

Role of Information Communication Technology Strategies in Succession Planning of SMEs in Kenya

Dr Uzel Jean Mutindi Mzera
Technica University of Mombasa, Mombasa

doi: <https://doi.org/10.37745/ejcsit.2013/vol12n13142>

Published January 27, 2024

Citation: Mzera U.J.M. (2024) Role of Information Communication Technology Strategies in Succession Planning of SMEs in Kenya, *European Journal of Computer Science and Information Technology*, 12 (1), 31-42

ABSTRACT: *There are many SMEs across the world which are affected by ineffective succession planning or lack of it. Information Communication Technology is one of the most important drivers of succession planning especially of information technology firms because of their dynamic nature which poses a challenge for the firm's achievement of sustainable competitive advantage. A survey questionnaire was used to collect data from SMEs firms. A mixed method research design was used to collect data which included both qualitative and quantitative research. The quantitative research gauged the uptake of ICT strategies by SME firms through the review of some of the firms' documents. The quantitative data was collected using a semi structured questionnaire in order to capture clear responses about the subject matter. The research used quantitative design which targeted SME firms in major cities in Kenya because they were deemed to be the ones who drive Kenya's economy. The questionnaire was tested for reliability and validity using Cronbach's Alpha. Data was analyzed using descriptive and inferential statistics through Statistical Package for Social Scientists(SPSS). The study sought to establish the role of information systems strategy, knowledge management strategy and innovation capability strategy in the succession planning of SMEs. The research established that Information Communication Technology strategy with reference to succession planning played a key role in driving firms and giving technological related solutions to businesses. The researcher had difficulties confirming the truthfulness of the responses from respondents. Some IT firms were not cooperative in offering information for the research. The research added to the body of knowledge in the area of SMEs strategy and succession planning and the results could be replicated in future researches. Succession planning also provided SMEs with an excellent opportunity for sharing of knowledge and experiences with who would be successors. The study used variables that had not been commonly used such as information systems strategy, knowledge management strategy and innovation capability strategy.*

KEYWORDS: Information systems strategy, knowledge management strategy, innovation capability strategy.

INTRODUCTION

Succession planning is a critical element in firms because it directly correlated to a firms' future sustainability (Bills, Lisk, and Sisede, 2017). The role of Information Technology strategy in driving firms

and giving technological related solutions to businesses has been widely researched and thus requiring transformational leaders who could be able to drive the succession planning process (Barr, 2019). Nissan and Eder (2017) asserted that SMEs firms were lagging behind in succession planning which led to lower levels of the required capabilities in line with the strategies of the firms. SMEs need to invest in preparation of future leaders through succession planning in order to fill vacant positions which could arise out of the death, exit or retirement of a former employee (Sammer, 2015). Information Technology strategy play a critical role in driving the world economy but despite this they have been deemed to lag behind in succession planning (Agbor, 2015). This state of affairs has been aggravated by the SMEs firms which do not invest a lot in mentoring high performing firms (Brethenoux & Mulder, 2015).

The lack of succession planning could negatively affect the day-to-day operations of organizations if ill prepared leaders are allowed to take over leadership from their performing predecessors (McKee & Froelich, 2016). In the recent past there has been a new generation of young IT professionals who are ambitious and unwilling to stick to jobs for a long time (Chakrabartu, 2016). Despite the value of succession planning to the future growth of firms, research has established that many SMEs firms have overlooked the need for such planning (Nissan & Eder, 2017). It has also been established that the low uptake of succession planning has led to gaps at the exit of previous leaders which has led to high stress levels and reduced profits (McKee & Froelich, 2016). Nissan and Eder (2017) highlighted that lack of succession planning had caused disruptions in firms which negatively influence employee morale, profits and the firms' strategies. Hall-Ellis (2015) found out that leaders had failed in identifying talented successors through a formal process or the retention of knowledgeable employees who are an institutional resource (Bloom and Abel, 2015). Employees who exit the firm leaving it ill prepared may force firms to appoint the wrong people who may lack the experience and leadership qualities (Nissan & Eder, 2017). Lack of succession planning could also lead to increase of operational risks and mentorship programmes that could result from high turnover of staff. Soebbing, Wicker and Weimer (2015) observed that the performance of firms is negatively affected by lack of organizational succession planning which can shorten the long-term existence of organizations. It was also noted that many organizations had failed to exist beyond the first generation because the successors of previous managers had failed to meet the expectations of the organizations hence creating a technical vacuum leading to collapse of such firms (Nissan & Eder, 2017). Njenga (2015) expressed some of the challenges that organizations could encounter due to poor succession planning such as poor inter-personal relations among staff, lack of team work and lack of a shared vision and culture hence justifying the need for current managers to put in place mechanisms to motivate the occurrence of such situations. Soebbing, Wicker & Weimar (2015) also highlighted that successors if not well trained were found to have low understanding of the expectations of the management and their role in performance which would place organizations into further risks.

