Challenges facing human resources succession planning in Tanzania's work organizations: The case of public and private work organisations based in Dar es salaam region

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ABSTRACT: This paper aimed at assessing factors affecting human resource succession planning in Tanzania public and private organizations. The study aimed at finding answers to the following four objectives ;assessment of extent of human resources succession planning activities in Tanzania's work organizations; examining of the challenges facing human resources succession planning in the Tanzania work organizations; assessment of the positive factors influencing human resources succession planning in Tanzania work organizations; and looking at strategies used for enhancing the application of human resource succession planning in Tanzania work organizations. The study employed a sample of 60 respondents upon whom questionnaire, key informants, focus group discussions (FGDs) as well as documentary reviews were administered. Random, clustered and stratified sampling techniques were used to build a viable sample from the target population. The data collected were analyzed through excel and SPSS tools. Study findings indicate that majority of the respondents did not have knowledge on the concept of human resource succession planning and how it works in their organizations. Few organizations surveyed conducted succession planning but how effective and regularly done in the organizations remained questionable. Conclusively, the study findings both showed and recommended that human resource succession planning played an important role for the organization development and therefore ,driven by top management commitment and consistent purposive continuous training programs ,attracting and recruiting potentially capable employees, Effective strategic leadership, management development and improving budget were among the strategies identified to be suitable for enhancing effective human resource succession planning in the surveyed organizations.

KEYWORDS: succession planning; human resource development; management development; strategic leadership.

1 INTRODUCTORY BACKGROUND

1.1 BACKGROUND TO THE RESEARCH PROBLEM

Succession planning was first introduced by Henri Fayol who believed if succession planning needs were ignored, organizations would not be prepared to make necessary transitions (Rothwell, 1994; 2000; 2002; 2010). Succession planning allows an organization to prepare for the absence, departure, death, retirement, or termination of an individual; it provides for continuity of culture and the evolution of necessary skills for an organization (Armstrong, 2005); originally used to anticipate smooth transitions to the top levels in organizations, it has evolved into a process that many organizations view it as a critical activity for key positions across all functions and levels; succession planning refers to ensuring business continuity by keeping strategic positions filled by requisite competent and motivated workforce and strategists. While operational definitions vary, the core meaning has remained the same throughout the decades as the process of succession planning evolved. The Modern business environment requires businesses to be sufficiently robust and resilient by setting in place and implementing strategic plans that ensures continuity and avoidance and /or minimization of disastrous risks (Mullins, 2010; Armstrong, 2005; Capelli, 2000)

1.2 CONCEPTUAL RESEARCH MODEL

This study will be guided by the researcher's conceptual model as designed because it takes into account many aspects in relation to the factors affecting human resources succession planning in Tanzania organizations (Issa, 2007). This include determinants of succession planning; effectiveness of succession planning; challenges facing succession planning, organization performance as well as available opportunities for enhancing human resource succession planning(Arthur and rousseau,1996;novak,2007;). Effectiveness of succession planning is indicated by Organizational survival, Continuity and viability; Determinants of succession planning include HR Policy, Committed managers, Organization culture, Organizational readiness, Managers/managerial and organizational competencies (Armstrong, 2005; Issa, 2007; Richardson, 2006). Challenges of succession planning include Sufficient talent pipeline, Inability to motivate and retain key employees, Ineffective business practices, Limited information about employees, Failure to address company future needs and organization performance being indicated by Productivity, Stability, Sustainability as well as Sales (Issa, 2007; Jackson and schuler, 1990).Therefore, in totality of the above components the exercise of human resource succession planning can be achieved as planned.
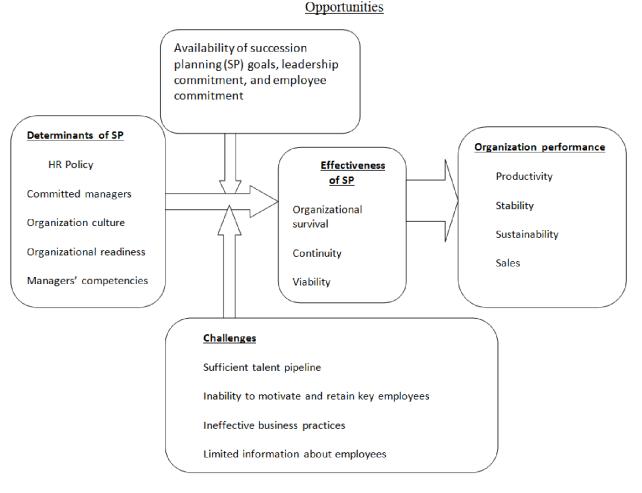

Figure 1   Conceptual research Model for Succession Planning

Source: research Design, 2013

2 RESEARCH DESIGN AND METHODOLODY

2.1 SAMPLE AND DATA

The central point of this step are to determine the specific population that will be surveyed, to decide on an appropriate sample, and to determine the criteria that will be used to select the sample (Kothari, et al., 2012). The research was undertaken within two main groups of people in the selected organizations. First group comprised the selected organizations

management teams and the second group comprised the remaining employees who were neither in a senior nor junior management positions

The research collected data from sixty (60) people from selected organizations management teams and employees who were not in any management cadres. Three sampling techniques were employed in this study. These were random, cluster and stratified sampling techniques. The selected target populations were stratified basing on age, sex, education level, working experience as well as their marital status. They were randomly selected and clustered according their status. The sample elements selected were based on the representation of population of the interest group. Both primary and secondary data were collected and applied to generate findings and conclusion

2.1.1 PRIMARY DATA

This data were directly collected from the field. Data was collected from the sample population through survey; employing questionnaires, FGDs as well as interviews of the key informants. Data was expected from the main groups as mentioned before i.e selected organizations management teams and employees who were not holding any managerial posts.

