LACK OF MANAGEMENT SUCCESSION PLANNING AND ITS IMPACT ON ORGANISATION PERFORMANCE.
A CASE OF UCHUMI SUPERMARKETS IN DAR ES SALAAM

By
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CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.1 Introduction

The statement above by Bob Nardelli brings to therefore the importance of succession planning. Succession planning is a valuable management tool for creating a plan to Move high potential people into the higher levels of the organization. Management development today is a top priority for any organization that wants to stay in business (Margerison,1991:2). Newell (2002: preface) states that
organizations can no longer afford to waste ‘people talent’ if they are to remain competitive into the next century.

Through succession planning the active and positive support of people can be gained (Parsloe, 1995:24; Anderson, 2007:1). The primary need of the manager is to have the ability to develop his or her employees. (McCarter and Schreyer, 2000: 11) Correct succession planning in an organization will reduce the need to bring in new talent and therefore reduces the expense of recruiting (Rollins, 2003:15).

Businesses need to be able to find people with the right skills to fill key and top leadership jobs at any time required through having in place an effective Management Succession Plan however, supermarkets in Dar es salaam do not invested in developing the succession planning and management programs. This is because they just ignore the fact that Succession management planning can work well in this sector especially in Tanzania, where the employment is a problem to the graduates (Bain, 1995:38).

Supermarket business is one among the fastest growing businesses in Dar es salaam today. The city of Dar es salaam lays at the central heart of the country with all guest from outside and within the country begin and end their shopping to and from other part of the country, With the population of more than four million (4,364,541) as of official 2012 census residents. Dar es salaam city becomes one of the biggest city which is growing very fast with a lot of business, supermarket being the one, and as such companies are expect to accumulate a lot of wealth trough supermarkets, But all this depends on the way these supermarkets have invested in developing the succession planning and management programs.(Official Report Census 2012).

1.2 Statement of the Problem
Succession Planning and Management, (SPM) can be defined as a purposeful and systematic effort made by an organization to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future, and encourage individual employee growth and development” (Schein, 1997; cited in Caruso, Groehler & Perry, 2005).

Bain (1995:38) succession planning seeks development opportunities for people and ensures that the right cover is in place and that the right development plans prepare people in the right way. According to Bein, (1995:14) Succession planning is very important in the Organization for the reasons follows in order to addresses the following key questions:

a) What is happening in the outside world that will have a profound influence on the personnel plan?
b) What changes to the quantity and quality of our people resource are needed to support the strategic plan.
c) What is being done about peaked managers, especially those that are blockages in the organization?
d) Appropriately identifying the cadre of high flyers and young managers of potential.
e) What are the succession issues? Does the company have cross-divisional or geographical moves planned for key people? Will there be cover in an emergency for top jobs? Will there be cover for more natural succession timing? (Bain, 1995:41).

According to Aberdeen Group (2007:10), it was revealed that succession planning accelerates the transition of qualified employees from individual contributors to managers and leaders. Therefore the Succession planning is Important in the organization to:

a) Prepares current employees to undertake key roles;
b) Develops talent and long-term growth;
c) Improves workforce capabilities and overall performance;
d) Improves employee commitment and therefore retention;
e) Meets the career development requirements of existing employees;
f) Improves support to employees throughout their employment;
g) Counters the increasing difficulty of recruiting employees externally;

h) Focuses on leadership continuity and improved knowledge sharing and Provides more effective monitoring and tracking of employee proficiency levels and skill gaps.

Succession planning can take the form of a myriad of strategies and applications. In many instances, succession planning is tightly integrated with a company's competency assessment and performance management efforts (Aberdeen group 2007:10).

Succession planning needs to be addressed and implemented timorously, it must not be done reactively, but proactively. Waiting until a key leader is on their way out the door is insufficient and can create unnecessary complications, risk and inherited financial costs associated with the loss of important company knowledge (Workforce Management, 2005:5). Despite this, most organizations consistently rate their succession management practices as less than effective” (Busine & Watt,2005).

Management Succession Planning in supermarkets in Dar believed that it has given less priority and much concentration is made on profit maximization. This makes Services Organization (supermarkets) to faces the challenges of ensuring continuity and consistency of service delivery due to employee turnover. These supermarkets are all include the international and local one.

As Supermarket business was underestimated as just keeping lower class employees, who are less educated, the assumption is different as these businesses picked up very well and the profits are realized in short period of time.(Shoprite manager discussion on 2014). So this business also has employees who need to be growth and developed in their career path for their own betterment. Some of this supermarket realize it and make sure they provide training to their staff and provide the time for their personal growth but some of them are not realize it and they just don’t care about the employees development that is why they face a lot of challenging when dealing with this digital employee (Fresh employees from university). (Researcher direct discussion with two supermarkets in town Uchumi and shoprite & Uchumi 2014).
Supermarkets face the challenge of ensuring continuity and consistency of service delivery due to employee turnover. In the Instance where large number of employee are eligible to resign due to death or illness there is a concern that not enough qualified workers will be prepared to replace them. Supermarkets exist in Dar es salaam. Currently these services organization face the great business competition on their product, as they want to dominate the market. As such these businesses need to be able to find people with the right skills to fill key and top leadership jobs at any time required (Uchumi Manager view).

Leaving succession to chance may give the at most flexibility to select the qualified staff at the time that you lose a key player but is a high risk strategy. The process instead needs to be managed well, supermarkets companies run highly structured, mechanistic, secretive and top down schemes aimed at identifying internal successors for key posts and planning their career paths to provide the necessary range of experience. (Busine).

Every organization will have some form of job vacancy arising in future due to attrition or people retiring from their jobs, however it is important for the organization to continue to function smoothly irrespective of losing such key employees performing key role. When organizations have a succession plan it makes it easier for them to handle any unforeseen attrition and prevent the organization from being greatly impacted by such attrition. (Dhivya Swamidass July 2013).

Experience from our neighbor Kenya whose this business was started long time since 1970s to date 2014, shows that proper practices of management succession planning programs facilitates smooth success of business, it facilitates and getting everything being done effectively, getting everybody in the organization from the top to the
bottom devoting their skills and energy towards achieving company goals and objective in order to maximize profit.(Companies Act cap 486).

Although this industry seems to make the huge profit but business suffer a lot with the high number of turnover. Uchumi Supermarket in Tanzania for example in the financial year 2012/2013 out of 180 employees who resigned was 30 staff because of low knowledge of the business and some of them they cannot tell where they will be in few years in the organization, 13 staff where terminated because of the theft case, 5 staff they just disappear from work without came back here may be they gotten another job in another company. The general reason for it is the absence of succession planning for the employee who is within the organization for the organization future and performance (Manager Discussion with researcher 2014).

On practice from Shoprite in Dar es Salaam shows that Succession planning and management has been given less priority and much concentration is on profit maximization., records from Shoprite current known as Nakumat in November 2013 and December 2012 the labor turnover was very high out of 250 staff 60 of them exit with different reason like termination because of theft and dishonesty cases, Resignation because staff has not understand the company future, Abscondment and other reasons since then to date about 80 staff have also left the company with different reason.

This brings the company to have regular recruitment which in one way is very much costful to the companies, Costful in term of time and the training for every new staff in the organization. Employees who get to understand that their organization has future plan for them, will tend to stay with the organization for longer time (Uchumi supervisor views).

The practice of SMP in the supermarkets industry is seen to be something minor, profit maximizations is the only thing that is being taken into consideration, Human Capital who is the most effective being towards such progress of the company alive are taken as a means of production without them being recognized causing a big
number of turnover, underperformance, unsatisfactory staff. Therefore, this study will focus and looking into the impact of the absence of Succession planning and management in hospitality industry like supermarkets despite of its importance towards the good performance of the company.

1.3 Research Objectives
1.3.1 Main Objective
The main objective of this study is to examine the impact brought to the organizational performance by not having in place an effective management succession plan.

1.3.2 Specific Objective
1. To explore whether supermarkets in Dar has the MSP in place.
2. To explore the benefit of implementing management succession planning in service organization like supermarkets
3. To suggest ways and means of effective management of succession planning in supermarkets.

1.3 Research Questions
i. Do supermarkets in Dar implement MSP?
ii. What are the benefits of implementing MSP in supermarkets in Dar es salaam?
iii. What are the means and ways of implementing an effective MSP in supermarkets?

1.4 Significance of the Study
i. The study will add to the body of knowledge on how to put up with effective MSP in service organization namely supermarkets, to the betterment of organizational performance.
ii. Will rise awareness to business (supermarket) owners on the importance of having in place effective MSP for the growth of their businesses.

iii. Will give other researchers a background when doing similar studies.

iv. It will also make the researcher qualify for the Masters Degree in HRM provided by Mzumbe University.

1.6 A conceptual framework
According to Mgonja (2013) conceptual framework is the framework which explains the relationship between variables and how they influence each other. However for the purpose of this study the issues of proper business planning are conceptualized as integrated benchmarks for the succession planning as being independent variable and effective succession planning and management being dependent variable.

1.6(1) Conceptual/ Analytical framework
The figure below describes how effective management succession planning can be useful to proper planning of businesses. When businesses put up with an effective MSP through self assessment and through training needs there will be growth in the business.

**Figure: 1 Analytical Framework**

<table>
<thead>
<tr>
<th>Moderating Variable</th>
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<tr>
<td>Self Assessment</td>
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1.6. (2) Research variables
According to Adam & Kamanzora defines research variables as a factor or characteristic of interest that a research would like to handle, observe, investigate or manipulate in the research process so as to establish relationship between variables. However for the purpose of this study variables will be group in four types of variable such as independent variable, dependent variable, moderating variable and intervening variable.

For this study the research variables which the researcher investigated was if the employees have the self awareness of the MSP, If there is a Business planning at the company. And the training so as to have the effective Management Succession Planning at the Organization.
1.6.3 Hypotheses

According to Adam & Kamanzora (2008) cited (2004) hypothesis is a proposition or set of propositional put forward as an explanation for the occurrence of some special group or phenomena, either asserted merely as a provisional /conjuncture guess to guide some investigation or accepted as highly probable in the light of established facts. There two way of stating hypothesis that is. A null hypothesis is the one that is stated in a negative form, it indicates that there is no relationship between variables and its denoted by (Ho). In case of this study null hypothesis will be stated as follows,” Ineffective succession planning and management is not the result of improper business planning. An alternative hypothesis (Ha) on the other hand is stated to indicate the actual relationship among variables. For the matter of this study alternative hypothesis will be stated as follows: Ineffective succession planning and management is not a result of improper succession planning management.

1.6.4 Experiences from Tanzania

Different readings, journals and other sources have been looking the hospitality companies like Supermarket as being much focusing actively to solicit, responding, analyze and act on customers feedback find healthy customers satisfaction scores and enhance revenue(Magazines of the worldwide 2009).