Purpose of the Study

The purpose of the study is to investigate how Information Communication Technology (ICT) strategies can be effectively employed in the succession planning processes of Small and Medium-sized Enterprises (SMEs) in Kenya, aiming to provide practical insights and recommendations that enhance the long-term viability and continuity of these businesses within the unique Kenyan business environment. The research seeks to bridge a knowledge gap, offering a nuanced understanding of the specific challenges and opportunities associated with integrating ICT into succession planning for SMEs in Kenya.

Research Rationale

The research on the "Role of Information Communication Technology (ICT) Strategies in Succession Planning of SMEs in Kenya" likely has several key rationales and objectives. The motivations of this study were: There might be a perceived gap in the existing literature regarding the role of ICT strategies in succession planning within the context of SMEs in Kenya. The research could aim to fill this gap and contribute new insights to the field. Given that the study focuses on SMEs in Kenya, it likely seeks to understand the unique challenges and opportunities within the Kenyan business environment. This ensures that the findings are relevant and applicable to the specific context in which the research is conducted. In the contemporary business landscape, ICT plays a crucial role in enhancing organizational processes. The study aimed to explore how SMEs in Kenya could leverage ICT strategies to facilitate effective succession planning, recognizing the increasing importance of technology in business operations. SMEs are vital contributors to economic development. Succession planning is a critical aspect for the sustainability of these businesses. Understanding how ICT strategies can aid in succession planning may offer practical recommendations to SMEs, potentially contributing to their growth and stability. The research may have implications for policy development in Kenya. Findings could be used to inform government or industry policies that support SMEs in adopting effective ICT strategies for succession planning. The study might aim to provide practical insights and recommendations that SMEs can implement to enhance their succession planning processes. This could include specific ICT tools or strategies that are beneficial for succession planning in the given context. The research may be intended to contribute to the academic understanding of the intersection between ICT strategies and succession planning. This could involve developing new theories, frameworks, or models that can be applied to SMEs in Kenya and potentially in similar contexts. The study might involve collaboration with SMEs, industry experts, and government bodies. Engaging with these stakeholders could provide a more comprehensive understanding of the challenges and opportunities related to succession planning in Kenyan SMEs.

Justification of the Study

The justification of the study on the "Role of Information Communication Technology (ICT) Strategies in Succession Planning of SMEs in Kenya" is as follows: SMEs are significant contributors to the Kenyan economy. As these businesses often face unique challenges, understanding how ICT strategies can aid in succession planning is crucial for their sustainable growth and continuity. Succession planning is a critical aspect of business management, especially for SMEs looking to ensure a smooth transition of leadership. By focusing on the role of ICT strategies in this process, the study addresses a vital concern for the long-term viability of these enterprises. Given the global trends in technological advancements, ICT is becoming increasingly integral to business operations. The study recognizes and explores the impact of these trends on succession planning within the specific context of SMEs in Kenya. SMEs in Kenya face competition both domestically and internationally. Understanding and adopting effective ICT strategies for succession planning can contribute to the competitiveness of these businesses, potentially leading to increased efficiency and innovation. The study may seek to demonstrate how the implementation of ICT strategies in succession planning can positively influence business performance metrics. This could include factors such as increased productivity, reduced operational risks, and improved financial outcomes. ME owners and decision-makers often lack comprehensive guidance on incorporating ICT into their succession planning processes. This study aims to provide practical insights and recommendations that can serve as a roadmap for SMEs in Kenya, empowering them to make informed decisions. The

research contributes to the academic and professional knowledge base by filling a potential gap in the literature. It adds to the understanding of how ICT strategies can be specifically tailored to the context of SME succession planning in Kenya. The study may align with Kenya's national development goals, particularly those related to economic growth, innovation, and technology adoption. By promoting the use of ICT in SME succession planning, the research aligns with broader development agendas. Findings from the study could be used to inform policies and initiatives aimed at supporting SMEs in Kenya. Policy-makers may benefit from insights into how government interventions can facilitate the integration of ICT strategies into succession planning processes. Succession planning is essential for the long-term continuity of businesses. By investigating the role of ICT strategies, the study aims to provide insights that can positively impact the resilience and sustainability of SMEs in Kenya.