2.1.2 SECONDARY DATA

Secondary data for this study were collected from books, journals, reports and newspapers, both published and unpublished, as well as from online sources.

2.2 DATA COLLECTION INSTRUMENTS

During this study, structured and unstructured questionnaires were used in data collection. Kothari, et al (2012) defines questionnaire as a set of questions that are drawn up to meet the objectives of the survey. Most of the questionnaires were carefully designed to avoid responses that might be biased in favour of the study objectives. They were also prepared according to the status of the target group. Questionnaire were chosen by the researcher because it encouraged great honest, possibilities of enquiring absent attitude and opinions, they could be written for specific purpose, within a short time, one could collect a lot of information as well as its possibilities of mailing them made them economic in term of costs.

2.3 DATA ANALYSIS METHODS

Both qualitative and quantitative approaches were used during data analysis. Statistical Package for Social Sciences (SPSS) and excel were used in data analysis and processing. The researcher interpreted the data in accordance with the quality of arguments made rather than quantity of the respondents with the same opinions. The questionnaires were classified in terms of the answers that were similar so as to reduce the work of analysing each questionnaire. The aim of interviewing was to allow the researcher to interact and elicit person's perspectives. The assumption is that the person's perspective was meaningful, knowledgeable and able to be made explicitly

2.4 UNIT OF ANALYSIS

The unit of analysis is the major entity that is being analysed in the study. It is the 'what' or 'whom' that is being studied. During this study, the principal means of data collection was via a survey of the challenges facing human resource succession planning in the selected organizations. The researcher selected some of the directorates and departments from the Tanzania public and private work organizations believed to provide the required information on the topic. This was done to limit the research and make it more manageable.

3 STUDY FINDINGS, ANALYSIS AND DISCUSSIONS

3.1 DATA PRESENTATION

This section aims at discussing the respondents' profile to enable the study establish the extent of judgement one might have in the area of the study. Among the researched respondents' characteristic include sex, age, marital status, and the education level and working experience of each respondents in their respective organizations.

3.1.1 STATISTICAL DESCRIPTION OF THE RESPONDENTS

The study was aimed to investigate whether different organizations do conducted human resource succession planning in their daily operations. To achieve this, a number of organizations were picked for the study. Study findings indicate that the following organizations including public and private were surveyed during this study as indicated by the table 4.1 below. 9 (15%) of the respondents were from TAZARA. 5 (8.3%) of the respondents were from TANESCO, ILO, TPA, SUA, MUHAS and NSSF respectively as indicated in the table below. 3 (5%) were from immigration department. 7 (11.7%) of the respondents were from the Open University of Tanzania. 4 (6.7%) of the respondents were from Total Tanzania Limited and SONGAS. 2 (3.3%) of the respondents were from University Computing Centre Limited. Only 1 (1.7) of the respondent was from the Tanzania Cotton Board. The statistics above shows that despite the difficulties in accessing information required from a number of selected organizations for the study, a representative sample were obtained. Majority of the respondents were from TAZARA and the Open University of Tanzania. The rationale behind this was thought to be associated with the intimacy relationships between the researcher and respondents. This simplified the exercise of questionnaires distributions and collection. However, other organizations did not accept to feel questionnaires while other respondents did not return the filled questionnaires on time

Table 1 Organization or structure of the Respondents

Organization of the respondents	Frequency	Percent	Valid Percent	Cumulative Percent
TAZARA	9	15.0	15.0	15.0
TANESCO	5	8.3	8.3	23.3
ILO	5	8.3	8.3	31.7
IMMIGRATION	3	5.0	5.0	36.7
TPA	5	8.3	8.3	45.0
SUA	5	8.3	8.3	53.3
OUT	7	11.7	11.7	65.0
MUHAS	5	8.3	8.3	73.3
COTTON BOARD	1	1.7	1.7	75.0
SONGAS	4	6.7	6.7	81.7
UCC LIMITED	2	3.3	3.3	85.0
TOTAL TANZANIA LIMITED	4	6.7	6.7	91.7
NSSF	5	8.3	8.3	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.1.1 RESPONDENTS BY AGE

Age of the respondents was considered to be important in assessing challenges facing human resource succession planning in Tanzania work organizations using a case study of 35 selected public and private organizations. The study revealed that the age distribution of the respondents favoured the group between 41-50 years which comprised 29 (48.3%) of the total respondents. The study findings statistics implies that the selected institutions preferred the age group between 41 to 50 years. The assumption behind their preference was that they most of them were public owned which employed their man power under the contract of permanent and pensionable. Permanent and pensionable allows employees to feel their employments are secured. Also, others worked with the private organizations which have better remunerations to the employees. Therefore, employees did not see any needs of quitting from their jobs. Table 2 illustrates.

