps will also tend to inflate average labour costs as organizations require more workers per unit of output.

The study also showed that the NGO's revenue has been adversely impacted by employees' skills and competencies gaps. This also correlates with McGuinness and Ortiz (2016) who state that, firm-level revenue will be adversely impacted by skill gaps as a consequence of the additional training and recruitment investments that arise as a direct consequence of skill gaps.

These have the potential to harm firm-level productivity as average worker productivity is likely to be lower in the presence of substantial skill gaps. The study revealed that development of specific competencies has contributed to the NGO's continual improvement in employee performance. This is supported by Optimis (2011) who notes that, talent management and organization performance model identify various talent management components, and organizations can hardly compete without highly skilled workers and without the continual investment in the human capital.

The study showed that the NGO's leadership has a great impact on the performance of the employees. This agrees with Mwithi (2016) who did a study on the effect of leadership competencies on performance of state corporations in Kenya, and his study results revealed that all the leadership competencies did portend a positive and significant relationship with the financial performance of state corporations in Kenya. According to Seemiller (2018), using a core set of leadership competencies uniformly in an entire institution is helpful to everyone because of having a universal language with ease of understanding.

The study indicated that leadership team encourages employees to participate in decision-making for the benefit of the NGO. This agrees with Rowe (2001) who observed that, leadership is one of the vital factors for improving firm performance, and has a great impact on participation of employees within the organization. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholder. According to Ng'ethe (2012), leadership is one of the vital factors for improving firm performance, and they impact organizational performance through their followers.

The study showed that the NGO's leadership team plays a key role in building leadership capacity by developing and preparing high potential employees for now and the future. These results are supported by Kotler (2003) who states that, managers need to acquire all the necessary skills necessary to ensure that they become leaders, and have to accurately predict what would happen in the foreseeable future and plan for such. Northouse (2001) observed that, transformational leadership is significantly different than transactional leadership but in reality, most leaders adopt both styles at different times and in different situations, but, transformational leaders provide an inspiring vision of goals that can help overcome self-interest and narrow factionalism in organizations.

The study also revealed that the NGO fosters an environment that promotes and rewards innovative thinking and creativity. This study differs with Herti (2011) who states that, teams will often look to a leader for innovative thinking, so being able to tap into previous experiences and a treasure chest of new ideas will pay off for any leader.

Innovation is a key element of survival in the modern business world. And that, many decisions a leader will encounter will be unique to the business and will require more thought than simply throwing a canned solution at it.

The study showed that, strong management skills are a basic necessity for the NGO to survive in the competitive business world. This agrees with Peterson and Van Fleet (2004), who state that, strong management skills are a basic necessity for an organization to survive in the world of competition where there is a need to track changes continuously. The study also showed that managers with technical skills are used by the NGO to build and maintain an effective organization. This result is supported by Katz (2009) who explains that, managers with special skills such as technical are needed for building and maintaining an effective organization.

Conclusion

This study aimed to assess the relationship between succession planning and organizational

Performance, case study of World Vision, Mbale. The relationship between mentoring and organizational performance was found to be statistically significant. About 4.2% variation in organizational performance was explained by mentoring. However, when holding other factors constant, an inverse relationship exists between mentoring and organizational performance ($\beta = -.323$). On the aggregate, mentoring significantly predicts organizational performance $F(3.923; p = .021$ or $p < 0.05$), and the null hypothesis was rejected. These findings concur with the study conducted by Oguka et al. (2020) on the effect of succession planning on organizational continuity in World Vision. The author found that a significant association exists between mentoring and organizational agility. This further buttress the pivotal role of mentoring as construct of succession planning (Kariuki & Ochiri (2017).

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter presents the conclusion and recommendations of the three research objectives derived from the findings. The conclusions give an insight on whether the research questions have been answered.