LITERATURE REVIEW

Rivolta(2018) proposed succession planning as a critical organizational process which determines the continuation of firms through ensuring the right personnel with the right techniques are put in place more so in the occurrence of events which may not have been foreseen. Transformational leadership provides many traits that could be used by organizational leaders to influence the behaviors of their employees and direct their actions and efforts towards organizational performance(Rivolta,2018). Transformational leadership also gives organizations an effective platform for succession planning development through its four attributes which include idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Mao, *et.al.*, 2016). Chlebkova, Misankova, & Kramarova(2015) suggested the use of transformational leadership attributes to prepare future leaders for succession planning. The idealized influence is proposed to be an effective way of improving trust between employees and managers through the leaders being able to put their needs and subordinate to those of their employees.

Zdamuk and Bobocel(2015) observed that organizations which create conducive environment for their leaders by going through the same experiences, stress and standards with their employees end up earning the trust and confidence of the employees. The inspirational motivation attribute is used by leaders to encourage employees to develop the right attributes by being role models of standards(Valeriu,2017). Intellectual stimulation could be applied by leaders in stimulating and enhancing employee's creativity and talents to enhance their preparedness for undertaking future organizational responsibilities(Jiang et al.,2018).Smoothers et.al(2016) state that intellectual stimulation can propel employees to be innovative in undertaking their assigned tasks at the same time displaying their skills with high integrity(Moturi,2015).Idealized consideration has been highlighted as a strategic attribute which helps managers to understand the desires, wants and needs of their employees and align them to the needs of the organization(Jiang et al,2018). Investing in understanding of employees personal and organizational needs would result to higher productivity, effectiveness and efficiency which improves overall organizational performance (Arnold *et. al*,2016). Emotional and social investment in employees improves employee-employer relations hence improving the team-spirit as well as hiring staff with the right transformational capacities (Ward,Beerenson and Daniels,2018). Succession planning aids the continuity of organizational leaders by placing high performance employees in critical positions more so after the untimely departure of staff (Bloom &Abel,2015). Succession plans are avenues for professional development of employees to meet the future needs of organizations. According to Nissan and Ellis(2015)

transformational leadership could help identify pool of talents from employees especially those who possess organizational knowledge for possible retention.

RESEARCH METHODOLOGY

Descriptive research was used to gather information on the variables of study and also to provide answers to the research problem. It was also used to test the relationships in the study (Maxwell,2008). A cross sectional survey was also used as it allowed the researcher to test different variables at the same time. The target population was over 10,000 units and hence 385 questionnaires were issued to SMEs which were selected through simple random sampling. The questionnaire was tested for reliability and validity using Cronbach’s Alpha. Data was analyzed using both descriptive and inferential statistics through Statistical Package for Social Scientists (SPSS).

The research tested the following null hypothesis: -

- H₀₁ There is no relationship between information systems strategy and succession planning of SMEs in Kenya
- H₀₂ There is no relationship between knowledge management strategy and the succession planning of SMEs in Kenya
- H₀₃ There is no innovation capability strategy and succession planning of SMEs firms in Kenya