Table 2   Respondents by age

Age of respondents	Frequency	Percent	Valid percent	Cumulative percent
20 to 30 years	11	18.3	18.3	18.3
31-40 years	12	20.0	20.0	38.3
41-50 years	29	48.3	48.3	86.7
51-60 years	8	13.3	13.3	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings,(2013)

3.1.1.2   RESPONDENTS BY SEX

The research wanted to know sex distribution of respondents in order to ascertain their non-business of the sample. Table 2 presents sex distribution of the sample for this research. Over two thirds comprising 76.7% of respondents were males. This was the results of given socio - cultural issues in Tanzanian where males are favoured in employment. Nature of the study also was expected to provide more rooms for males in the sample.

Table 3   Respondents by sex

Sex of the respondents	Frequency	Percent	Valid Percent	Cumulative Percent
Male	46	76.7	76.7	76.7
Female	14	23.3	23.3	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings,(2013)

3.1.1.3   RESPONDENTS BY MARITAL STATUS

Marital status was considered as an important element during this study. The findings revealed the following: - 11 (18.3%) of total respondents were single. 44 (73.3%) were married respondents. Only 2 (3.3%) were divorced respondents. 3(5%) of the respondents were widows/widowers. These figures reveal that there was a massive difference of marital status of different respondents during this study.Therefore, married employees were found to be the most preferable by different organizations surveyed (Table 4).

Table 4   Marital Status

Marital status	Frequency	Percent	Valid percent	Cumulative percent
Single	11	18.3	18.3	18.3
Married	44	73.3	73.3	91.7
Divorced	2	3.3	3.3	95.0
Widow	3	5.0	5.0	100.0
Total	60	100.0	100.0	

Source: research findings,(2013)

3.1.1.4   RESPONDENTS BY EDUCATION LEVEL

Again education level was considered as an important attribute when assessing challenges facing human resource succession planning in Tanzania work organizations. This was because, education was assumed to have a crucial role in enabling respondents to understand different questions on the challenges facing human resource succession planning in Tanzania work organizations. The study found that 5 (8.3%) of the respondents had qualifications of diploma. 40 (66.7%) of respondents were degree holders. 14 (23.3%) of respondents had a master degree. Only 1(1.7%) of the remaining respondent had other qualifications which were PhD qualification. Therefore, the statistics indicate that all categories of education were considered by the surveyed organizations during recruitment. However, two third of the respondents had a bachelor degrees. Therefore, this statistics implies that most of the organizations preferred graduates employees. Table 5 illustrates the above findings.

Table 5   Education Level

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	5	8.3	8.3	8.3
Graduate	40	66.7	66.7	75.0
Masters degree	14	23.3	23.3	98.3
Any other	1	1.7	1.7	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.1.5   RESPONDENTS BY WORK EXPERIENCE

Respondents were asked to state their work experience with respective organizations. The study statistics indicate that 17 (28.3%) worked with their respective organizations for the period of less than four years. 22 (36.7%) worked between five and ten years with the respective organizations. 3(5%) of the respondents worked with the respective organizations for the period between 11 and 14 years. 18 (30%) of the remaining respondents worked for their organizations for the period over 14 years. The statistics shows that there was a good combination of experienced and less experienced in the selected organizations. However, the big number of the respondents was from the mid experienced employees which comprised more than one third of total respondents. Interestingly, respondents with massive experience were the second and this implies that the organizations selected had some form of succession planning which encouraged employees to stay. Table 6 illustrates the above statistical findings

Table 6   Working experience of the respondents

Work experience	Frequency	Percent	Valid percent	Cumulative percent
Less than 4 years	17	28.3	28.3	28.3
5-10 years	22	36.7	36.7	65.0
11-14 years	3	5.0	5.0	70.0
Above 14 years	18	30.0	30.0	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.1.6   RESPONDENTS BY DEPARTMENT

Department of the respondents in the selected organizations were also important in understanding challenges facing them in conducting human resources succession plans. The aim of considering departments was due to the fact that different employees had a different understanding on different matters related to their organizations. Since succession planning is a human resource technical jargon, other departments were consulted to solicit information on the matter. The study revealed that 16 (26.7%) of the respondents were from the departments of human resource management of the selected organizations. 15 (25%) of the respondents were from the finance departments. 4 (6.7%) of the respondents were from the procurement and supplies units. 14 (23.3%) of the respondents were from operations departments which included teachings in the higher learning institutions. 6 (10%) of the respondents were from marketing departments. 5 (8.3%) of the remaining respondents were from the internal audit departments of the selected organizations. Therefore, the statistics above indicates that to solicit the required information on challenges facing human resources succession planning, all major departments were consulted. However, the large number of the respondents was picked from human resources, finance as well as operations departments. The assumption behind this statistics is that the departments which had a higher number of respondents had knowledge of human resource succession planning attained from the learning institutions. Table 7 illustrates the above statistical findings.