6.1 Conclusions

This section explains the conclusions of each specific objective concerning the effect of succession planning on organization performance in World Vision Mbale Branch

6.2.1 Talent Management and Organization Performance

The study concludes that the NGO had a systematic approach to attract and retain high performing employees, achieved through talent management which promoted the workforce efficiency and productivity within the NGO. Hiring and selection of employees influenced the NGO's performance, as well as their investment in enhancing their employees' skills and competencies with the aim of meeting the needs of their dynamic business environment. The NGO used coaching practices to assist employees to meet organizational goals, and to enhance the performance of its employees. It also had measures in place that encouraged employees to remain in the organization for the optimal period of time, and its compensation plan was considered an effective technique for organizational performance.

6.2.2 Succession Planning Processes and Organization Performance

The study concludes that succession planning processes at the NGO involved preparing for change in leadership, and it ensured that high performing employees were retained and rewarded. Individual employee career goals and objectives were important to the NGO's succession planning, because it identified key attributes that were essential for leadership development in critical roles. The NGO however, faced barriers to its succession planning and leadership development, even though it focused on its sustainability. The recruitment process ensured that the NGO did not have a surplus or shortage of staff, and its application of knowledge management had facilitated the integration of people, processes and technology that created value for the organization. Generating new knowledge was vital for the NGO since it had positive effect on its performance, thus conducive environment that encouraged sharing of essential business knowledge across functions had been fostered by the firm management. Utilization of knowledge acquired by the NGO had been used to transform its potential capabilities to realize and dynamic capabilities.

6.2.3 Skills and Competencies Gap Analysis and Organization Performance

The study concludes that the NGO had the ability to identify the skill levels and competencies of workers who could meet its requirements, and as a result, its revenue had been adversely impacted by its employees' skills and competencies. Development of specific competencies had contributed to the NGO's continual improvement in employee performance, and its leadership had a great impact on the performance of employees. The leadership team of the NGO encouraged employees to participate in decision-making for the benefit of the NGO, as well as playing a fundamental role in building leadership capacity by developing and preparing high potential employees for now and the future. The firm fostered an environment that promoted and rewarded innovative thinking and creativity, and its strong management skills were a basic necessity for it to survive in the competitive business world. Managers with technical skills were used by the NGO to build and maintain an effective organization.

6.3.1 Recommendations for Improvement

6.3.1.1 Talent Management and Organization Performance

The study recommends the managers of World vision to create retention programs for the firm. These programs should not be a one-fit-all i.e. uniform for all employees', since people are different, and thus the retention efforts of the firm should be able to fit individual employees' needs for retention.

6.3.1.2 Succession Planning Processes and Organizational Performance

The study recommends World vision managers to strengthen the succession planning process in the NGO. This process should be fine-tuned to ensure that fundamental positions within the NGO are always filled, and retain capable talent within its pipeline. This would ensure that the NGO is proactive in its recruitment process, rather than reactive which would lead ensure that they are always ready to cope with the ever-changing business environment.

Data-driven decision making will become even more integral to organisation operations. Organizations that harness the power of big data and analytics are expected to see an increase in productivity. Metrics such as employee turnover rates, engagement levels, and training effectiveness will be pivotal in shaping strategic organisation interventions especially in succession planning.

Organisations must understand that the competition for top talent for succession planning and organisation performance continues to intensify, with a projected increase in demand for skilled workers. Leaders will need to focus on designing attractive compensation packages and enhancing the employee experience to boost retention rates. Employee wellbeing programs are

expected to be at the forefront, with more increment of organisations planning to expand their offerings.

6.3.1.3 Skills and Competencies Gap Analysis and Organizational Performance

The study recommends World vision managers to put to maintain and improve on programs that would effectively identify the skill gaps within the firm, and subsequently invest in training. This training program should be planned, systematic and also be geared towards obtaining the predetermined firm goals and objectives.

6.4 Areas for Further Studies

The study focused on issues to do with succession planning and how it affected organizational performance in commercial NGOs, with a main focus on World vision Limited. Therefore, there is a need for similar studies to be carried out across organisations, as well as other industries for comprehensiveness. The study also specifically focused on World vision's talent management, succession planning processes, and skills gap analysis, and there is room for more variables to be studied, and future scholars could explore them.