Most companies provide employees with career development training opportunities related to leadership, increased job responsibilities and coaching and mentoring. These techniques may not work effectively for all companies. Alternatively, align each person's performance with operational metrics that make a difference for your company, such as sales, customer satisfaction or product quality.

This makes people accountable for the company as a whole. Additionally, use predictive analysis techniques to examine your employee data and identify leadership potential. For example, use a career planning tool to identify appropriate timelines that prepare an employee for a critical role, list required skills and competencies and make decisions about hiring and promoting employees. Which all that can be available if the organization has the active Management succession planning in place (MSP).
1.7 Research Gaps
Despite the fact that many studies has been done on the succession planning and management performance still most of them miss areas of emerging businesses like supermarkets and similar service organizations. This study therefore focuses on these sectors with much attention to supermarket business in Dar es Salaam.

1.8 Definition of the key terms
Leadership is the ability of a company's management to make sound decisions and inspire others to perform well. Effective leaders are able to set and achieve challenging goals, to take swift and decisive action even in difficult situations, to outperform their competition, to take calculated risks and to persevere in the face of failure. Strong communication skills, self-confidence, the ability to manage others and a willingness to embrace change also characterize good leaders.

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

Skills means the skill that someone has quite naturally to do something that is hard. Someone who has talent is able to do something without trying hard. It is an ability that someone is born with. It is a high degree of ability or of aptitudes.

Career Development Programme Is a comprehensive and systematic programme designed to create opportunities for staff to develop and grow in their work and careers as well as in their personal capacity. The CDP includes training and development as well as performance management. It is a comprehensive and systematic programme intended to ensure that organisation can attract, develop and
retain the best tax, customs and other key talent in the organizational Succession planning. The outcome of the career management programme is to ensure that the right person is recruited or positioned in the right role, career development and growth opportunities are provided, and disparities in salaries and grading issues are addressed. Ultimately, personal career development depends on how much time an individual is prepared to invest in themselves. It is for this reason that the programme is called ‘my career’. The Career Management policy provides the framework and guiding principles for the design, positioning, interfacing and operating of the Career Model.

**Career planning** is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization. Career programmers should not concentrate only on career growth opportunities. Practically speaking, there may not be enough high level positions to make upward mobility a reality for a large number of employees. Hence, career-planning efforts need to pin-point and highlight those areas that offer psychological success instead of vertical growth. Career planning is not an event or end in itself, but a continuous process of developing human resources for achieving optimum results. It must, however, be noted that individual and organizational careers are not separate and distinct. A person who is not able to translate his career plan into action within the organization may probably quit the job, if he has a choice. Organizations, therefore, should help employees in career planning so that both can satisfy each other’s needs.

**Culture** Refer to the behaviour and practices that facilitate ownership and accountability for the achievement of business and individual performance and the building of a robust organisational approach that supports professionalism, integrity, service and a learning environment. The culture must drive individuals towards positive enterprising attitudes fuelled by an urge for learning and self development. Collectively, these attitudes and culture must drive a strong service ethic.”
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
The chapter presents the review of related literature on the subject of MSP. It involves reading of different theories/models from different sources including those cited by other researchers. Will examine existing models of succession planning, extracting the core elements of each model to determine how succession planning should be conducted to be effective. A selection of the most relevant models will be presented. The core elements of each model will be identified to develop a proposed model for succession planning. Succession planning must be a key business strategy and this chapter will discuss the role of succession planning in human resource management. Managing a company’s risk should be at all levels, however succession planning often receives little attention and boards do not allocate sufficient resources
to address it, yet it is a primary component of good corporate governance (Mammatt, Ernest and Young, 2007:34).

2:2 Theoretical/Model Literature review

According to Robert Fulmer (2009:2) the demand for effective managers continues to grow; the retirement of baby boomers is producing a sharp decline in the ranks of available personnel. In addition, the executives of the future are expected to be more sophisticated in order to develop and lead new global and technological initiatives. For these reasons, careful planning for the eventual replacement of managers at all levels in organizations has gained strategic importance. This is true for small firms as well as large ones. It's not just succession to the top, it's getting the right person in place for every job. Some of tomorrow's key jobs may not even exist now. If a firm plans to double in size in five years, they will need more talented managers (Fulmer, 2009:2). Succession planning is a valuable management tool for creating a plan to move high potential people into the higher-level of the organization. Management development today is a top priority for any organization that wants to stay in business (Margerison, 991: 2). Newell (2002: preface) states that organizations can no longer afford to waste ‘people talent’ if they are to remain competitive into the next century. Succession Planning Management is a proactive approach to managing talent as it involves identification of high potentials for anticipated future needs and the tailored development of these people so that there is a talent pool or leadership pipeline available to meet organizational demands as they arise. The Human resource domain of SPM grew out of a recognized need to plan for retirement in a tight labour market that had been caused by downsizing (particularly stripping layers of management), an increase in people reaching retirement age, as well as fewer entrants into the workforce. The importance of having the right people in these senior roles to act as role models was a key driver (Berke, 2005).

Succession planning and learning are part of the same talent family. More organizations should explore ways to integrate and automate these key functions. It is more likely to gain the active and positive support of people you work with if able to show a clear and realistic plan (Parsloe, 1995:24; Anderson, 2007:1).
The larger issue is leadership development, tracking, and developmental opportunities. The real key in succession management is to create a match between the organization’s future needs and the aspirations of individuals. The only way to keep talented people is to provide them with growth opportunities that keep them stretching and finding more promising opportunities they might find elsewhere. The average college graduate will change jobs five times in his or her career. Within the next decade, this norm will probably increase to seven job changes. Recruiting and retaining leaders becomes an economic and strategic challenge (Fulmer, 2009:4).

The following models for succession planning have been identified and will be discussed, with the aim of developing a model for Succession planning.

### 2.2.1 Model 1 the seven-point star model for systematic succession planning and management

**Overview**

Rothwell (2005:10) warns that organizations need to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis. Succession planning and management is the process that helps ensure the stability of the tenure of personnel. Rothwell (2005:10) further states that succession planning should not stand alone. It should be paired with succession management, which assumes a more dynamic business environment.

**Step 1**

Make the Commitment As illustrated in figure 3.1 the first step the organizations decision makers should commit systematic succession planning and management (SP&M) and establish an SP&M program. To some extent, this represents a “leap of faith” in value of planned over unplanned approaches to SP&M. In this step the organization’s decision makers should:

a) Assess problems and practices;

b) Assess and demonstrate the need for the program;

c) Determine the organization’s exact SP&M program requirements;
d) Link the SP&M program directly to organizational and human resource strategic plans; Benchmark SP&M practices in other organizations.

e) Clarify the roles of different groups in the program

f) Formulate a program mission statement;

g) Write a policy and procedures to guide the program;

h) Communicate the action plan; Conduct SP&M meetings as necessary to unveil the program and review the progress continually;

i) Train those involved in the program as necessary; Managers should be counseled about any SP&M problems in their areas of responsibility (Rothwell, 2005:78)

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**Figure 2**

The Seven-Pointed Star Model for Systematic Succession Planning and Management

Adapted from Rothwell, 2005:78
Step 2
Assess present work/people requirements As a second step illustrated in figure 3.1 decision makers should assess the present work requirements in key positions. Only in that way can individuals be prepared for advancement in a way that is solidly grounded on work requirements. In this step, decision makers should clarify, where key leadership positions exist in the organization and should apply one or more approaches to determining work or competency requirements (Rothwell, 2005:78).

Step 3
Appraise individual performance Illustrated above as the third step is appraising individual performance and this refers to how well are individuals presently performing their jobs? The answer to this question is critical because most SP&M programs assume that individuals must be performing well in their present jobs in order to qualify for advancement. As part of this step, the organization should also

Source: Adapted from Rothwell, 2005:78
begin establishing an inventory of talent as that it is clear what human assets are already available (Rothwell, 2005:79).

**Step 4**
Assess Future Work / People Requirements In other words, as illustrated in figure 3.1 step four refers to what will be the work or competency requirements in key leadership positions in the future? To answer this question, decision-makers should make an effort to assess future work. Requirements and competencies. In that way, future leaders may be prepared to cope with the changing requirements and Organizational strategic objectives (Rothwell, 2005: 79).

**Step 5**
Assess Future Individual Potential How well are individuals prepared for advancement? What talents do they possess, and how well do those talents match up to future work requirements? To answer these questions, the organization should establish a process to assess future individual potential. That future-orientated process should not be confused with past or present –oriented employee performance appraisal (Rothwell, 2005:80).

**Step 6**
Close the Developmental gap. This step concerns how the organization can meet SP&M needs by developing people internally or using other means to meet succession needs? To answer this question, the organization should establish a continuing program for leadership development to cultivate future leaders internally. Decision-makers should also explore alternatives to traditional promotion-from-within methods of meeting succession needs (Rothwell, 2005:80).

**Step 7**
Evaluate the Succession Planning Program To improve, the SP&M program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of evaluation should, in turn, be used to make continuous program improvements and to maintain a commitment to systematic SP&M (Rothwell, 2005:81).
**2:2:2 Human Capital Theory**

According to (Becker 1964) human capital theory can further the understanding and development of the talent management, both for academics and human resource practitioners. This theory has been widely used in the field of human resource management Crook, Todd, Combs, Woehr, & Ketchen, 2011; Fisher, 2009; Lepak & Snell, 1999; Nafukho, Hairston, & Brooks, 2004; Strober, 1990). This theory views human capital as a form of resource that organizations can invest in and is of value to the organization to the extent that it makes the organization productivity (Kessler & Lülffesmann, 2006; Lepak & Snell, 1999; Nafukho, et al., 2004; Strober, 1990). This theory can assist future scholars in examining how organizations and individuals make decisions regarding investments in human capital (Tarique & Schuler 2010). In addition, investments related to attracting, developing, and mobilizing talent can be viewed as investments in the human capital of the firm.(Tarique & Schuler 2010).

**Evaluate the Succession Planning Program**

To improve, the SP&M program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of evaluation should, in turn, be used to make continuous program improvements and to maintain a commitment to systematic SP&M (Rothwell, 2005:81).

**2:3 Historical background and current situation of supermarkets in Tanzania**

**2:3 (i) Background**

Tanzania is a United Republic consisting of the former Tanganyika and the Islands of Zanzibar and Pemba. Tanganyika was under British rule and became independent in 1961.Shortly after Tanganyika’s independence and that of Zanzibar in 1963, the two countries united to form Tanzania in 1964, and today Tanzania is a growing multiparty democracy with over 35 million people.

Tanzania is located in the Eastern African region between longitudes 290 and 410 East, latitude 10 and 120 South of the equator. Tanzania has frontiers with Kenya and Uganda to the North, Rwanda, Burundi and the Democratic Republic of Congo to the West, Zambia, Malawi, and Mozambique to the South and Indian Ocean to the
East. Tanzania has a total area of 945,087 m², of which the area covered with water is 59,050 km². The climate varies from tropical along the coast to temperate in the highlands. Most of Tanzania lies above 200 metres above sea level. Mount Kilimanjaro rises to more than 5,000 metres above sea level, the highest point in Africa.