Table 7   Respondents departments

Department	Frequency	Percent	Valid Percent	Cumulative Percent
HRM	16	26.7	26.7	26.7
Finance	15	25.0	25.0	51.7
Procurement and supplies	4	6.7	6.7	58.3
Operations	14	23.3	23.3	81.7
Marketing	6	10.0	10.0	91.7
Internal audit	5	8.3	8.3	100.0
Total	60	100.0	100.0	

Source: research findings, (2013)

3.1.2   ANALYSIS AND DISCUSSION OF THE FINDINGS

The extent of human resources succession plans activities in Tanzania work organizations; challenges facing human resources succession planning in the Tanzania work organizations; the positive factors influencing human resources succession planning in Tanzania work organizations as well as strategies for enhancing the application of human resource succession planning has been analysed and discussed under this part

3.1.2.1   FINDINGS ON THE EXTENT OF HUMAN RESOURCES SUCCESSION PLANNING (SP) ACTIVITIES IN TANZANIA WORK ORGANIZATIONS

Awareness of succession planning, organization practises of SP, degree level of succession planning for each organization, frequency of succession planning in each organization as well as the importance of succession planning in each organization are presented under this part.

3.1.2.1.1   AWARENESS OF SUCCESSION PLANNING (SP)

The study was interested in understanding awareness of the respondents on the concept of human resource succession planning and how was working. The study findings show that 13 (21.7%) of total respondents from the selected organizations were aware on the human resource succession planning and how was working. 44 (73.3%) of the respondents had no knowledge on succession planning as being used in the organizations. Only 3 (5%) of the respondents did not understand what the question sought from them. The statistical findings signify that three quarters of the respondents had no knowledge on the concept of succession planning at least for different levels. See table 4.8 below as illustrates the above study findings.

Table 8   Awareness of succession planning (SP)

Knowledge of the respondents on SP	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	13	21.7	21.7	95.0
No	44	73.3	73.3	73.3
I don't know	3	5.0	5.0	100.0
Total	60	100.0	100.0	

Source: research findings, (2013)

3.1.2.1.2   ORGANIZATION PRACTICES OF SP

The researcher was interested in understanding if the organization surveyed practiced human resource succession planning. The study findings indicate that 20 (33.3%) of the respondents showed that their respective organizations practised human resource succession planning. 31 (51.7%) of the respondents shows that the organizations did no conduct succession planning. 9 (15%) of the respondents did not know the question. From the statistics above, the study findings implies that most of the organizations did not human resource succession planning. Only few organizations conducted succession planning. However, the question remains to what levels of succession planning, how effective and regularly done in the organizations. Table 9 illustrates the above statistical findings.

Table 9   Practices of Succession planning (SP)

Practices of SP in the organizations	Frequency	Percent
Yes	20	33.3
No	31	51.7
I don't know	9	15.0
Total	**60**	**100.0**

Source: research findings, (2013)

3.1.2.1.3   DEGREE LEVEL OF SUCCESSION PLANNING (SP) FOR EACH ORGANIZATION

The respondents were asked to choose from the statements which sought to explore information on the degree level of succession planning in their respective organizations. The study findings indicate that only 5 (8.4%) of the respondents agreed that human resource succession planning their organizations were strongly well done and satisfactory. 18 (30%) of the respondents indicated that human resource succession planning in their organizations were well done and satisfactory. 20 (33.3%) of the respondents indicated that human resource succession planning were fairly done and not satisfactory to the stakeholders. While the remaining 17(28.3%) respondents showed that their organizations did not have human resource succession planning in place. The statistics implies that one third of the respondents were not satisfied with their organizations human resource succession planning. Therefore, the statistics signify that many respondents were not satisfied with practice of human resource succession planning in their respective organizations.

Table 10   Degree level of succession planning (SP)

Degree level of SP	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly well done and satisfactory	5	8.4	8.8	6.8
Well done and satisfactory	18	30.0	30.5	37.3
Fairly done but not satisfactory	20	33.3	33.9	71.2
Not done at all by the company	17	28.3	28.8	100.0
Total	60	100.0	100.0	

Source: research findings, (2013)

3.1.2.1.4   FREQUENCY OF SUCCESSION PLANNING (SP) IN EACH ORGANIZATION

The study aimed to exploit information on the frequency the organizations conducted succession planning. The study findings indicate that only 1 (1.7%) of the respondent indicated that succession planning in the respective organization was conducted on daily basis. 5 (8.3%) of the respondents indicated that heir organizations conducted succession planning at least once a week, once a month, once after six months respectively as indicated in the table below. 3 (5%) of the respondents showed that their organizations conducted succession planning on quarterly basis. 20 (33.3%) of the respondents indicated that their organizations conducted human succession planning at least once a year. 21 (35%) of the respondents indicated that their organizations did not have succession planning. Therefore, one third of the total respondents did not show if their organization practicing human resource succession planning. The statistics implies that many organizations did not practice human resource succession planning. They did not have strategic plans of succeeding their potential employees who were nearly exit door of their organizations.