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APPENDIX I

QUESTIONNAIRE OVERVIEW AND INSTRUCTIONS

I am Emmanuel Ojilong, a student from of Uganda Christian University, Mbale College pursuing a Master's Degree in Business Administration (MBA). I am conducting a study on "Succession Planning and Organizational Performance in NGOs in Mbale, Case of World Vision

You are invited to participate in this Succession Planning Survey conducted by a student at Uganda Christian University as part of the MBA Project Research requirement. The study is intended for educational purpose only and consists of six main parts:

1. General Information about World vision
2. Demographic Data (information about you)
3. Organizational Performance
4. Talent Management
5. Succession Planning Processes
6. Skills and Competencies Gap Analysis

Your answers and those of your colleagues will aid in understanding the impact these areas have on World vision's performance; the intended focus of the study. Please answer **ALL** the questions and be realistic and objective in assessing your organization in the identified areas. For confidentiality purposes, no personal information (such as names, contact information) shall be gathered for this study so there is complete anonymity of the gathered data.

Section A: General Information about World vision (Tick as Applicable)

1. Does the organization have a succession planning policy and procedures in place?

Yes [] No [] Not Sure []

2. How is the organization in terms of applying talent management in its succession planning policy and procedures?

Very Ineffective [] Ineffective [] Not Sure []

Effective [] Very Effective []

3. How is the organization in terms of applying talent retention in its succession planning policy and procedures?

Very Ineffective [] Ineffective []

Effective [] Not Sure []

Very Effective []

4. How is the organization's leadership team in terms of employee engagement to achieve organization performance?

Very Ineffective [] Ineffective [] Not Sure []
Effective [] Very Effective []

5. How is the organization in terms of knowledge utilization?

Very Ineffective [] Ineffective [] Not Sure []
Effective [] Very Effective []

6. How is the organization in terms of skills and competencies gap analysis?

Very Ineffective [] Ineffective [] Not Sure []
Effective [] Very Effective []

7. How would you rate the organization's succession planning policy and procedures over the past few years?

Very Poor [] Poor [] Moderate []
Good [] Very Good []

8. How would you rate the organization's business performance over the past few years?

Very Poor [] Poor [] Moderate []
Good [] Very Good []

Section B: Demographics Information (Tick as Applicable)

9. Gender of respondent

Male

Female

10. Age of respondent

21-25 years

26-30 years

31-35 years

36-40 years

41 years and above

11. Education level of respondent

Certificate	[]	Diploma	[]
Bachelor Degree	[]	Master's Degree	[]
PhD Degree	[]		

12. Number of years respondent has worked at World vision

5 years and below	[]	6-10 years	[]
11-15 years	[]	16-20 years	[]
21 years and above	[]		

13. Respondent's office location

a. Head Office	[]
b. Branch	[]

14. Respondent's current position in the NGO

- c. Management []
- d. Supervisor []
- e. Officer /Other []

Section C: Talent Management and Organization Performance

15. Please rate the following statements about organizational performance as it relates to World vision using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA-Strongly Agree.

No:	SD	D	N	A	SA
					[]
Ca1	[]	[]	[]	[]	[]
Ca2	[]		[]	[]	[]
Ca3	[]		[]	[]	[]
Ca4		[]			
Ca5					
Ca6					
Ca7					
Ca8					

16. Please rate the following statements about talent management and organizational performance as it relates to World vision using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA-Strongly Agree.

No:		SD	D	N	A	SA
Cb1	The NGO has a systematic approach to attract and retain high performing employees	[]	[]	[]	[]	[]
Cb2	Talent management promotes workforce efficiency and productivity in the NGO	[]	[]	[]	[]	[]
Cb3	Hiring and selection of employees influences the NGO's performance	[]	[]	[]	[]	[]
Cb4	The NGO invests in enhancing employee skills and competencies of its employees to meet the needs of the dynamic business environment	[]	[]	[]	[]	[]
Cb5	Coaching practices are used by the NGO to assist employees to meet organizational goals	[]	[]	[]	[]	[]
Cb6	Coaching practices are used by the NGO to enhance the performance of its employees	[]	[]	[]	[]	[]
Cb7	The NGO has put measures in place that encourage employees to remain in the organization for the optimal period of time	[]	[]	[]	[]	[]
Cb8	Compensation is considered as an effective technique for organizational performance	[]	[]	[]	[]	[]

Section D: Succession Planning Processes and Organizational Performance

17. Please rate the following statements about succession planning processes and organizational performance as it relates to World vision using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA-Strongly Agree.