**Economy**

Tanzania has a mixed economy in which Agriculture plays a dominant role. Agriculture contributes the largest share to the gross domestic product (GDP). The GDP has been increasing since early 1990s. It was 3.4 in 1991 and is currently 5.6. However, the contribution to GDP from Agriculture has been declining from 48% in 1991 to 44.8% in 2002 (PHDR, 2002).

**Population characteristics**

The population of Tanzania is 35 million people (2002 Census). About 33 % of the population live in urban areas. The rate of urbanization is 8% per annum. Population characteristics according to functional groups are as follows: 0 - 4 years of age 20.4%; 5 – 14 years 28.7%; youth 15 – 24 years 18.8%; 25 – 60 years 26% and the elderly population (above 60 years) account for 6.1%. The proportion of the latter segment of the population is increasing due to improved living conditions. The average life expectancy at birth is 45.8, total fertility rate is 5.2, the infant mortality rate is 90 per 1000 live births; under five mortality rate is 141 per 1000 live births, and maternal mortality rate 530/100,000. The population structure of Tanzania shows that the proportion of children below 14 years is more than 48%. The dependency ratio has increased from 98% in 1967 to 116% in 2002. This is indicative that the economic burden on persons in the reproductive age groups has not changed significantly over the last 30 years.

**Figure 3 (b) Dar es Salaam population change from 2002-2013**
The Population figure for 2013 is based on estimates

**People**

The ethnic groups in Tanzania include native African (99%) of which 95% are Bantu consisting of more than 130 tribes. The remaining 1 percent consists of Asian, European, and Arabic origin. In mainland Tanzania, religions include Christians (45%), Muslims (35%), and indigenous beliefs 20%. In Zanzibar, 99% of the population are Muslims and 1% belongs to other denominations.

**Dar es Salaam City**

Dar es Salaam is located along the Indian Ocean coast and covers a total area of 139.3 km². Administratively, the city is divided into three municipalities; namely Kinondoni, Temeke and Ilala. Dar es Salaam is the commercial city of the country; it is one of the fastest growing cities in Africa. It has a population of 3,497,940 (census, 2002) with an inter-censal growth rate of 4.3% (1988 – 2002). Dar es Salaam population is fuelled partly by an influx of unemployed youth from the rural areas looking for better opportunities in urban areas. On average, 16% of the city population are migrants from other places in Tanzania and have migrated within the last six years. Birth rate is estimated at 4.5% per annum.

**Livelihood**

The average income earner in Dar es Salaam is responsible for four people, this is a significant burden given a low level of earnings. Most workers are self-employed rather than wage earners. The majority of the poor are proprietors of small businesses
and account for 20 to 40% depending on the area of the city. Petty traders or street vendors are 15 to 20% and consists mainly of male youth between 20 and 29 years of age. Skilled workers account for 20% of the labour force. Unskilled labourers are 10 to 30% (PHDR, 2002). Seasonal fluctuations in incomes leave many households throughout the city particularly vulnerable when food prices are high. However, the urban poor often maintain a link with their rural background either in form of a plot or food remittances from time to time. This acts as a coping strategy when the situation gets harsh.

**Living conditions**

Problems facing the urban poor include rudimentary housing, unhealthy environment and dilapidated physical infrastructure. Few families own houses in the dense areas of the city, where rents can be high. Few homes have indoor bathrooms and instead they use common pit latrines, which are poorly maintained. Hygiene practices are poor among the urban residents particularly in densely populated areas. Garbage disposal is poor and what is not collected is usually dumped on the street. The situation is likely to worsen as the city becomes more congested. Public services have deteriorated and private services are emerging but tend to be far less accessible to the poor because of high cost, and are frequently staffed by unqualified personnel. Poor living conditions, (overcrowding, poor housing, poor health and water facilities and services) leave the population more susceptible to diseases. Adequate health care is becoming increasingly inaccessible to the poor due to budgetary reduction in health services and introduction of cost sharing policies in the health sector. In addition, the urban poor tend to have lower level of education than the middle-income urban people; they have low level of awareness on how to make use of health care facilities. This leads to high incidences of diseases especially in children. Child malnutrition is a severe problem and about 40% of the children in Dar es Salaam are stunted (CARE 1998; IFPRI, 1999). High income groups, however, tend to have access to all the basic services and facilities. But they suffer more from diseases of affluence.

**Communications**
In Tanzania, similar trend is observed. Immediately after independence and up to early 1990s, Tanzania had one state owned telephone company, one radio station, no television station in the mainland and one television station in Zanzibar. However, that most of the facilities are located in urban areas. This is because of low development of telecommunications infrastructure in rural areas and exorbitant telephone tariffs charged to telephone subscribers.

Supermarket growth in Tanzania took off in 1990s and early 2000. In the 1980s, the Tanzania state operated public sector retail operations RTC (Residential treatment center) and HOSCO (Household suppliers Co Ltd). These were privatized in 1990s when trade liberalization was taking place and were rapidly replaced by proliferation of private mini-markets, and small groceries in the mid 1990s. In the late 1990s, the supermarket sector began to develop quickly. Since liberalization, Tanzania has seen a mushrooming sector of supermarkets. In 2000, ‘pick and pay stores’ were introduced in Dar es Salaam an off shoot of Score supermarket of South Africa. However, in the late 2002 it sold its operations to Shoprite, also South African-based. Currently, there are several supermarkets in Dar es Salaam, and these includes domestic chain supermarkets Imalaseko, and Shoppers’plaza, Village and Tsn supermarkets, but 80% of the foods sold in supermarkets are imported, and only 20% originates from Tanzania. This small proportion is actually achieved through a regulation; which requires supermarkets to include local foodstuffs on their shelves. However, access by Farmers to these supermarkets is very limited.

International supermarkets are also exciting during years 2010’s there is a Uchumi supermarkets and Nakumat supermarket which has come to replace the former Shoprite 2014. For the International supermarket mentioned above Uchumi Supermarket is the only international supermarket which support 100% the local supplies in Tanzania. While Nakumat supermarket its product they Import from outside. As this paper is only concentrate in International supermarkets to examine any impact brought to them (Organisation performance by not having the in place an
effective management succession planning. A case study is Uchumi supermarket Tz. Limited.

Current situation on the Supermarkets about the effective management and succession planning. In the years 2010 where the international supermarket started powerful in Tanzania they just enter in the market and took the labour available, who are Tanzania citizen with the ability to do work as long she/her is a certificate of o’ level education and A’ level certificate and few for diploma holder and undergraduate who are willing to do a supermarket job. They do this because they do provide a training to them to understand the job so as the can to it in perfectly.

In mid of year 2012 they system changes, from employ a Olevel graduates and strictly employ the professional and degree holder. This new employees was took very serious when it comes to performance, so the issue of management succession planning rise to make the employee feel they are party of the company vision.

Although the two years back the succession planning was not takeover because they management they wanted to stablize well and understand also the government regulation on how things are working in the new labour market here in Tanzania.

In the mid of 2013 the succession planning and management started to be taken serious and that year the Company started to break even and started to have the idea of sale the shares to the Tanzanian citizen. And this was official on the year 2014.

Supermarket business is one among the fastest growing businesses in Dar es salaam today. The city of Dar es salaam lays at the central heart of the country with all guest from outside and within the country begin and end their shopping to and from other part of the country, With the population of more than four million (4.364541) as of official 2012 census residents. Dar becomes one of the biggest city which is growing very fast with a lot of business, supermarket being the one, and as such companies are expect to accumulate a lot of wealth trough supermarkets, But all this depends on the way these supermarkets have invested in developing the succession planning and management programs.(Official Report Census 2012).

So this business also has employees who need to be growth and developed in their career path for their own betterment. Some of this supermarket realize it and make
sure they provide training to their staff and provide the time for their personal growth but some of them are not realize it and they just don’t care about the employees development that is why they face a lot of challenging when dealing with this digital employee (Fresh employees from university). (Researcher direct discussion with two supermarkets in town Uchumi and shoprite 2014).

Many supermarkets exist in Dar es salaam. To mention a few are TSN (Tanzania Sisi Nyumbani), Shoprite, Game, Shoppers, Uchumi, and Nakumatt. Currently these services organization face the great business competition on their product, as they want to dominate the market. As such these businesses need to be able to find people with the right skills to fill key and top leadership jobs at any time required.

Every organization will have some form of job vacancy arising in future due to attrition or people retiring from their jobs, however it is important for the organization to continue to function smoothly irrespective of losing such key employees performing key role. When organizations have a succession plan it makes it easier for them to handle any unforeseen attrition and prevent the organization from being greatly impacted by such attrition. (Dhivya Swamidass July 2013).

Experience from our neighbor Kenya whose this business was started long time since 1970s to date 2014, shows that proper practices of management succession planning programs facilitates smooth success of business, it facilitates and getting everything being done effectively, getting everybody in the organization from the top to the bottom devoting their skills and energy towards achieving company goals and objective in order to maximize profit. (Companies Act cap 486.).

Although this industry seems to make the huge profit but business suffer a lot with the high number of turnover. Uchumi Supermarket in Tanzania for example in the financial year 2012/2013 out of 180 employees who resigned was 30 staff because of low knowledge of the business and some of them they cannot tell where they will be in few years in the organization, 13 staff where terminated because of the theft case, 5 staff they just disappear from work without came back here may be they gotten
another job in another company. The general reason for it is the absence of succession planning for the employee who is within the organization for the organization future and performance.

On practice from Shoprite in Dar es Salaam shows that Succession planning and management has been given less priority and much concentration is on profit maximization., records from Shoprite current known as Nakumat in November 2013 and December 2012 the labor turnover was very high out of 250 staff 60 of them exit with different reason like termination because of theft and dishonesty cases, Resignation because staff has not understand the company future, Abscondment and other reasons since then to date about 80 staff have also left the company with different reason. This brings the company to have regular recruitment which in one way is very much costful to the companies, Costful in term of time and the training for every new staff in the organization. Employees who get to understand that their organization has future plan for them, will tend to stay with the organization for longer time.

The practice of SMP in the supermarkets industry is seen to be something minor, profit maximizations is the only thing that is being taken into consideration, Human Capital who is the most effective being towards such progress of the company alive are taken as a means of production without them being recognized causing a big number of turnover, underperformance, unsatisfactory staff.(Mahler).

Currently the succession planning and management in the supermarket is common thing and people also take the supermarket job to be a serious and graduates and professionals also they can be employ and work as other work. And the business is growing very fast but after employees understands where the company is going and where they will be in the near future. Also the vision of the company help the employees/staff to work very harder to fulfill the vision.