Table 11   Frequency of Succession planning (SP)

Frequency of Succession planning	Frequency	Percent	Valid Percent	Cumulative Percent
Every day	1	1.7	1.7	1.7
At least once a week	5	8.3	8.3	10.0
At least once a month	5	8.3	8.3	18.3
Quarterly	3	5.0	5.0	23.3
After 6 months	5	8.3	8.3	31.7
At least once a year	20	33.3	33.3	65.0
Never done in the organization	21	35.0	35.0	100.0
Total	60	100.0	100.0	

Source: research findings, (2013)

3.1.2.1.5   IMPORTANCE OF SUCCESSION PLANNING IN EACH ORGANIZATION

The study aimed to explore the importance of succession planning in each organization surveyed .respondents were asked to rank if they thought succession planning to be very important, important or not important at all. The study findings revealed that 42 (70%) of the respondents agreed that succession planning. 15 (25%) of the respondents showed that succession planning was important for the organization development. Only 3 (5%) of the respondents did not see any importance of succession planning. Therefore, the study finding implies that human resource succession planning played important role for the organization development. Hence, all organizations should understand the paramount role played by human resource succession planning for their survival. Table 12 illustrates the above findings.

Table 12 Importance of succession planning

Importance of succession planning	Frequency	Percent	Valid Percent	Cumulative Percent
Very important	42	70.0	70.0	70.0
Important	15	25.0	25.0	95.0
Not important at all	3	5.0	5.0	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

During the FGDs which comprised 8 members, 6 (75%) out of 8 pointed out that succession planning help the organization to make the paths for advancement visible to employees. They further pointed out that SP can motivate employees to perform with advancement in mind. They can also more readily see where their work or role "fits" in the larger context of the organization. They further contented that workforce and succession planning provided the means for achieving overarching program goals of the surveyed organizations. They pointed out that program goals would not be achieved without the right number of people with the right skills in the right place at the right time in their organizations.

Likewise, the key informants from surveyed organizations who were seniors and human resource professionals provided information on the importance of SP. They argued that a succession plan creates pathways to appropriate promotion and candidate selection by matching organizational needs with qualified talent, both internal and external. It is also a means to monitor and reward performance and professional development. They further argued that succession planning can result in improved placement in hiring processes, and improved leadership through development and skilled recruitment.

The study findings are supported by the study and words of Rothwell, W. J. et al., (2000) contended that succession management has become an important talent management initiative at companies around the world. He argued that for some companies, succession management was a strategic process that minimized leadership gaps for critical positions and provided opportunities for top talent to develop the skills necessary for future roles. With other companies, succession management was a constant struggle, viewed as an administrative exercise rather than as a competitive advantage.

Furthermore, the study findings replicate what was revealed by Armstrong (2010) when researched on the effectiveness of succession planning in organization management. The study addressed the importance of succession planning for the organizations' survival, which depends on the continuous supply of competent, experienced and well trained managers. In addition to that Boxall, and Purcell (2003) argued that workforce planning was a broad strategy that influenced departments

divisions, or agency's entire workforce. They added that succession planning often works hand in hand with knowledge transfer concepts, since developing new leaders means that the knowledge of current leaders will be shared before retirement, promotion, or other attrition with those who will follow in their footsteps.

The study findings is supported by the study findings of Jackson and Schuler (1990) which revealed that planning for HR needs help to ensure employees to have the skills and competencies business needs to succeed. An HR plan works hand in hand with business plan to determine the resources you needed to achieve the business's goals. Jackson and Schuler (1990) researched on human resource planning. They urged that human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. They argued that under past conditions of relative environmental certainty and stability; human resource planning focused on the short term and was dictated largely by line management concerns.

3.1.2.2 FINDINGS ON THE CHALLENGES FACING HUMAN RESOURCES SUCCESSION PLANNING IN THE TANZANIA WORK ORGANIZATIONS

Awareness of SP challenges available in each organization, ineffective business practices, lack of effective company vision, inactive periodical succession plan are discussed under this part to be among of the challenges facing human resources succession planning in the Tanzania work organizations.

3.1.2.2.1 AWARENESS OF SP CHALLENGES AVAILABLE IN EACH ORGANIZATION

The study investigated knowledge of the respondents on different challenges which were facing human resource succession planning in each organization surveyed. The study findings show that 33 (55%) of the respondents were aware on the number of challenges which were facing human resource succession planning in the surveyed organizations. 3 (5%) did not agree whether human resource succession planning in the selected organizations faced any challenge. 24 (40%) of the respondents did not know anything about the question asked. The study findings signify that half of the respondents were knowledgeable on different challenges faced succession planning in their organizations. Also, the concept of human resource succession planning was new to a large number of the respondents as illustrated in the table 4.13. Therefore, the study findings confirm that awareness on the concept itself was a problem to the employees. Hence implementing succession planning in the selected organizations remains a myth.