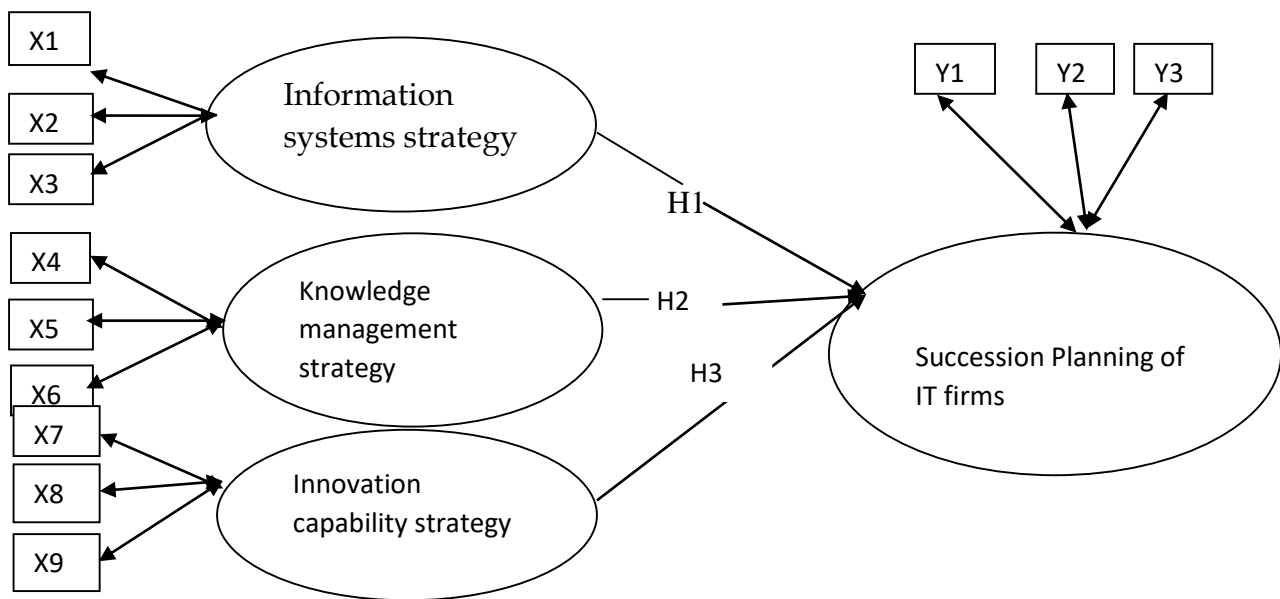


Fig 1. Research Hypothesis Model

RESEARCH FINDINGS AND DISCUSSION

The reliability test was done and the Cronbach's Alpha values for the constructs which were information systems strategy, IT knowledge management strategy, innovation capability strategy, and Succession Plans of IT firms in Kenya were greater than ($\alpha > 0.8$) which is the minimum acceptable Cronbach's Alpha and hence a prove of good internal consistency (Saunders, Lewis and Thorn, 2021).

Table 1: Reliability and Validity Test

Variable	Constructs	Pearson Correlation	Cronbach's Alpha
Information Systems Strategy	Operating systems strategy	0.831	0.862
	Management information systems strategy	0.717	
	Decision support systems strategy	0.776	
knowledge management strategy	Knowledge Acquisition	0.814	0.915
	Knowledge Creation	0.858	
	Knowledge Sharing	0.842	
Innovation Capability	Technology adoption capability	0.920	0.930
	Organizational learning	0.915	
	Entrepreneurial innovation capability	0.849	
Succession Planning	Availability of succession plans	0.800	0.881
	Succession readiness	0.898	
	Leadership development	0.674	

Regression Results

Regression analysis was used to investigate relationships between the independent variables which are information systems strategy, knowledge management strategy and innovation capability strategy and their relationship with the succession planning of SMEs. The regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = The Succession planning of SMEs

β_0 = Constant Variable

$\beta_1, \beta_2, \beta_3$ are Regression coefficients

X_1 = Information systems strategy

X_2 = Knowledge management strategy

X_3 = Innovation capability strategy

ε = Error term

The relationship between the two categories of variables was best understood using the model depicted in Table 2 below. A regression model was adopted in the study to establish the statistical relationship between the independent and the dependent variables. The collected data was used to regress Information Communication Technology Strategies constructs and succession planning of SMEs in Kenya. The results of regression analysis are presented as follows.

Table 2: Model Summary

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692 ^a	.479	.430	1.89614

a. Predictors: (Constant) information systems strategy, knowledge management strategy, innovation capability strategy

b. Dependent Variable: succession planning of SMEs in Kenya.