2:4 Importance of supermarkets and its nature

Supermarket foods account for 50% of the total calorie intake of the urban middle income groups. In a survey carried out in Dar es Salaam (Tesha, 2014, unpublished),
it was observed that on average 168 people visit one supermarket for food per day. This was not the situation about 20 years ago. Men, from middle income group, account for 70% of all consumers of supermarket. Take away meals from supermarket are also becoming very popular in urban areas. Many households buy food from supermarket to save on the cost of food ingredients and cooking fuel, preparation time and to experience the new tastes and varieties, as well as getting away from monotonous diets. This is mainly observed in the higher and middle income groups especially among men. However, the higher socio-economic groups also eat in western type fast foods (such as Steers, and Burger King).

The types of foods served by supermarkets food include rice, stiff porridge from maize flour, plantain, and maize cooked with beans. Other foods include fried potato chips, cassava chips and sweet potato chips, roast and fried chicken, roast pork, beef and goat meat. Foods sold in western type fast food restaurants include fried chicken, beef burgers, pizza, potato chips and soft drinks. All these foods have high proportions of oil, salt and sugar, therefore higher in calories than in other foods.

Generally supermarket are selling every things which are used for our domestic, stationary school uses, offices use and also furniture, so when customer enter a supermarket he/she can be serve anything he/she wishes to make them satisfied. Due to long day traffic jam those of these supermarket are not always located at the city center rather than in the estate areas. So that the customer could be served comfortable without stress during his shopping.(Uchumi supermarket Customer service discussion with the researcher).

2.5 Empirical literature Review
Management writers and practitioners have offered numerous suggestions on how to improve succession planning in the organizational effectiveness through succession planning management. The following researchers suggested how to improve Succession planning on the organization performance.

2.4 (i) Succession Planning and Management from 1950 to 1959
Zaich (1986) said that there are few empirical studies of succession between 1950 to 1960. In this period of time most researches focused on management development. The main research related to succession planning in this period is as follows. In an initiating research of the succession-planning event, Christensen (1953) suggested some of the elements, which would be included in such a planning process. According to him, these elements are: “identifying the pool of potential successors, the actual designation of the successor, and the notification of both the successor designated and other major power figures. In 1954, Chapman evaluated the “state-of-the-art,” and determined the five common elements in executive development programs. These elements are: “a defined organization plan, performance appraisal, established replacement tables, development of high potentials, job rotation, and training programs.” Additionally, before Chapman, in 1947, Asbury investigated business and industry practices that had to do with personnel administration at the executive level.

His research included 53 organizations and he also identified five common elements in their formal plan for executive development, including “organization analysis, selection, evaluation, development of executive level talent, and inventory control.” The findings from these two studies seem to be applicable in today’s organizations.

2.4 (ii) Succession Planning and Management from 1960 to 1969
Grusky (1960) put forth the vicious-circle theory that described the event of succession as disruptive to the organization and the relationships among the members of the organizations. The incidence of turmoil through changes in policies and practices put forth by the new leader is a part of the vicious circle. The most relevant
study in succession planning and management in the 1970’s were accomplished by Trow (1961). He researched the proportion of succession into top positions in 108 small companies. He concluded that companies that prepared for succession were less likely to experience financial difficulty during executive turnover. In addition, a strong connection between planning for succession and profitability of an organization was another finding of his research.

2.4 (iii) Succession Planning and Management from 1970 to 1979
During 1970 to 1979, the Coleman’s research is the only study which is more related to the issue. Colman in 1970 demonstrated the typical approach which discovered in manpower planning, showing similar elements with the Asbury and Chapman (studies which was mentioned before). The common elements among these three studies are: “the definition of organization objectives and plans, determination of gross manpower, requirements for the planning period, assessment of in-house capabilities, determination of net human resource requirements to meet organizational goals, and development of an action plan and program to meet the objectives”.

2.4 (iv) Succession Planning and Management from 1980 to 1989
Zaich (1986) stated that succession planning got greater attention than previous years, during this period of researches. The major research in succession planning from the 1980’s is described below: In 1982, Carranza researched fifteen companies in the succession/replacement planning program.

He supposed that the purpose of succession/ replacement planning programs was to ensure the development of the adequate number of qualified workforce to fill key professional and managerial key positions, which may be the vacancy in the future. The purpose of this research was to examine how companies achieve the objectives
of succession/replacement planning programs. He concluded that larger companies are more interested to have formal succession/replacement planning. Companies also, should recognize that they need time, perhaps as long as five years, for a succession/replacement planning program to be fully implemented and they need the same time to enjoy the expected benefit.

In addition, he explained that succession/replacement planning links candidate’s potential to position needs. A model of succession/replacement planning that created the foundation for his research findings, were the particulars of the procedures needed to achieve two essential objectives of the succession/replacement planning program. First objective was deciding the position to be covered, which concerned a process of identifying important positions, and the second objective was the person to be included, which includes the process of managing essential managers.

In 1984, Rhodes and Walker reported a survey research, called the TPF&C (Towers, Perrin, Forster and Crosby) study. It was involved 30 large corporations. The purpose of the research was to examine and analyses the management succession and development planning practices at that time.

They recognized four different approaches to management succession and development planning. These are: informal, decentralized, centralized, and integrated. According to Rhodes and Walker (1984), organization structure and management style, size and wealth of the organization, and the company’s growth rate, are factors that affecting the selection of the approach. They also, identified the six techniques that were used in implementing the programs.

These techniques are “senior management involvement, information requirements, assessment, management review, developmental techniques, educational training”. Friedman’s research (1984) was the first research done on succession planning, which considered succession planning as a system and investigated its relationship with an organization performance. He concluded that “there is not any relationship between formalization scale items and outcomes”. Although the main hypothesis of his study was not confirmed, Friedman suggested the following implications based on the detailed results of the study. “First, for an effective succession system, CEO involvement is essential. Second, human resource review is a crucial process in the succession system. Third, the internal staff’s role in the management of the
succession system is necessary. The staff must do the background work facilitating, coordinating, but not leading. Fourth, a well-developed cadre of management talent is essential for an effective succession system. Fifth, human resource strategy and business strategy should be integrated”.

2.4.(v) Succession Planning and Management from 1990 to 1999
From 1990’s most organizations figured out the necessity of succession planning and implementation of effective succession planning that fit their own organizations. At the first of this decade, Zajac in 1990 researched on CEO selection, succession, compensation and firm performance. He concluded that firms in which CEOs had a specific successor in mind tended to be significantly more profitable than firms in which CEOs did not have a specific successor in mind. In 1995, Eastman proposed the following list of commonly effective practices. “A succession management program should: Receive visible support from the CEO and top management; Be owned by line management and be supported by staff; Be simple and tailored to unique organizational needs; Be flexible and linked with the strategic business plan; Evolve from a thorough human resources review process; Be based upon well-developed competencies and objective of candidates; Incorporate employee input; Be part of the broader management development effort; Include plans for development job assignments; Be integrated with other human resource systems; and Emphasize accountability and follow-up”.

Davis and Harveston (1998) used Christensen’s elements (1953) as variables and developed a model which explored the relationships between individual-level characteristics, group-level variables, organizational-level characteristics, and resources on the succession planning process.

The individual level of Davis and Harveston’s model contained demographic characteristics of the managers that controlled predictive validity regarding critical organizational processes. The group level looked at the family member’s involvement and influence over the organizational processes. The organizational level of the model analyzed the organizational attributes such as size and formality, which could influence the organization’s succession planning processes. Resources
or capital was the final level of the model. Capital providers might demand succession plans before extending credit or lending money to the organization. The outcome of Davis and Harveston’s model showed succession was not an event but a process which was influenced by many variables within and external to the organization.

2.4 (vi) Succession Planning and Management from 2000 to 2009

Baruch and Peiperl (2000) in their survey of 194 UK-based companies explained that succession management is an important characteristic of effective career management. Baruch and Peiperl categorized Succession management as “active planning” along with performance reviews, counseling by managers and human resource. In their analysis, they observed that these active planning processes “were strongly associated with dynamic, open and proactive climates” and were especially associated with organizations that relied heavily on internal labour markets.

In 2001, Huang studied about succession management systems and human resource outcomes. The purpose of the study was to find out whether local firms with a more sophisticated succession plan achieved more favorable human resource outcomes than those with fewer sophisticated plans. He found, in conclusion, that there was no significant difference in human resource outcomes between companies who adopted succession planning and those who did not. However, in detailed results, he argued that there was an important relationship between the level of sophistication with which succession plans were carried out and human resource outcomes. In addition, he fined that line-manager involvement, non-political succession criteria, the credibility of succession planning staff, review and feedbacks, effective information systems, were some characteristics, which affected the performance of human resources.

Lynn (2001) focused on four elements as the key elements of the succession event. These elements are as follows: succession contingencies (industry issues, organizational characteristics, and selector variables, including incumbent and board power), Succession Antecedents (initiating forces for CEO departure, CEO 128 roles, and candidate issues); the succession event (process, candidate, and choice issues);
Succession consequences (organizational effectiveness, stakeholder issues, and evaluation outcomes. Leadership Pipeline is a concept in a model created by Mahler, who contributed a lot to human resource planning and succession planning. The focus of Leadership Pipeline Model is on leadership development rather than succession planning and management. His approach laid the basis for the modern succession planning approach. The pipeline is not a straight cylinder but rather one that is bent in six places. Each passage shows a change in organizational situation a different level and complexity of leadership where a major turn has to be made. The main concerns of these turns are changes in job requirements, demanding new skills, time applications, and work value. Based on leadership pipeline model, Charan et al. (2001) suggested an alternative definition for succession planning from the Leadership Pipeline Model. In their definition, “succession planning is perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future”. The Seven-Pointed Star Model is a famous model developed by Rothwell (2001, 2005) to achieve the systematic succession planning and management. Seven steps in this model are: Make the commitment, assess the present work/people requirements, appraise individual performance, assess the future work/people requirements, assess individual potential, close the development gap, and evaluate the succession planning and management program.

Byham et al. (2002) suggested a different approach to grooming executive talents. Rather than targeting one or two hand-picked people for each executive position, an Accelerate Pool emphasizes the development of a group of high-potential candidates for executive positions in general.

The model highlights the accelerate development of pool members during stretch jobs and task-force assignments that offer the best learning, including mentoring, coaching, training, and special developmental activities such as university executive programs and in-company action learning sessions, and highest visibility opportunities. Byham explained the process of the Acceleration Pool in five phases. The five phases of the Acceleration Pool are: Identifying high potentials; diagnosing development opportunities; prescribing solutions to development opportunities;
ensuring that development takes place/ documenting development; reviewing the progress and new assignments.

In 2003, Kim in his study concluded that “succession management practices should emphasize employee self-improvement by promoting cross-functional and cross-sector job assignments, executive coaching and mentoring”. In addition in this year, Conger and Fulmer illustrated five rules for succession management. At first, Succession management must be a flexible system oriented toward developmental activities.