Table 13   Challenges of SP

Awareness of SP challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	33	55.0	55.0	55.0
No	3	5.0	5.0	60.0
I don't know	24	40.0	40.0	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.2.2.2 INEFFECTIVE BUSINESS PRACTICES AND LACK OF EFFECTIVE COMPANY VISION

Furthermore, ineffective business practices and lack of effective company business vision among the surveyed organizations was thought to be among the challenges. The respondents were asked to rank how the above two concepts affected human resource succession planning in their respective organizations. The study findings shows that 41(68.3%) of the respondents showed that ineffective business practices among of the surveyed organizations affected succession planning of human resources. 16 (26.7%) showed that ineffective business practices affected little the organizations effort of carrying out succession planning. Only 3 (5%) of the respondents showed that ineffective business practices had no effect to the organization succession planning among the surveyed organizations. Therefore, the study findings confirm that effective business practices of the organizations had a positive influence on the succession planning. On other hand, ineffective business practices of the organizations affects them negatively in carrying out succession plan of human resources.

Likewise, effective company vision was thought to among the challenges of succession planning in the surveyed organizations. The study findings shows that 24 (40%) indicated that lack of effective company vision strongly affected human resource succession planning in the surveyed organizations. 28 (46.7%) of the respondents showed that lack of effective company vision little affected human resource succession planning. 8(13.3%) of the respondents argued that SP was not affected by the lack of effective vision among the surveyed organizations. The large number of respondents indicated

that on one way or another, lack of company vision among the surveyed organizations affected their efforts in conducting human resource succession planning. Table 4.14 illustrates the study findings above.

Table 14   Ineffective business practices and lack of effective company vision

Ineffective business practices	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly affect	41	68.3	26.7	**95.0**
Little affect	16	26.7	26.7	**26.7**
Not affected at all	3	5.0	5.0	**100.0**
Total	**60**	**100.0**	**100.0**	
Lack of effective company vision				
Strongly affect	**24**	**40.0**	**40.0**	**40.0**
Little affect on SP	28	46.7	46.7	86.7
Not affected SP at all	8	13.3	13.3	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

Despite the numerous benefits of a formalized succession planning process, companies have failed to make it a top priority. In order to achieve results, companies needed to start with the basics, create a strong process and then invest in the tools and technology to inspire a talent development mindset in their organization. During this study, the following were raised to be among the challenges which were facing human resources succession planning in the Tanzania work organizations

During the FGDs held in some of the selected organizations, group members when asked what they thought to be challenges human resource succession planning were facing in their organizations revealed the following. They pointed out that increasing tight labour markets were among the challenges they were facing. They showed that increasing tight labour markets forced their organizations to institute succession planning particularly, in their top positions.

FGDs also pointed out that securing the required employees who were talented and skilled for the organizations were another challenge which they faced. Findings from this study replicate study findings done by Mullins (2010) and Porter (1985) after reviewing succession planning in various organizational settings ranging from private to public sector. They argued that it was becoming increasingly challenging for organizations to obtain qualified and talented staff. Succession planning was often introduced as a way to attract and employ such staff. The findings of this study demonstrated a meaningful relationship between organizational requirements such as managers' commitment, organizational culture, organizational readiness, and managers' competencies with the implementation of succession planning (Armstrong, 2005; Luthans and kreitner, 1975)

Furthermore, the study findings indicated that lack of commitment among the senior officials of the selected organizations was a serious challenge faced human resource succession planning. Most of the respondents showed highest degree of dissatisfaction on the managerial practices towards succession planning. They hinted that some senior managers were afraid from losing their positions once they have mentored their employees for the senior managerial positions

Key informants from the departments and directorates of human resource management and administration of the surveyed organizations revealed that succession planning of the human resource was a new to many of them. Therefore, conducting effective human resource succession planning was difficult to them. They were still learning what the concept comprised. The study findings from the key informants are supported by the study findings of Mayo (2001) which pointed out that the need for workforce and succession planning was having a significant impact on the human resources management function particularly in the public sector. Workforce and succession planning demand a level of strategic planning that was still new to many public sector organizations. This requirement for a strategic approach to the workforce coupled with the need to address global issues affecting workforce supply will require human resources practitioners to act as internal consultants in their agencies. And strategic workforce planning skills and the ability to predict and meet the needs of the agency for a capable and trained workforce expanded the role of HR and its usefulness to line managers in the organizations.

3.1.2.3   FINDINGS ON THE POSITIVE FACTORS INFLUENCING HUMAN RESOURCES SUCCESSION PLANNING IN TANZANIA WORK ORGANIZATIONS

Sufficient talent pipeline in the selected organizations, effective business practices in the organizations, availability of effective company vision and addressing future needs of the organizations as well as active periodical succession plan in the selected organizations are discussed under this section.

3.1.2.3.1   SUFFICIENT TALENT PIPELINE IN ORGANIZATION

Talent of the employees was also considered in assessing factors influencing human resources succession planning in Tanzania work organizations. The respondents were asked to show their responses on the influence of sufficient talent pipeline in the surveyed organizations. The study findings indicate that 19 (31.7%) of the respondents showed that sufficient talent pipeline in the organization surveyed very strongly influenced human resource succession planning. 19 (31.7%) of the respondents showed that sufficient talent pipeline in the surveyed organizations strongly influenced human resource succession planning in the company. 14 (23.3%) of the respondents indicated that sufficient talent pipeline in the organizations had a weak influence on human resource succession planning in the selected organizations. From the above findings, the study confirms that sufficient talent pipeline in the organization had a strong influence on the organizational human resource succession planning. Table 15 illustrates the above findings.