The regression results in Table 2, showed a moderate regression between the study variables. In the model summary, the R^2 is 0.479 indicating that predictors (information systems strategy, knowledge management strategy, innovation capability strategy) explained 47.9% variation in succession planning of SMEs in Kenya while the remaining 52.1% of the variations was explained by other factors not included in the model.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2173.089	4	543.272	53.837	.001 ^b
	Residual	2361.306	380	10.091		
	Total	4534.395	384			

a. Dependent Variable: Succession planning of SMEs

b. Predictors: (Constant), information systems strategy, knowledge management strategy, innovation capability strategy

From the ANOVA results in Table 3, it was established that the significance value in testing the significance of the model was obtained at 0.001 which is less than 0.05, the critical value at 95% significance level. Therefore, the model is statistically significant in predicting the relationship between the study variables.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	8.519	2.152		3.958	.000
ISS	.538	.251	.175	2.143	.009
KMS	.412	.186	.127	2.215	.000
ICS	.519	.239	.483	2.171	.043

a. Dependent Variable: Succession planning of SMEs

The derived regression coefficients of the model are:

$$Y = 8.519 + .538 \text{ ISS} + .412 \text{ KMS} + .519 \text{ ICS} + \varepsilon$$

Key

ISS -Information Systems Strategy,

KMS -Knowledge Management Strategy,

ICS -Innovation Capability Strategy

The regression results showed that independent variables had significant value less than 0.05 implying that they are all significant. From the results, it showed that holding all factors constant at zero, the change in Succession planning of SMEs would be 8.519. Further, the regression results showed that information systems strategy and Succession planning of SMEs are positively and significantly related. A unit change in information systems strategy would lead to 0.538 change in Succession planning of SMEs. The results also indicated that knowledge management strategy and Succession planning of SMEs are positively and significantly related. A unit change in knowledge management strategy would lead to 0.412 change in Succession planning of SMEs. The results also established that innovation capability strategy and Succession planning of SMEs are positively and significantly related. A unit change in innovation capability strategy would lead to 0.519 change in Succession planning of SMEs.

CONCLUSIONS

The study reviewed the effect of information and communication technology strategies as influencers of succession planning of SMEs in Mombasa County. The study findings concluded that information systems strategy, knowledge management strategy, and innovation capability strategy had a positive influence on succession planning of SMEs in Mombasa. Management information strategy, operational strategies and decision support strategies all had a positive influence on succession planning of SMEs in Mombasa County. The knowledge management indicator also had a positive influence of succession planning of SMEs through knowledge creation, acquisition and knowledge sharing. The study also concluded that innovation adoption, organizational learning and entrepreneurial innovation also had a positive influence on succession planning of SMEs in Mombasa. The study also concludes that small and medium enterprises should adopt ICT strategies to enhance their succession planning programmes.

Recommendations

The recommendations were based on the findings hence it is opined that SMEs should adopt ICT strategies in their businesses. This recommendation is informed by the observed positive relationship between ICT strategies and SME succession planning activities. It was also recommended that the SMEs should invest in the appropriate ICT infrastructure for efficient long term succession planning support. In addition, staff should be continuously trained so that they can sustain the succession planning endeavors. Owners of SMEs should be encouraged to start investing in basic ICT strategies to help improve their business succession planning practices. The owners and management of SMEs should be active in research organizational activities in order to find the latest trends in ICT strategies that would be useful in promoting succession planning activities. The Government of Kenya should consider having policies and programs that would guide the succession planning activities of SMEs.

Recommendations for Further Research

This study looked at SMEs in Kenya hence other studies should be carried out focusing on areas not covered in this study. This research was a descriptive survey and was also limited by the use of questionnaires as the only research instrument. A case study was therefore recommended for a more extensive study of the research variables in the area.