This is the fundamental rule that other rules are based on. The focus of second rule is on linchpin positions, jobs that are essential to the long-term health of the organization. Making succession management transparent, not a mystery, define as a third rule. Rule four is the usual measurement of progress, moving away from the alternative mind-set of succession planning. Keep it flexible is the final rule.

Hunte-cox (2004) examined the relationship between executive succession planning and the collective learning capacity. The result of this quantitative research showed “organization that scored high in executive succession planning scored high in organizational learning. Specifically, executive succession plans have significant and positive correlation with the organizational learning capacity”.

In 2006, Dingman did a case study on the servant leadership role in the succession planning process. A positive relationship between servant leadership principles and the succession process was shown through the examination of the succession process in a servant-led organization.

Moreover, Groves (2007) did a research with the aim of present a best practice model for optimal development of the leadership pipeline and a series of practical recommendations for organizations.

He concluded that “best practice organizations effectively integrate leadership development and succession planning systems by fully utilizing managerial
personnel in developing the organization’s mentor network, identifying and codifying high potential employees, developing high potentials via project-based learning experiences and manager-facilitated workshops, establishing a flexible and fluid succession planning process, creating organization-wide forums for exposing high potential employees to multiple stakeholders, and establishing a supportive organizational culture.” He also, introduced six factors as the best practice leadership development methods. These factors are: 360-degree feedback; Executive coaching; Mentoring; Networking; Job assignments; and Action learning.

In 2008, Mandy did a case study and showed some indicator for that succession planning include: identifying new leaders; developing new leaders; delivering financial success; fostering a positive organizational culture; maintaining long-term viability; sustaining core competencies; initiating change management. Levitz in 2008 studied about succession planning and leadership development. He argued that leadership development and succession planning must be at the core of strategic planning.

Kasper in 2008 examined the impact of organizational communication in the administration of the succession planning program. As a major result, he suggested that “organizations need to perform critical internal examinations of their current methods and strategies for the communication of their succession planning program. In 2009, Cheryl recommended some strategies for implementing deliberate and systemic succession plans in the academic environment via a research in higher education institutes.

These strategies include: “securing executive champions; aligning the succession plan to institutional culture, mission, vision and goals; taking an approach not unlike strategic planning; carefully constructing communication plans to embrace talent development without inferring entitlement; and a continuous evaluation of both the people and processes involved in succession planning.

2.4 (vii) Succession Planning and Management from 2010 to 2014
In today’s complex and dynamic global environment multinational organizations have to manage a global workforce to achieve sustainable growth. Managing a global workforce is challenging -- it is mobile, diverse, and not bound by geographic and cultural boundaries (Schuler, Jackson, & Tarique, 2011; Scullion, Collings, & Caligiuri, 2010; Stahl et al., 2012). There is considerable evidence that shows organizations are having difficulty finding the right People for the position available (Jeff Schwartz, 2011; Kavanagh, 2010; Kazmin, Pearson, Robinson, & Weitzman, 2011; Meisinger, 2008; Michaels, et al., 2001; Payne, 2008; Sridharan, 2007).

The recent studies by the World Economic Forum and the Boston Consulting Group (2011) and the Manpower Group (2011) show that the shortage of right people in the place is truly a global problem it affects a wide variety of positions in many regions and countries. In the Manpower Group study (2011) it is reported that 34 percent of employers are having difficulty finding suitable people to fill positions. Organizations are using several strategies to manage the right people shortages including employee training and development and aggressive recruiting strategies.

According to the millennial generation of workers in the developing economies and countries in the southern hemisphere provide additional challenges to the succession planning and management function. They seem to lack the necessary skills and competencies needed to meet the job requirement (Strack, Baier, Caye, Zimmermann, & Dyrchs, 2011) in today’s global organizations. There are several reasons why this generation is not able to develop the necessary skills and competencies including political instability, poor or uneven quality of formal educational systems, barriers to entry in certain careers, and lack of career development programs. An important challenge for global talent management in organizations, therefore, is to find ways to develop the skills and competencies of young people living in developing countries.

Although there is evidence to suggest that talented employees need to be treated differently (Becker, et al., 2009, 2005b; Cantrell, 2008), similar to any new and developing field, global talent management could benefit from the use of more
theoretical perspectives or conceptual frameworks (Tarique & Schuler 2010). Since succession planning management is related to international human resource management and strategic human resource management, several theories from these two fields are available to talent management.

CHAPTER THREE
METHODOLOGY

3.1 Introduction
In this chapter researcher provides various step that generally were adopted in studying research problem how effective succession is done for the supermarket staff, team Leaders and Managers at Uchumi Supermarket Limited. It’s necessary to test the actual situation. In summary the chapter provides details on research design that has been used, the study area, population, sampling techniques, sample size and data collection methods. It has been divided into two parts; the first part represents the research area, design, approaches and population samples/techniques and procedure employed while the second part presents the data collection method and instruments, data management and data analysis techniques or procedure.

3.2 Research Design
According to Allison, O' Sullivan, Owen, Rice, Rothwell, and Saunders (1996: 4) a research is a systematic enquiry that is reported in a form that allows the method of
research results to be known to others. This technique enabled the researcher to resolve the main and some or all the sub-problems. Choosing a research design involves decisions regarding the purpose of the research, the intended use of the research, units of analysis, the time dimension and the data collection techniques used. The main problem addressed in this research project is the impact brought by lack of effective Management Succession Plan (MSP) to the organization and how best the companies should invest in the same so as to increase performance.

The study employs case study design. The design has been chosen because makes the researcher to concentrate and focus on single organization. It was an extensive study of a single situation such as individual, family, or organization. An enquiry used multiple sources of evidence. It investigated a contemporary phenomenon within its real life context when the boundaries between phenomenon and context are clearly not evident, (Johnson, 1994). The case study design is frequently used in evaluating few observation, and interviews within the company. The use of the case study design enabled the researcher to obtain information which is purposive and comprehensive (Tuckman, 1978).

The study therefore adopted the case study design so as to get in depth contextual analysis on the contribution of succession planning and management to the organization performance at Uchumi supermarkets Lt.

3.3 Research approach
A study interaction with respondents of different background. It therefore requires a study methodology that is able to reach the desire research objectives. In view of this the employs a qualitative research approach for data collection, it includes a range of methods such as documentary, interviews and observation. It justified by the fact that it affords the researchers an opportunity to capture in depth every aspect of a problem under study.

The methods also enable the researcher to collect fact and study their relatives in order to identify the source of problems and therefore to propose solutions. Besides, qualitative research approaches appear to researcher as superior tool in term of
analysis as compare to other approaches that includes qualitative research approach. It influence socialization through which the researcher and respondents interact in a specific manner in order to accomplish the study goal. For example at the beginning the researcher introduces his to the respondent. This interaction enables the two sides to learn from each other as regards to different values, norms and at the same time they share experience. The advantages are compelling enough for the present study to be pursued the qualitative approach.

3.4 Area of Study
Study area is the place where the study is to be conducted (Kothari, 1992). The study was conducted at Uchumi Supermarket Tz Ltd in Temeke Municipality in DSM. The area has been preferred because the researcher is more familiarity with place hence it was liable to access sufficient information pertaining to the succession planning and management in the area hence easy in collection of data.

3.5 Population of Study
Population is a group of individual who have one or more common characteristics (Kothari, 2005). Population is the catchments of study (Kothari, 1992). The population employed in this study is the management team, supervisors, and the department head and junior so it involved a population of 60 staffs of Uchumi Supermarket.

3.6 Sample size
A sample is a group of respondents drawn from the population in which the researcher is interested in collecting information and drawing conclusion (Goetz and lecompte, 1984). The total number of population employed in the study was 60 people. Junior staffs were important as one of the targeted population because they were the key players of the organization’s daily routine work and the managerial staff that was believed to have full and detailed information about the organization performance hence provides accurate information.

Table, Sample Size and distribution.
<table>
<thead>
<tr>
<th>Group of Respondents</th>
<th>Number of Respondents</th>
<th>Percentage</th>
<th>Sampling Method</th>
</tr>
</thead>
<tbody>
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<td></td>
<td>stratified</td>
</tr>
<tr>
<td>Manager</td>
<td>2</td>
<td></td>
<td>stratified</td>
</tr>
<tr>
<td>Supervisor</td>
<td>20</td>
<td></td>
<td>stratified</td>
</tr>
<tr>
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<td></td>
<td>Purposive</td>
</tr>
<tr>
<td>Marketing dept</td>
<td>4</td>
<td></td>
<td>purposive</td>
</tr>
<tr>
<td>Procumbent Dept</td>
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</tr>
<tr>
<td>Finance Dept</td>
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<tr>
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<tr>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>60</strong></td>
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</tbody>
</table>

Source: Research finding 2014

### 3.7 Sampling Methods Technique and Procedures

#### 3.7.1 Purposive Sampling

The study employed purposive sampling to collect information since it helped and made it easy for the chosen research design to be viable in the context of both resources and time set forth for the study.

#### 3.7.2 Stratified sampling

Each identifiable strata of the population is taken into account (Collis and Hussey, 2003:156). The sample frame will include all employees within the Supermarket of Uchumi. Stratified sampling will be used to identify supervisors (team leaders) and managers within this sample frame.

#### 3.7.3 Random sampling

For small populations numbers are chosen at random, for large populations numbers are taken from tables of random numbers.
### 3.8 Data Collection Methods and Instruments

These are basically tools which are used to collect reliable information (Kothari, 1992). Both primary and secondary data were systematically collected. Primary data obtained through the use of questionnaire, interview, and observation. On the other hand, secondary data were collected from company to validate the information in justifying the study.

#### 3.8.1 Primary Data Collection Method

(a) Questionnaire

A set of questions was distributed to the interviewees for the purpose of obtaining reliable and accurate information’s. Data were collected using structured and non-structured questionnaires. The method was used because it assisted in giving respondents time to pass through the questions thoroughly. Also because of limited time on part of the respondents to be interviewed, this method served as a major method of collecting the right data at the right time. This method distributed to the departments of the company and the administration.

The respondents both employee and head of department were required to answer the questions on their own ample time. This technique does not exert much pressure on the respondents hence make comfortable in responding toward the drafted questions and this help those employees who seems to be busy in many times dealing with different activities in their office especially department heads.

(b) Interview

Interviews are questions about the study asked orally in order to get the opinion of the respondents on how they regards and perceive the study. It involve presentation of oral –verbal or replay in terms of oral –verbal response. (Kothari, 1985:120)

In this particular study structure interview applied and in structure interview the researcher approach the set of interviewees and ask each respond in a sample the same questions so that to get consistency and rational answer. This approach is important because the answer that obtained were having high degree of reliability and providing in depth information. This technique is systematic
and comprehensive since researcher got a clear defined conclusion about the problem because the researcher was able to see the respondents emotions and outlook upon the study. More over the unstructured interview were applied and in unstructured interview the respondent were asked question whenever the researcher would like to ask. This was mostly applied to employees who are not in the key management position. Data collected from this technique is the employes’s opinion on the succession planning and management and its impact on organization on organization performance.