Table 15   Sufficient talent pipeline in organization

Sufficient talent pipeline in the organization	Frequency	Percent	Valid Percent	Cumulative Percent
Very strong influence	19	31.7	31.7	31.7
Strongly influence	19	31.7	31.7	63.3
Weak influence	14	23.3	23.3	86.7
No influence at all	8	13.3	13.3	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings,(2013)

3.1.2.3.2   EFFECTIVE BUSINESS PRACTICES IN ORGANIZATION

Effective business practices of the selected organizations was another factors considered to have positive influence on the human resources succession planning in Tanzania work organizations. The respondents were asked to rank the influence of effective business practice in organizational human resources succession planning. The study findings indicated that 30(50%) of the respondents indicated that effective business practices of the surveyed organizations very strongly affected human resource succession planning. 17 (28.3%) of the respondents showed that effective business practices of the selected organizations had a strong influence on the human resource succession planning. 10 (16.7%) of the respondents indicated that effective business practice had a weak influence on the human resource succession planning among the surveyed organizations. Only 3 (5%) of the respondents did not acknowledge the influence of effective business practices in human resource succession planning among the selected organizations. The findings confirm that effective business practices in the selected organizations play an important role in implementing human resource succession planning. Table 16 illustrates the above study findings.

Table 16 Effective business practices in organization

Effective business practices	Frequency	Percent	Valid Percent	Cumulative Percent
Very strong influence	30	50.0	50.0	50.0
Strong influence	17	28.3	28.3	78.3
Weak influence	10	16.7	16.7	95.0
No influence at all	3	5.0	5.0	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.2.3.3   AVAILABILITY OF EFFECTIVE COMPANY VISION

Company vision was also considered to be among the positive factors influencing human resources succession planning in Tanzania work organizations. Respondents were asked to state how availability of company vision influenced human resource succession planning in their organizations. The study findings indicate that 30 (50%) of the respondents showed that that availability of effective company vision have very strong influence on the human resource succession planning among the selected organizations. 10 (16.7%) of the respondents indicated that effective company vision had a strong influence on human resource succession planning in the selected organizations. 17(28.3%) argued that effective company vision had a weak influence on the human resource succession planning in the selected organizations. Only 3(5%) of the respondents did not see any influence of company vision towards human resource succession planning. Therefore, despite small number of respondents not associating company vision to human resource succession planning, yet the two had strong correlations. That means if the company had no vision, then it difficult to plan its manpower requirements including succession planning of the potential employees. Table 17 illustrates the above findings.

Table 17 Availability of effective company vision

Availability of effective company vision	Frequency	Percent	Valid Percent	Cumulative Percent
Very strong influence	30	50.0	50.0	50.0
Strong influence	10	16.7	16.7	66.7
Weak influence	17	28.3	28.3	95.0
No influence at all	3	5.0	5.0	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.2.4   FINDINGS ON THE STRATEGIES FOR ENHANCING THE APPLICATION OF HUMAN RESOURCE SUCCESSION PLANNING (SP)

To understand strategies used by the selected organizations in enhancing the application of human resource succession planning the following issues were taken into consideration. First the study sought to explore if respondents were aware on the availability of strategies in enhancing SP in the organizations. Second issues was assessing on how attracting and recruiting potential employees enhanced SP in the selected organizations. Third was how the effective leadership and management development enhanced the SP. Also, setting enough budgets for human resource development was investigated. Furthermore, determinants of effective SP were considered as well as contribution of effective SP on organization performance was investigated.

3.1.2.4.1   AVAILABILITY OF ORGANIZATION STRATEGIES IN ENHANCING SP

The study aimed to find strategies used by the organization in enhancing human resource succession planning. Information was obtained through seeking knowledge level of the respondents. The findings indicate that 23 (38.3%) of the respondents were aware on different strategies used by their companies in enhancing human resources succession planning. 14 (23.4) of the respondents did not agree on the availability of strategies used by their organizations in enhancing human resource succession planning. Other 23 (38.3%) did not understand what the question sought. From the above statistics, the study learned that the number of respondents who agreed on the availability of strategies in enhancing succession planning and those who did not understand the question in the selected organizations were equal. Table 18 provides illustration of the above findings.

Table 18   Availability of organization strategies in enhancing SP

Strategies of enhancing SP	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	23	38.3	38.3	38.3
No	14	23.4	23.3	61.7
I don't know	23	38.3	38.3	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

Seven (87.5%) members from the FGDs indicated that among the strategies used by the organizations surveyed in enhancing human resource succession planning include: - participatory approach used by the management in trying to install the system of succession planning, increasing budget on human resources as well as attracting the best employees from other organizations. The above findings are supported by the study of Belcourt,and Mcbey et al.,2007) which revealed that five key strategies of succession planning including aligning succession planning with business strategy; assessing leadership potential using the 3Cs; involving the talent in the planning; mixing development, experience/coaching/training and casting a wider net for succession.