Contribution to Knowledge

The study contributes by providing a contextual understanding of the specific challenges and opportunities faced by SMEs in Kenya concerning succession planning. It recognizes the unique business environment, cultural factors, and regulatory frameworks that influence ICT adoption in this context. By focusing on the integration of ICT strategies, the research adds depth to the existing knowledge on succession planning. It explores how technologies such as cloud computing, data analytics, and communication tools can be effectively utilized to enhance the succession planning processes within SMEs. The study likely identifies key success factors associated with the use of ICT in succession planning for SMEs in Kenya. This can include factors such as the selection of appropriate technologies, employee training, cybersecurity considerations, and effective change management strategies. The research contributes practical insights and recommendations that can guide SMEs in Kenya in implementing ICT strategies for succession planning. This includes actionable advice on selecting suitable technologies, overcoming potential barriers, and developing a roadmap for successful integration. If the study involves empirical research, it contributes by providing real-world data and evidence on the impact of ICT strategies on succession planning in SMEs. This empirical foundation strengthens the credibility and applicability of the findings. The research likely explores innovative approaches and adaptive strategies that SMEs can employ to leverage ICT for succession planning. This could involve exploring emerging technologies, innovative organizational structures, or novel ways of utilizing existing ICT tools. Succession planning is often closely tied to leadership development. The research may shed light on how leadership within SMEs can play a pivotal role in driving the successful adoption of ICT strategies for succession planning. If applicable, the study might contribute to comparative analyses, comparing the effectiveness of ICT strategies in succession planning across different industries, company sizes, or regions within Kenya. This can provide a nuanced understanding of the varied impact of ICT. The research contributes to the educational value of the topic by providing a knowledge base that can be utilized by academic institutions, training programs, and business schools. It may serve as a foundation for developing courses or training

modules on the intersection of ICT and succession planning. If the study identifies gaps or challenges that can be addressed through policy interventions, it contributes to discussions around policy formulation. This could include recommendations for government support, incentives, or regulatory frameworks that encourage the adoption of ICT in succession planning among SMEs.

Research Implications

The research on the "Role of Information Communication Technology (ICT) Strategies in Succession Planning of SMEs in Kenya" has several implications that extend to various stakeholders, including academic researchers, business practitioners, policymakers, and the broader community. The study contributes to the academic field by expanding the understanding of the relationship between ICT strategies and succession planning in the context of SMEs in Kenya. It opens avenues for further research, potentially leading to the development of new theories, models, or frameworks that can be applied not only in Kenya but in similar contexts globally. The findings may have implications for curriculum development in business and management education. Educational institutions can incorporate insights from the research into their courses, ensuring that future business leaders and entrepreneurs are equipped with knowledge about leveraging ICT for effective succession planning in SMEs. SME owners and managers can benefit from the practical insights and recommendations generated by the research. The study may offer guidance on selecting, implementing, and managing ICT strategies in the succession planning process. This has direct implications for the day-to-day operations and long-term sustainability of SMEs. The research implications extend to strategic planning within SMEs. Business leaders can use the findings to develop informed strategies for integrating ICT into their succession planning efforts. This includes considerations for technology adoption, investment decisions, and workforce training. The study's implications may encourage a culture of innovation and technological adoption among SMEs. It highlights the potential benefits of embracing new technologies in the context of succession planning and may inspire businesses to explore innovative solutions to enhance their operations. Policymakers can use the research to inform policies and initiatives aimed at supporting SMEs in Kenya. The findings may guide the development of programs that encourage the adoption of ICT in succession planning, potentially leading to economic growth, increased competitiveness, and job creation. The research has implications for the broader economic development of Kenya. If SMEs, which are significant contributors to the economy, are better equipped to plan for succession through the effective use of ICT, this can lead to enhanced business continuity, increased productivity, and overall economic stability. The research may suggest the need for capacity-building initiatives aimed at enhancing the digital literacy and skills of SME owners and employees. This has implications for training programs and initiatives focused on building the capabilities necessary for successful ICT adoption in succession planning. The implications extend beyond the SME sector, potentially benefiting larger enterprises and other industries. Lessons learned from the study can be applied more broadly, fostering cross-industry learning and collaboration in the adoption of ICT for succession planning. The study's implications emphasize the importance of long-term business continuity. SMEs, by understanding and effectively utilizing ICT in succession planning, can contribute to their resilience and sustainability over time, which is critical for the overall health of the business ecosystem.