3.8.2 Secondary Data Collection Method

(a) Documentary review
In order to conduct a meaningful document analysis, documents were situated into specific frames of reference (Mccullon,2007).This is because documents we use are not primarily prepared for dealing with the research topic. This framework helped the researcher and gave him an opportunity to interpret documents by putting special emphasis on an intended meaning and perceived meaning.
This is because the document’s author is always giving a message with conscious to the kind of the audience he/she addresses. It is hence, the task of the researcher to interpret such intended meaning in the framework of this study.

The researcher, therefore consulted company documents like the available training policy, administration, development programs, manuals that helped in showing the effectiveness of Succession planning and Management practices in the organization and how does the company depends on the SMP in making sure that the organization achieves and succeed its target and thus improve its performance in the market.

(b) Internet and Journals

Another source sought in data collection will be the internet and blogs and the way different viewers commented about succession planning and management is being practiced in the supermarkets and how do they influence performance of the same. Other methods used and applied include percentage, summaries of data and information.

3.9 Data Management

In order to ensure that collecting of data will be properly managed, the researcher will prepare and adopt proper recording of data methodologies which will enable her correct, edit, process and analyze the data more easily.

The researcher abide to the research ethics in the collection and management of the same and preferably taking into consideration the issue of anonymity, confidentiality and interests of respondents.

3.10 Data Analysis Techniques/Procedures

Refer to computation of certain measure along with searching relationship patterns existing among data group (Kothari, 2004). Veal (1997) explains that, data analysis is done to sort and evaluate gathered information in relation to posed questions and identified concepts.

Data collected and analyzed by computer software using the statistical Package for Social Scientists (SPSS). A computer statistical package is simple to analyze as it
provides multipurpose results and it is timely to manage. It increase accuracy as well as save time for the researcher. Qualitative data that were obtained from interview and questionnaires were coded before carrying out statistical analysis and after decoded for interpretation, then the coded data were tabulated by counting the number of cases falling in different categories of variables.

The data processed to get frequencies and percentage that were used for inferences. Table, charts and graphs together with descriptions was used to present some data that were collected in field.

3.11 Limitation of the Study

1. Financial support, Inadequate of enough financial support hinder the effectiveness of this research as the whole process of study needed much fund to exhaust for it. Also some of the respondents they need compensation after filling the questionnaire which the researcher distribute for them for interfere their timetable. To overcome this constrains as a researcher has to budget for respondent allowance which cost her lot.

2. Majority of respondents were not ready to provide the required and expected cooperation; most of them were not willing to fill questionnaires for the reason that they would expose the secrets of the organization. In dealing with this problem, the researcher assured them maximum confidentiality.
CHAPTER FOUR
PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction
This chapter presents results and discussion of research findings. It gives answers to the question which were raised by the research proposal. First, where supermarket in Dar implement Management Succession planning? What is the benefit of implementing MSP in supermarkets? And what are the means and ways of implementing an effective MSP in supermarkets? Therefore the chapter is divided into the following section: characteristics of the respondents, Management succession planning and relationship between training programme and Management succession planning.

The data collected focuses on the examining the extent to which management succession planning can proper performance in the organization. It was the measure of the altitude, perception, and satisfaction level of the various levels about the
practice of the human resources in making sure that it leads into performance. In order to achieve the objectives of the study, one set of questionnaire attached in the appendices.

4.1.1 Data Processing
Data processing involved two major steps namely coding and analyzing by using Statistical Package for Social Science research (SPSS). Coding was intended to classify the question into meaningful categories so as to bring out essential pattern. The researcher first decided on the response categories given to an appropriate category. Coding frame was established to open–ended and closed ended questionnaires. Statistical package for social science research (SPSS) analysis produced cross tabulations, percentage frequencies and other reports as well as histograms and charts. Data were also classified in the form of tables and charts accompanied by percentages where needed.

4.2 Demographic characteristics of the respondents
It was found to be important to understand the background of those respondents of the sample to get the general picture of the respondents from different gender, age, education level, and department, ethnic. This was sought to be important because it could help in answering the questions regarding the management succession planning towards improving the performance from different individuals and departments working in the organization.

Another group which was sought to be assessed would be the customers who were assessed when they were getting services and when they were about to leave after having saved by the staff from Uchumi. This was sought to be important because customers can feel sense motivated staff from the way they are saved, the way they are treated and whole customer services qualities staff has towards them.

4.2.1 Respondents by Age
A question of age of the respondents was asked to find out if there would be a balance in age in the organization as far as manpower is concerned. Findings from the data shows that 20 (33%) of the respondents was from the age of 18-25 and, 28 (46.6%) of the respondents was in age of 26-35, while finding from 10 (16.6%) of the respondents were in age of 36-45 and the rest of the group of respondents 2 (3.3%) follows on the age of more than 46 years. This indicates that the organization has more youth than the average age balance in proper plans for its employees. It also indicate that the employees are have no a long time experience on job given as many are fall on 26-35 age. The relationship between the two terms is ,after see the finding the organization has to well prepare its employee on more learning ,training and seminar on the job for the betterment of the organization in future. (See the figure 4.1 below).

<table>
<thead>
<tr>
<th>Age</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 25</td>
<td>20</td>
<td>33 %</td>
</tr>
<tr>
<td>26 - 35</td>
<td>28</td>
<td>46.6 %</td>
</tr>
<tr>
<td>36 - 45</td>
<td>10</td>
<td>16.6 %</td>
</tr>
<tr>
<td>46 Above</td>
<td>2</td>
<td>3.3%</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 2 Respondent by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>26-35</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>36-45</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>46+</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>30 = 50%</td>
<td>30 = 50%</td>
</tr>
</tbody>
</table>

The data indicates the gender of the respondents is well balanced between female (50%) and male (50%). Gender is the important aspect of the super succession planning in the Organization as the organization can be aware of its female employees and male employee for proper planning of the legal requirement of the employee eg, Maternity leave, and paternity leave for its employee for the betterment future of the organization.

4.2.2 Education Level of the Respondents
A question on the education level of the respondents was asked in the series of the question on the background information of the respondents. The assumption was that, it could help to get good picture and the extent to which succession management planning can be stimulated and bring about desired performance at work places can be well implemented from the people who worked in organization for difference education level. The findings shows that 0(0%) of the respondents were of Masters levels, 4(6.6) respondents were from degree level,30 (50%) respondents were both from Secondary education ,Advance level were 9 (15%) as well as Advanced Diploma 7( 11.6% ) , while the remaining respondents of Diploma level were 10 (16.6%) as shown in the figure below. Where by understand this it will help a research to ask a right question to right respondents, Education is important to succession planning as it help the organization to be aware of its education background of its employee for further training and learning plans in future of the organization.SucceSSION planning can be well organized by understand the education of its employees and identify the gap to be fill in future.

Table 3 Education Level of the Respondents

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Population</th>
<th>Percentage(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary level</td>
<td>30</td>
<td>50%</td>
</tr>
<tr>
<td>Advance Level</td>
<td>9</td>
<td>15%</td>
</tr>
<tr>
<td>Diploma level</td>
<td>10</td>
<td>16.6%</td>
</tr>
<tr>
<td>Advance diploma level</td>
<td>7</td>
<td>11.6%</td>
</tr>
<tr>
<td>Degree level</td>
<td>4</td>
<td>6.6%</td>
</tr>
<tr>
<td>Masters level</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2014).

4.2.3 The Position of the Respondents

In determining the position of the respondents helps to evaluate the nature of responses and collection of answers with positions they currently holds. The findings shows that those 10 (16.6%) of the respondents were from Top Management level, 28 (46.6%) respondents were from middle level management while 22 (36.6%) of respondents came from the supporting staff as show on the figure 4.2.3 below. Majority are in the middle management who are head of department and the
supervisors who has a right answer for the questions. it help the research to address a question direct. The relationship between Succession planning and the position of the respondents is to create some awareness to the organization that the position cover we have currently will need a the rights people in future so if it’s a case of training and starting delegate some of the duty to their junior staff who might cover those position in future.

Table 4 Position of the Respondents

<table>
<thead>
<tr>
<th>Position</th>
<th>Population</th>
<th>Percentage( % )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>10</td>
<td>16.6 %</td>
</tr>
<tr>
<td>Middle management</td>
<td>28</td>
<td>46.6 %</td>
</tr>
<tr>
<td>Supporting staff</td>
<td>22</td>
<td>36.6 %</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>100 %</td>
</tr>
</tbody>
</table>


4.2.4 Respondents by Marital Status

A question of marital status of the respondents was asked to see if there is any relationship between the status and the involvement of the respondents on the succession planning and management in the organization. The findings from the data shows that 35(58%) of the respondents were single, at the same time 37 (62%) were married 4(5%) of the respondents were divorced 1 (1.6%) of the respondents were widow. This indicates the possibility that may be the practice of succession management is influenced by the nature of the employees’ marital statuses.

As it is seen below, the different between married and those widows, divorced and single cannot meet those who are married. It indicate that the higher percentage of the respondents were single the youth fresh from the university, who need a lot of training and coaching on the job. By showing the analysis of the marital status the succession planning can be well help the organization to understand if current the marital status is lower than Single the organization should prepare its self for more singles to be in marriage where there is some legal requirement needed to employ the marriage employee, like increase the medical cover for the family.
Table 5 Respondents by Marital Status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>35</td>
<td>58.3%</td>
</tr>
<tr>
<td>Married</td>
<td>20</td>
<td>33.3%</td>
</tr>
<tr>
<td>Divorced</td>
<td>4</td>
<td>6.6%</td>
</tr>
<tr>
<td>Widow</td>
<td>1</td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>


4.2.5 Distribution of different department of Company

Study involve respondent of the different department of the company. This department has been design in order to accomplish the large scale administrative tasks systematically, according to the work many individuals. Since this business in order to maximize efficiency. These respondents were chosen from different department according to number of employees available in each department.

This department is finance, Accounting, Marketing, procument, HRM, front offices (Cashier), backofficer, security. Its relationship to succession is to show the future need of the department for the organization.

Table 6. Company department wise distribution.