No:		SD		D		N		A		SA	
D1	Succession planning processes at the NGO involve preparing for change in leadership	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D2	Succession planning processes at the NGO ensures that high performing employees are retained and Rewarded	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D3	Individual employee career goals and objectives are important to the NGO's succession planning	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D4	The NGO has identified key attributes essential for leadership development in critical roles	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D5	The NGO faces barriers to its succession planning and leadership development	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D6	Succession planning in the NGO focuses on its Sustainability	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D7	The recruitment process ensures that the NGO does not have a surplus or shortage of staff	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D8	Knowledge management at the NGO has facilitated the integration of people, processes and technology to create value for the organization	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D9	Generating new knowledge is vital for the NGO since it has positive effect on organization performance	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D10	The NGO fosters a conducive environment that encourages sharing of essential business knowledge across functions	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
D11	Utilization of knowledge acquired by the NGO has	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]

	transformed its potential capabilities to realized and												
	dynamic capabilities												

Section E: Skills and Competencies Gap Analysis and Organizational Performance

18. Please rate the following statements about skills and competencies gap analysis and organizational performance as it relates to the NGO using the scale SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA-Strongly Agree.

No:		SD	D	N	A	SA
E1	The NGO has the ability to identify the skill levels and competencies of workers in meeting its requirements	[]	[]	[]	[]	[]
E2	The NGO's revenue has been adversely impacted by employees' skills and competencies gaps	[]	[]	[]	[]	[]
E3	Development of specific competencies has contributed to the NGO's continual improvement in employee performance	[]	[]	[]	[]	[]
E4	The NGO's leadership has a great impact on the performance of the employees	[]	[]	[]	[]	[]
E5	The leadership team encourages employees to participate in decision-making for the benefit of the NGO	[]	[]	[]	[]	[]
E6	The NGO's leadership team plays a key role in building leadership capacity by developing and preparing high potential employees for now and the future	[]	[]	[]	[]	[]
E7	The NGO fosters an environment that promotes and rewards innovative thinking and creativity	[]	[]	[]	[]	[]
E8	Strong management skills are a basic necessity for the NGO to survive in the competitive business world	[]	[]	[]	[]	[]
E9	Managers with technical skills are used by the NGO to build and maintain an effective organization	[]	[]	[]	[]	[]

THANK YOU

INTRODUCTORY LETTER FROM THE UNIVERSITY



UGANDA CHRISTIAN
UNIVERSITY, MBALE UNIVERSITY COLLEGE.

A Centre of Excellence in the Heart of Africa

BUSINESS DEPARTMENT

To THE MANAGER
WORLD VISION MBALE

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss ✓ OJILONGA EMMANUEL
Of Registration Number; S19/MUC/MBA/064 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION

He/ she is required to carry out an academic research on the topic
EFFECT OF SUCCESSION PLANNING ON ORGANISATION
PERFORMANCE.