REFERENCES

- Agboh,D.(2015).DriversandchallengesofICTadoptionbySMEsinAccrametropolis,Ghana.*Jou rnalof Technology Research*, 6,1.
- Barr (2019). Strategizing Effective Succession Planning for Information Technology Executives. Doctoral Thesis, Walden University.
- Bills, K. L., Lisic, L. L., & Seidel, T. A. (2017). Do CEO succession and succession planning affect stakeholders' perceptions of financial reporting risk?Evidence from audit fees. *Accounting Review*, 92(4), 27-52. doi:10.2308/accr-51567.
- Bloom,P.J., &Abel, M.B.(2015). Expanding the lens - Leadership as an organizational asset. *Young Children*, 70(2), 10-17. Retrieved from <https://www.naeyc.org/> Blumentritt,
- Brethenoux, J., & Mulder, M. (2015). Unleashing the full potential of the KenyanSME sector. *An update study on the key challenges faced by the missing middle in Kenya*.
- Chlebikova, D., Misankova, M., & Kramarova, K. (2015). Planning of personal development and succession. *Procedia Economicsand Finance*, 26,249-253.
- Felipe CM, Leidner DE, Roldán JL, Leal-Rodríguez AL (2020) Impact of IS capabilities on firm performance: the roles of organizational agility and industry technology intensity. *Decis Sci* 51:575–619.<https://doi.org/10.1111/dec.12379>
- Hall-Ellis,S.D.(2015).Succession planning and staff development-Awinning combination. *Bottom Line: Managing Library Finances*, 28, 95-98. doi:10.1108/BL-05-2015-0007
- Mao, H., Liu, S., Zhang, J., & Deng, Z. (2016). Information technology resource, knowledge management capability, and competitive advantage: The moderating role of resource commitment. *International Journal of Information Management*, 36, 1062-1074. Doi: 10.1016/j.ijinfomgt.2016.07.001
- McKee,G.,&Froelich,K.(2016).Executivesuccessionplanning:Barriersand substitutes in nonprofit organizations. *Annals of Public & Cooperative Economics*, 87, 587-601. doi:10.1111/apce.12129
- Moturi (2018). effect of information and communication technologies (icts) as innovation facilitators of service sector SMEs in Nairobi County, *unpublished Master's Thesis*, Nairobi University.
- Nduati, N., Ombui, K, &Kagiri, A. (2015). Factors Affecting ICT Adoption in Smalland Medium EnterprisesinThikaTown,Kenya.*EuropeanJournalofBusinessManagement*, 2(3),395-414.
- Nissan,J.,&Eder,P.(2017).Fourdimensionsofdesigningsuccessionplans. *OD Practitioner*, 49(3), 79-81. Retrieved from <http://www.odnetwork.org/>
- Njenga, A. (2015). *Innovation and operational performance of small and medium enterprise sin Nairobi City County*(Doctoraldissertation).
- Rivolta,M.L.(2018).Worththewait?DelayinCEOsuccessionafterunplannedCEO departures. *Journal of Corporate Finance*, 49, 225-251. doi: 10.1016/j.jcorpfin.2017.12.021
- Sammer,J.(2015).Teamsmustfollowbestpracticesinsuccessionplanning:Executive departures are inevitable, but your organization doesn't have to flounder during
- Soebbing,B.P.,Wicker,P.,&Weimar,D.(2015).Theimpactofleadershipchangeson expectations of organizational performance. *Journal of Sports Management*, 29, 485-497. doi:10.1123/jsm.2014-0089

- Soto-Acosta P, Popa S, Martinez-Conesa I (2018) Information technology, knowledge management and environmental dynamism as drivers of innovation ambidexterity: a study in SMEs. *J Knowledge Management* 2:824–849
- Valeriu, D.P. (2017). The significance of emotional intelligence in transformational leadership for public universities. *Euromentor*, 8, 35-51. Retrieved from <http://www.ucdc.ro/en/>
- Ward, A., Berensen, N., & Daniels, R. (2018). Creating a learning organization to help meet the needs of multi-hospital health systems. *American Journal of Health- System Pharmacy*, 75, 473-481. doi:10.2146/ajhp170533
- Zdaniuk, A., & Bobocel, D.R. (2015). The role of idealized influence leadership in promoting workplace forgiveness. *The Leadership Quarterly*, 26, 863-877. doi: 10.1016/j.leaqua.2015.06.008

European Journal of Computer Science and Information Technology, 12 (1), 31-42, 2024

Print ISSN: 2054-0957 (Print),

Online ISSN: 2054-0965 (Online)

Website: <https://www.eajournals.org/>

Publication of the European Centre for Research Training and Development -UK