<table>
<thead>
<tr>
<th>Department</th>
<th>No. Of Respondents</th>
<th>Percentages (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance/Account</td>
<td>10</td>
<td>16.6</td>
</tr>
<tr>
<td>Market</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Procurement/Buying</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>HRM</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>Front Offices</td>
<td>12</td>
<td>20</td>
</tr>
</tbody>
</table>
Clerks & other respondents | 25 | 41.6 |
---|---|---
Total | 60 | 100 |

**Source.** Researcher (2014).

From the table above 10 respondents are in Finance/Account department which is equal to (16.6 %), 5(8.3%) Where in marketing department ,where by 6 respondent which is (10%) of the whole population,Hrm department where 2(3.3%), and front offices 12 (20%) and the clerks and other respondents were 25 equivalent to (41.6%).It also show that there is a different view from different department to come up with the reasonable conclusion. It indicate that the business has different professional and by know that it help the researcher to find out within a department if there is a training or coaching to the management succession planning.

4.3 **Succession planning and management**

The aim of this research was to find out and get different views from the respondents regarding the extent to which lack of management succession planning can impact the desired performance of the organizations. The theoretical seem to be done but is not well performed and implemented, a number of reasons have been advanced for this. The large number of the respondents’ information or data shows that there is no proper succession planning and management in this organization compared to what is expected. It entertaining personal interest rather corporate interest and lack of experts to change the situation, that is some decision makers and the required personnel are not trained enough for them to have enough skills and knowledge on the need and importance of the succession planning and the way it may be used to bring about the organization’s performances.

The discussion below of the finding is based on three research questions and objectives, these are

i. Do supermarkets in Dar implement MSP?

ii. What are the benefits of implementing MSP in supermarkets in Dar es salaam?

iii. What are the means and ways of implementing an effective MSP in supermarkets?
4.3.1 Research question number one

1. Do supermarkets in Dar implement Management Succession Planning?

The finding revealed that, most organization especially local supermarket nature, the working environment is not total support the MSP because of the size and the nature of the business itself. But for the international supermarket the environment is total support the MSP due to the international rule for it to operate. Also the local supermarket they have a few number of staff compare to the international supermarket whose the staff number is big range from 100 staff for store.

Table 7. Below show If the working environment is support the MSP.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>66.6</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>99.9</td>
</tr>
</tbody>
</table>

The research was conducted to 60 respondents both the staff in different departments, Total of 14 staff in finance department which is equal to 23.3%, 12 which is (20%) disagree that the company has a working environment which is support MSP may because of the system which its operate therefore not share with staff their development. According to Christensen (1953) on his study suggested some of the elements, which would be included in such a succession planning process. According to him, these elements are: “identifying the pool of potential successors, the actual
designation of the successor, and the notification of both the successor which during the field none of them are identified.

4.4: Research questions two.

ii. What are the benefits of implementing Management Succession Planning in supermarkets in Dar es salaam?

The study found there is few staff/employees who understand the importance or benefit of the SPM special in international supermarket rather than local supermarket. For the management level they all understand the concept but it’s just the matter of ignorance and just to implement the concept of the MSP.

Table 8 Below shows the staff responded to the above question.

<table>
<thead>
<tr>
<th>Factor</th>
<th>No</th>
<th>Yes</th>
<th>Total</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimizes labour turnover</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>16.6%</td>
</tr>
<tr>
<td>Talent management</td>
<td>0</td>
<td>13</td>
<td>13</td>
<td>21.6%</td>
</tr>
<tr>
<td>Maximizations of Profits</td>
<td>0</td>
<td>16</td>
<td>16</td>
<td>26.6%</td>
</tr>
<tr>
<td>Employees Retentions</td>
<td>0</td>
<td>14</td>
<td>14</td>
<td>23.3%</td>
</tr>
<tr>
<td>Employees satisfaction</td>
<td>0</td>
<td>07</td>
<td>07</td>
<td>11.6%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>60</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
Source: Research finding 2014

This question was asked in order to supplement question especially for those 10 (16.6%) respondents who said “Yes” which meant they see the importance of SMP for minimize the labor turnover in the organization. In completing the question it was revealed that 13 (21%) has respondent said Yes which that importance for SMP is for talent management in the organization, also another respondent said Yes to the importance of MSP in the organization is for maximization of profits, Some respondents said the importance for MSP in the organization is for employee rentation which by the number was 14(23.3%).Last respondents said the importance of MSP in the organization is only for employee satisfactions by number was 07(11.6) of the whole population. It concluded that the higher 26.6 % understand the benefit of MSP as to only maximize the profile in company rather than their own satisfaction in the working condition which is not a good approach to a staff to understand only one side of benefit. And only 11.6% view a succession planning and management as its for their satisfaction.

According to Kim in 2003, in his study concluded that “succession management practices should emphasize employee self-improvement by promoting cross-functional and cross-sector job assignments, executive coaching and mentoring. According to Carranza in 1982, researched fifteen companies in the succession/replacement planning program. He supported that the purpose of succession/ replacement planning programs was to ensure the development of the adequate number of qualified workforce to fill key professional and managerial key positions, which may be the vacancy in the future.

4.5 Research question three.

iii. What are the means and ways of implementing an effective Management Succession Planning in supermarkets?

Effective Management Succession planning is an immature and relatively new process for most companies have truly integrated succession management programs many organizations are spending a lot of energy creating succession plans, but few are able to integrate succession management in all company operations and among
all levels of employees. We learned that the companies struggle most with identifying employees with high potential, development planning and global implementation.

Study found that there is some measure or metrics which the company use examine the effectiveness of MSP like departmental training programs, delegation, clear Company hierarchy, but this is in the case of international supermarket(Uchumi) still in local supermarket there is no any initiative which they can use to measure or track the MSP effectiveness because there is no much effort which the employer put in action to make sure it is work.

According to Chapman in 1954, he evaluated the “state-of-the-art,” and determined the five common elements in executive succession development programs. These elements are: “a defined organization plan, performance appraisal, established replacement tables, development of high potentials, job rotation, and training programs. The ways of effective management of succession planning such as mention is by job rotation program, a formal mentoring/coaching program, utilizing 360 feedback tools and receiving the appropriate reward for performance.

According to Rhodes& Walker in 1984, They also, identified the six techniques that were used in implementing the programs. These techniques are “senior management involvement, information requirements, assessment, management review, developmental techniques, educational training.

4.5.1 Training Programs
Training efforts may be directed at providing employees with specific skills that can be used immediately, and also general skills that employees may need for their future long-term application. For example, the human resources manager can identify the need for all secretarial staff in the organization to receive training on how to operate the Microsoft Word 2010 software package, which will improve the quality of their letters and reports. Also, top management may identify the need to organize a course in the development of managerial skills for all supervisors, which prepares them for
the demands of future managerial jobs and strengthens their abilities to cope with job-related problems.

4.5.2 Training against employee turnover

As the world is moving towards a knowledge economy, human capital is becoming increasingly important in comparison with traditional production factors such as capital and natural resources. Since a significant amount of schooling occurs after labor market entry, training is of immense value for both employees and employers.

In general, training makes workers perform better in their jobs (Bartel, 1995). First of all, training is a way to bridge gaps between skills acquired during initial education and skills required at the job (De Grip, Heijke, & Willems, 1998). Secondly, as acquired skills become outdated as a result of technological and organizational change, training is an instrument to prevent skills obsolescence (Bishop, 1997). Finally, training might increase workers’ employability. Trained workers are more versatile in their job (Groot & Maassen van den Brink, 2000), which increases their career opportunities both inside and outside the firm.

It was necessary and important to examine the trend of turnover of employees after enjoying training sponsored by the organization. In doing so this was thought very important in assessing the trend of employee turnover that seem to be the common in the organization. Though turnover is subjective but it was important to identify the trend if any in the organization. The responses show that 30 (50%) replied between 3-5 years, and 6–8 years were 13 (22%), followed by 9–11 years were 9 (15%), whereby 06 (10%) respondents said within two years and above. See table 12 below.

Figure 4. Examine the trend of turnover of the employee trained
4.5.3 Where have you attended training?

This question was asked in order to supplement question especially for those 48 (80%) respondents who said “Yes” which meant they have accessed training since they join in the organization. In completing the question it was revealed that 27 (56) has accessed indoor (on the job training), whereas 21 (44%) has accessed outdoor training (off the job training). However for those who have never attended training suggested that it is a high time now for organization to consider them for either on or off the job training.

Source: Case study data, 2014.
4.5.4 Does your training help you in your job performance?

It was very important to know whether according to trainee’s view point that training attended has brought any improvement to work performance. In some cases training may be conducted as protocol and ignore the role of skills inventory and training needs assessment in the organization. Normally training is intended to impart knowledge and skills necessary for work performance in the organization. In responding to the question it was revealed that 37 (77%) respondents replied “No” which means training didn’t help them in their job performance. The reason behind was that though they attend training but they perform different activities to that they learned.

However 48 (80%) of respondents said “Yes” which means that it helped them in performing their jobs. The reason behind was that, training helps to increase necessary knowledge for them to perform their job more efficient than before. Basing on the information given above it is easy to draw conclusion that training help majority in performing their jobs. See table 4.5.3 below.

Table 9. Is training helped you in your job performance.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>48</td>
</tr>
<tr>
<td>-------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>total</td>
<td>60</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data 2014.

![Bar chart showing Yes and No responses with percentages](image)

Source: Research data 2014.
4.5 Comments from Customers

Random interviews were done to customers who visited at Uchumi supermarket with different reason, others came for shopping, others for business purposes. A total of 20 customers were assessed through interview questions as if they were satisfied with the services or not and if they found any sign of motivation from the employees that they were saved with and what could be the reason for same? 75% of customers commented according to their perception that staff is motivated and this could be seen because they are working under pressure, strictly supervised by their seniors, working over hours and these could even be revealed by employees themselves to customers when they were asked as to why they seem to be tired during working hours? Most answers were that they are working over hours with minimal pay. This shows that there are some shortages in HR treatment to staff, undesired treatment from managers to their subordinates, working hours are not maintained.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS
5.1 Introduction

Research is long systematic processes passing through different stages which are chain–linked. The end of one process at a certain stage gives a room to pave the way to the beginning of another process of a different stage.

The presentation, analysis and interpretation of data paves the way for meaningful conclusions to be drawn from the research findings and ultimately recommendations are made to the ultimate final consumers of the research findings.

The purpose of the study was to examine the extent to which management succession planning can stimulate the performance in the organization such as supermarkets is concerned. The significance of the study was on understanding the general implications of succession planning at the hospitality companies like supermarket to understand better their staff or employee’s needs or satisfactions in the way they are supposed to be treated and hence undertake necessary precaution and implement the said Effective succession planning and Management which will contribute to effective performance from individual level to corporate level.

Therefore, the study reveals the existing succession planning management problems associated to these schemes and workers’ attitudes through their departments’ attitudes towards prevalent nature of the management.

5.1 Summary of the finding

The study used a survey method in data collection through the use and application of questionnaires, interview and observation methods respectively in data collection. A total number of 60 respondents’ answers were considered in the study interpretation.

In consideration to the first research question, there are several interesting findings with regard to absence of succession planning management and its impacts on the organization performance in organization.