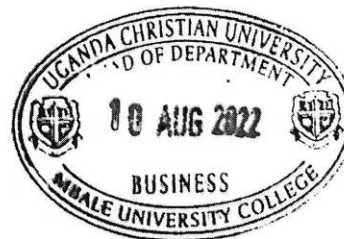
and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,


.....
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi





UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 2/06/2024

Name of Candidate: EMMANUEL OJILONG

Reg. No: S19/MUC/MBA/064

Title of Dissertation: EFFECT OF SUCCESSION PLANNING ON ORGANIZATION PERFORMANCE: A CASE OF WORLD VISION IN MBALE

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	i. The abstract is unnecessarily long. Write a better abstract that fits on one page;	Reworked to 1 page	Done on page xiii
2	2.1. No statistical trends have been presented on organizational performance.	Accessed statistical data as showed by World bank Report on organisational performance	On page 14

3	2.2. The problem statement is explained in general terms.	This was reworked and provided with newly and specific statements	Executed as on page 20
4	2.3. Objectives , questions / Hypothesis These have been stated. However, they are not well aligned to the conceptual framework.	Aligned objectives to conceptual framework.	Done on page 20
5	2.4. Scope of the study The study's geographical component of the scope is well written and specified. However, the content and time scopes are stated but not well justified.	Justified the content and time scopes to the study	Page 22
6	2.5 Conceptual framework The conceptual framework indicating the key study variables has been stated. However, the literature source that informed the conceptualization is not stated. Further to that, the explanation of the conceptual framework is sketchy. Besides this, there is no justification that talent management is a component of succession planning as indicated on the conceptual framework.	The Conceptual frame was reworked and source indicated	Done on page 23

7	<p>CHAPTER TWO - literature review</p> <p>The literature review has been presented based on the themes indicated by the study objectives. However, some paragraphs are so segmented and descriptive with limited discussions. Finally, the researcher has neither concluded nor explained a gap in the reviewed literature. Include recent publications in the literature review;</p> <p>Explain the gap in literature explained;</p>	<p>Reworked on the different paragraphs, developed a conclusion and explained the gaps therein and recent publications have been included e.g. 12 Dec 2023 World Development Indicators Database, World Bank, Oguka, C. M. G., Onwuka, E. M., & Nwakoby, N. P. (2020). Succession planning and organisational continuity in selected food and beverage firms in Anambra State. International Journal of Management and Entrepreneurship, 2(1), 158-170,</p>	<p>Done on page 38</p>
	<p>Indicate the methodology limitations</p>	<p>Indicated</p>	<p>Page 42</p>
	<p>State and explain the validity scores;</p>	<p>This has been reworked as commented</p>	<p>Page 43</p>
	<p>Improve the explanation of the ethical considerations;</p>	<p>The explanation on ethical consideration was reworked</p>	<p>Done on Page 44</p>
8	<p>CHAPTER FIVE – Conclusion, recommendations & Contribution</p> <p>The study findings are well summarized though the knowledge contribution of the study is not clear. Also some recommendations are not</p>	<p>Findings have been summarized though the knowledge contribution of the study. Recommendations are emanating from the study findings.</p>	<p>Page 72</p>

	emanating from the study findings.		
9	References and Appendices The references are presented though some citations are not appearing in the final reference list.	The references have now been presented and citations are appearing in the final reference list. And Included all citations in the final reference list	Done on page 81
	Introduce and conclude every chapter Edit all the English mistakes in the dissertation;	Introduced and concluded every chapter Other Editorial issues have been handled	Done on pages 24, 38, 44, and 80

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	References and Appendices The references are presented though some citations are not appearing in the final reference list.	The references have now been presented and citations are appearing in the final reference list. And Included all citations in the final reference list	Done on page 81
2			

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	CHAPTER TWO - literature review The researcher has neither concluded nor explained a gap in the reviewed literature. Include recent publications in the literature review; Explain the gap in literature explained;	Reworked on the different paragraphs, developed a conclusion and explained the gaps therein and recent publications have been included e.g. 12 Dec 2023 World Development Indicators Database, World Bank, Oguka, C. M. G., Onwuka, E. M., & Nwakoby, N. P. (2020). Succession planning and organisational continuity in selected food and beverage firms in Anambra State. International Journal of Management and Entrepreneurship, 2(1), 158-170,	Done on page 38
2	2.2. The problem statement is explained in general terms.	This was reworked and provided with newly and specific statements	Executed as on page 20

OHIONA EMMANUEL

Candidate's Name

Signature

PHILIPAS KUKA

Supervisor's Name

Signature