3.1.2.4.2   ATTRACTING AND RECRUITING POTENTIAL EMPLOYEES

Attracting and recruiting potential employees from different sources were considered to be among strategies used by the surveyed organizations in enhancing the application of human resource succession planning. The respondents indicated that attracting and recruiting potential employees' strongly facilitated succession planning in the organizations. 31 (51.7%) of the respondents who were above half strongly supported the above strategy in enhancing the application of human resource succession planning as illustrated in the in the table 19.

Table 19   Attracting and recruiting potential employees

Attracting and retaining potential employees	Frequency	Percent	Valid Percent	Cumulative Percent
Very strong influence	31	51.7	51.7	51.7
Strong influence	19	31.7	31.7	83.3
Weak influence	10	16.7	16.7	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.2.4.3   EFFECTIVE LEADERSHIP AND MANAGEMENT DEVELOPMENT

Establishing effective leadership and management development was considered to be another strategy used in enhancing the application of human resource succession planning. 39(65%) of the respondents which was nearly two third of total respondents argued that the strategy had very strong influence in enhancing the application of human resource succession planning in the surveyed organizations. The study findings imply that the role of effective leadership cannot be ignored for the effectiveness of human resource succession planning in any work organizations. Table 20 provides illustration based on the findings from the study area.

Table 20 Effective leadership and management development

Effective leadership and management development	Frequency	Percent	Valid Percent	Cumulative Percent
Very strong influence	39	65.0	65.0	65.0
Strong influence	11	18.3	18.3	83.3
Weak influence	10	16.7	16.7	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.2.4.4 BUDGET FOR SP

Since succession planning requires resource including human resources and financial resources, budget was considered to be a paramount strategy in enhancing the application of succession planning in the surveyed organizations. The respondents were asked what they thought to be the level of influence by improved budget in enhancing human resource succession planning. The findings indicate that 26 (43.3%) of the respondents showed that budget had a very strong influence on effectiveness of human resource succession planning in any work organization. 20 (33.3%) indicated that budget had a strong influence on the effectiveness of succession planning of human resources in the organizations. 14 (23.4%) of the respondents indicated that budget played weak role in enhancing application of human resource succession planning among the selected organizations. From the above statistics and as illustrated in the table 21 below proves that budget played an important role in enhancing human resource succession planning in the surveyed organizations.

Table 21 Budget for HRD

Budget for HRD	Frequency	Percent	Valid Percent	Cumulative Percent
Very strong influence	26	43.3	43.3	43.3
Strong influence	20	33.3	23.3	66.7
Weak influence	14	23.4	23.4	100.0
Total	**60**	**100.0**	**100.0**	

Source: research findings, (2013)

3.1.2.4.5 CONTRIBUTION OF EFFECTIVE SP ON ORGANIZATION PERFORMANCE

The respondents were asked if effective succession planning contributes to the organization performance. The aim of this question was to solicit information on their acknowledgement of human resource succession planning in their organizational performance. The study findings indicate that 43 (71.7%) of the respondents strongly agreed that effective human resource succession planning have a lot to contribute in the organization performance. 17 (28.3%) of the respondents agreed on the contribution of effective human resource succession planning to the organization performance. However, no respondent who didn't agree on the contribution of effective human resource succession planning on the organization performance. Therefore, from the above response, it is evidenced that effective human resource succession planning play an important role in improving organization performance. Table 22 illustrates the above study findings.

Table 22   Contribution of effective SP on organization performance

Contributes of SP to the organization performance	Frequency	Percent
I strongly agree	43	71.7
I agree	17	28.3
I disagree	0	0
I strongly disagree	0	0
Total	**60**	**100.0**

Source: research findings,(2013)

4   CONCLUSION AND RECOMMENDATIONS

4.1   CONCLUSION

Succession planning has become one of the most significant human resource management responsibilities within today's organizations. Given the current business environment for many organizations, no one can afford to attract, invest in and then lose its high potential employees; the best way to address these challenges is to maintain a viable culture and management style which recruit, motivate, retain and develop potentially capable employees who can remain in the driver's seat of organizational excellences and performance (Kotler and Heskett ,1995).

4.2   RECOMMENDATIONS

- To put in place strategic succession plans that provides a disciplined and structured approach for ensuring matching HR needs with organisational survival and competitive needs (Diamond,2006);
- Organisations should embark on frequent training on issues related succession planning and organise clear deliberate communication plans and sessions to inform opportunities for identifying with company mission and vision through individual career growth such as understudying and participation in strategic decision making
- Organisations should consider human resource succession planning as a vital and critical part of their daily routines in their organizations

4.3   AREAS FOR FURTHER STUDY

   The study findings did not exhaust all technicalities of human resources succession planning.The study explored only challenges which faced human resource succession planning in the public and private organizations which were limited to ten organizations. Therefore, it is hereby recommended to extend the study to other companies and institutions including those located up country and that the main theme should be to explore the best practices in succession planning. One undisputable fact is that HR succession planning is key to organizational change and development (Armstrong, 2005)

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