These findings revealed that the poor succession management planning absence of career goals, geographical location of the organization, poor relationship between management and employee existing in the departments are the major causes of the
pronounced bad succession planning within an industry; this influences negatively employee’s work morale and affects organization performance. Furthermore, the organization has failed to develop effective motivational programmes by neglecting employee’s need and organization objectives as major factors guiding programme development and rely on outdated and not well working policies. Then, from research findings, showed that both departments and employees’ attitude toward the present nature and the trend of labour turnover are not good. Most of the employees were, to some extent satisfied with the organizational politics, so having relatively negative attitude toward their current job and organization. This, means that the existing nature of all the plans in one way or another reduce working morale and affects organization performance.

5.2 Conclusion.
This research was meant to achieve certain objectives, To examine whether the organization has the MSP and how it implemented and evaluated in place, To explore the benefit that of management succession planning brings to the organization. To assess the components of an effective management succession planning in place.

The problems of poor management succession planning and its implications are multi-dimensional problems which does stem from looking on a single source but from a series of causes either inter-related or existing in isolation. The multi-cause of this and its implications are economic, psychological, sociological, ethical etc. From the above the following are the major conclusion drawn from the research findings.

Lack of training programmers, promotions and unfair treatment are responsible for the poor practice and its implication in private companies. Possibility for further education acts as contributory factor to labour turnover and its implications. Wrong placement of workers and their job qualification load to labour turnover and its implication adversely affects and productivity; as it creates instability and continuity in the organization.
A great need exists today to integrate succession planning programs with career planning programs. Succession planning programmers help to ensure the continuity of talent needed to preserve economic growth and organizational viability. Career planning programmers help individuals discover their career goals and provide reasons to qualify for advancement or simply keep their skills current, as employability in a new economy places more responsibility on individuals to remain competitive in a dynamic labour market.

Integrating career planning and succession planning is essential because career plans give individuals goals to develop themselves and methods by which to do so, while succession plans give organizations ways to focus on meeting new talent needs over time and provide direction to development efforts.

Succession planning includes aspects of mentoring and coaching which are important in order to develop employees, career planning is a process where the individual can get themselves to a level in order to qualify for advancement, however succession planning can ensure that a pipeline of capable candidates are available to fill key positions.

Succession planning needs to be addressed and implemented timorously, it must not be done reactively, but proactively. Waiting until a key leader is on their way out the door is insufficient and can create unnecessary complications, risk and inherited financial costs associated with the loss of important company knowledge.

5.3 Recommendation
The utility of any research lies mostly in the consumption of the research findings. Then putting into use the research findings by the ultimate final consumers is the
terminal stage of research. If the research findings can be put into any use desired that the whole research exercise will be meaningless and the researching findings were laid as mere waste materials. The research finding cannot be put into use unless the research recommends to and directs these recommendations to the desired consumers.

One of the objectives of this research was exploring the benefit that of management succession planning brings to the organization. The following are the main recommendations which have been directed to the concerned authorities as follows. Based on the findings of the research conducted, the following recommendations are made:

a. A formal succession planning process be developed and communicated throughout the organization.
b. Assessment of current needs according to the organizations strategic plan
c. Devote resources to cultivate talent
d. Appointment of a succession planning co-coordinator
e. Train and council managers on the importance of succession planning.

5.3.1 To Government
The government in its capacity as the biggest employer of labours, the regulator of relationship between employers and employees and the custodian of the interest of its citizens. Establishing reviled and increasing of tax in private industry should be well managed to ensure that tangible returns for both Government and society as whole will be met – from companies.

5.3.2 To the supermarkets/Retail business
The recommendations to the supermarkets especially those international and local ones and above is that they need to provide fair treatment to both employees
regardless of their backgrounds, colour, race or religion, replacement of workers due to provide possibility for further education to their employees. To comply effectively to various provision of the existing human resources policies.

5.3.3 To the trade Union
The researcher is hereby recommending to the trade Union as now it is autonomous bodies of the workers for promotion and protection of their interests. To educate their members on their right and obligations at working place in relation to the new Labour law Act and to cooperate with management in dealing with the problems of labour turnover and its implications as a result of malpractice of the HR practice.

5.3.4 To the Academicians and Researchers
Both academicians and researchers need to conduct more research on the practices of succession planning as the one of the pillow for human resources management and its implications and provide reliable solutions to ensure that the problem get reduced if not to eliminated at all. Good still the researcher need to study the dynamism of this multi–dimensional problem and its other related aspects; to develop enough literatures for the study and research on this problem in Tanzania and Africa at large in supermarket.

5.3.5 To Managers and Supervisors
Managers and supervisors in the supermarkets should work following the set rules and regulations, procedures and hence avoid predijuce, avoid working under personal feelings and fear of owners. By avoiding such incidences they will be improving performance of their subordinates, increasing their working morale, dedicated and hence improve individual and companies performance at large.

5.3.6 To Staff or Employees
They are advised with help of their human Resources department to formulate their own staff committee which will stand for all and try as much as possible to
coordinate their problems and submit them to their superiors collectively, this will help in addressing their concern, areas of improvement and hence will reduce tension and other misunderstanding between management on one hand and staff on the other side.

5.3.7. To the Policy Makers
Organizations do not simply have policies for fashion’s sake; they have good reasons for having them. The reasons for having policies necessitate the investment of care and diligence in their formulation and implementation. Policies portray the organization’s image and the manner of their implementation portrays consistency, and seriousness with the declared framework of action. If the policy does not work well, you are criticized for incompetence. If it is disliked, you become unpopular and your enemies try to undermine your policy initiative. If your policy is accepted by others, you have little scope for changing it or trying to forget it. The nature of the Policy should be the one which ties all the parts of the organization together, covers all major aspects of the organization and ensures that the organization’s component parts function in appropriate interrelationship towards the realization of the organization’s mission. In this context, a strategy is related to planning. In the same context, policies are smaller plans which show how the component objectives of the mission can be achieved. The organization’s strategy is composed of policies i.e. the major functional areas of the organization’s performance e.g. production policy, marketing policy, human resources policy, procurement policy and others.

5.3.8 To owners of the Companies
They are advised to introduce new and outstanding programmers not only for corporate achievement as an entity but for the wellbeing of all, this means all staff/employees, Management, owners, shareholders and others who are part of the Company should be recognized for their effort they are putting to the achievement of the company. For example the company should make sure that they implement effective Human Resources Management practices which will contribute towards effective performance of each individual staff and performance of the whole company as one.
5.3.9 General recommendation

To reduce workforce attrition and prepare for an aging population. Is to implementing a structured succession plan which distinguished the importance of establishing ownership of the succession plan and aligning the internal culture with external branding. It included identifying, assessing and developing high potential in the organization. Once high potentials are selected, their development plan needs to include a job rotation program, a formal mentoring/coaching program, utilizing 360 feedback tools and receiving the appropriate reward for performance”. In addition, organization has powerful influence on organizational processes (i.e.succession planning) through the culture which it created early on. Therefore the Succession planning is not an Event it’s a process which include many above variable to be complete.

REFERENCES

Anderson, C. 2007. Talent Management: Succession Planning and Gains Momentum 14(3) 1


APPENDICES

Appendix i: Questionnaire for Senior Managers

This questionnaire is intended to solicit the data/information which will be used for academic purposes in partial fulfillment of the requirement for the award of Masters of Science in Human Resources Management (MSC.HRM). The identified data will be used for exploring and knowing what is real happening in the supermarkets industry and hence finds alternative ways to rectify the problem. The first list of questions are directed to senior managers as follows,

Fill the appropriate answers in the following space provided.

1. What do you understand by the term Management Succession planning?

…………………………………………………………………………………………
…………………………………………………………………………
…………………………………………………………………………………

2. Do you have any management succession planning programme in your organization?

(i) Yes
(ii) No

If yes what are they?

….. …………………………………………………………………………………

3. What are kind of tools, assessment and methodologies do organization use for succession planning? Indicators that shows there is MSP practices at Uchumi supermarket Tz.

(i) ...........................................................................................................
(ii) ...........................................................................................................
(iii) ...........................................................................................................
4. How many maximum number of years does an employee stays in your company?

<table>
<thead>
<tr>
<th>Period</th>
<th>(tick the correct)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-6 months</td>
<td></td>
</tr>
<tr>
<td>6 – 12 months</td>
<td></td>
</tr>
<tr>
<td>1 – 2 years</td>
<td></td>
</tr>
<tr>
<td>3 – 5 years</td>
<td></td>
</tr>
<tr>
<td>6 Above years</td>
<td></td>
</tr>
</tbody>
</table>

5. Why do you think there is a great turn over in your company?

<table>
<thead>
<tr>
<th>Factors</th>
<th>Degree</th>
<th>A lot</th>
<th>Little</th>
<th>Very Little</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor compensation structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mistreatment of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better salaries somewhere else</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Racial segregation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. How do the organization communicate the succession planning strategy process and outcome to the organization?..........................
This questionnaire is intended to solicit the data/information which will be used for academic purposes in partial fulfillment of the requirement for the award of Masters of Science in Human Resources Management (MSC.HRM). The identified data will be used for exploring and knowing what is real happening in the supermarket Tz and hence finds alternative ways to rectify the problem.

The second part of this questionnaire is directed to junior staff that in most cases faces the reality:

1. What do you understand by the term succession planning??

2. Are you satisfied with your working environment?
   (i) Yes
   (ii) No

   If No, why…………………………………………………………………………………………

3. How does a supervisor selected from the organization?
   a) Interview
   b) Prepared in advance
   c) Taken from outside direct
4. For how long you have been in this current position?
   a) 1 year
   b) 2 years
   c) More than 2 years.

5. What do you think should be done that will make sure the level of turnover is minimalize?

6. Have you attended any training since your employed?
   a) Yes
   b) No

   If yes, please mention three of them
   1. ........................................
   2. ........................................
   3. ........................................

Thank you for your Response and taking Time in this questionnaire.
APPENDIX 11- INTERVIEW GUIDES

Researcher used the following Interview guideline to get information which helped her to conclude and suggest the better way to improve the Succession management planning in the supermarkets. The interview divided into two part A was interview guideline for supermarket staff (Employee).

Part A. Interview to Uchumi supermarket staff.
1. What are you understand by the term Succession Planning Management?.............
2. For how long you are in this Company...
3 How does the Company select /replacement its employees?............................
4. Who is responsible for the Succession Planning and Management in the company?..................................
5. Does the Company offer the Career development programmer or training in the company?...........................................................
6. How does Company Communicate its Succession Planning and Management to its employees?..............................................

Part B. Interview to customers
1. Are you enjoying doing shopping at Uchumi?..............................................
2. Is the service from its staff satisfied you?.......................................................
3. Does its staff friendly helpful and willing?...................................................
4. How can you say about the Uchumi staff in general?.................................
5. If you could change one thing about Uchumi what could it be?.......................