

**THE EFFECTIVENESS OF SUCCESSION PLANNING IN IN TANZANIA
POLICE FORCE: THE CASE OF DAR-ES-SALAAM POLICE SPECIAL
ZONE**

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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled; *“The effectiveness of Succession Planning in the Tanzania Police Force: The Case of Dar-Es-Salaam Police special Zone”* in partial fulfilment of the requirement for the Degree of Masters of Human Resource Management (MHRM).

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DECLARATION

I, **Daniel G. Mokimirya**, declare that, the work presented in this dissertation is my own original work and that it has not been presented to any other Universities or institution for a similar or any other degree award. It is in this regard that I declare this work is originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Human Resources Management (MHRM).



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Signature

18/11/2014

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Date

DEDICATION

This study is dedicated to my beloved wife Elizabeth E. Msabila, my Sister Redina John, Marina Fedrick, Grace Peter and my elder brother Andrew Mokimirya for their marvellous roles in supporting my academic life since I started my studies.

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ABSTRACT

The study assessed the effectiveness of succession planning in Tanzania Police Force in Dar es Salaam Special Zone. The study was guided by three specific objectives; identifying the programs associated with in executing leadership succession planning Tanzania police force, to determine the strategies employed in implementing leadership succession planning Tanzania police force and to examine the challenges facing implementations of succession planning in the Tanzania police force. The study employed pragmatism philosophy and mixed research approach that included quantitative and qualitative approach and data. Descriptive research design adopted with a sample of 286 respondents from police staff selected randomly. Primary and secondary data used to collect data, structured questionnaires, in-depth interview and documentary reviews. Analysis conducted using descriptive statistics that involves mean and standard deviation, qualitative data was analyzed using theme-content analysis and results presented by quotations of participants' words of mouth. The study found that, the police force has leadership succession planning programs such as Staff replacement, training programs, handover procedures, regular assessments of officer's skills and talent development sessions programs. Also, found that, the police force has developed various strategies for enhancing leadership succession planning including, engaging diversity of the officers, politically driven strategy, competency of the candidate, and ranks of the officers and level of education of police officers. The study revealed that, the police force is facing various challenges in implementation of leadership succession planning these include; lack of effective planning for talent pool, political changeovers, inefficient funding for talent development, delayed promotion, and preference of education over experience. The study recommended the police force to come with vigorous strategies that will enable effective leadership succession planning.

Keywords: *Police Force, Succession Planning, Leadership Succession, Special Zone*

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LIST OF ABBREVIATIONS

ACP	Assistant Commissioner of Police
ASP	Assistant Superintendent of Police
A/INSP	Assistant Inspector of Police
CID	Criminal Investigation Department
CP	Commissioner of Police
DCP	Deputy Commissioner of Police
DSPZ	Dar es Salaam Special police Zone
HR	Human Resources
HRM	Human Resources Management
INSP	Inspectorate
SACP	Senior Assistant Commission of Police
SSP	Senior Superintendent of Police
SPSS	Statistical Packages for Social Science
SSGT	Station Sergeant
SSP	Senior Superintendent of Police
UK	United Kingdom
URT	United Republic of Tanzania
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter presents an introduction to the study, comprising the background, statement of the problem, research objectives and questions, significance, scope, and organization of the study.

1.2 Background to the Study

Succession planning and management is one of the key strategic issues in police force that determine the prospect of the security organization (Botschner, Corley & Mantello, 2020). Succession planning is a strategy employed to prepare a pool of employees who are competent and capable of becoming successors of the post left by senior officers in the organization (Wahab, Mahmood & Minghat, 2023). The officers normally depart the organization due to the different reasons, such as retirement, resignation, transfer, termination, death or any other form of separation from the employment (Montgomery, 2019). Succession has been key activities in the police force and crucial event given more attention within police departments and the public in general, (Montgomery, 2019).

The driving goals of succession planning are the establishment of successive leadership in police force to enhance its management and to maintain effective law enforcement for the communities (Chang & Besel, 2020). Police succession planning has been a subject of interests in many studies across the world; however, the subject moderately documented and lack extensive attentions of authors (Friedman, 2021). Succession planning in police force is common phenomena in many countries of the

world in both developed and developing countries (Bano, Omar & Ismail, 2021). Most of developed countries have special programs on succession planning in filling up the vacancies left by senior officers in police force. However, in developing countries, the problems of succession in police force are common due to different circumstances. Succession planning in senior position in police force is imperative in short-term and long-term institution performance (Botschner et al., 2020).

Police leadership has been critical and important position in the criminal justice system, playing major roles in managing policing activities and ensuring safety of the community (Cockcroft, 2019). Individuals in leadership positions are ought to have high skills and capability in organizational, political, and community-based skills. They should demonstrate substantial law enforcement experience and decision-making capabilities (Bano. *et al.*, 2021). To achieve this, police force must have effective mechanism that enables it to obtain well-experienced, competent, and skilled personnel that is capable to handle delicate and sophisticated police functions (Griffiths, 2020). The police leaders are ought to qualify for ethical necessary to protect the integrity and dignity of the organization.

The Police officers has greater roles to maintain order and enforce the law while at the same time express pleasant model, and preserving police ethics and values to highest degree (Montgomery, 2019). The personnel have high responsibilities of to create strong organizational culture, that ability to address community issues, establish environment that promote professional and quality law enforcement services to the society. The organization must provide effective police force leadership that is capable of performing a complex and challenging tasks (Taylor,

Corley, McFee & Torigian, 2022). With changing security circumstances, police force needs to be dynamic and adaptive to new and compelling challenges.

Police leadership succession take into consideration important features of candidates who are skilled, adaptive and experienced with different law enforcement situations (Taylor. et al., 2022). It designs strategies for identifying and assessing new talented officers to have sufficient pool of officers with required skills and qualifications (Chang & Besel, 2020). This is the aspect of succession planning and management regularly implemented to ensure continuity and performance of the police force (Ramshaw & Simpson, 2019). This has been common in many countries including developed economies such as United States (US), United Kingdom (UK) and Canada where effective succession planning police services and formal procedures for identifying leadership potential (Montgomery, 2019).

Executing succession planning is key strategy to transform and shift leadership among officers. However, it is associated with lot of challenges. However, study shows that only 20 percent had formal process in place (Wahab et al., 2023). It was also indicated that, in Canada 60 percent of succession planning in police service is ineffective. In the US study shows that, there was inefficient systematic succession planning (Griffiths, 2020). Police agencies or services have specific designed plans at their disposal for hiring and training newly recruited police officers (Wahab et al., 2023). However, most police departments have no effective exist strategies for senior leaders in the institutions; to plan for succession of junior personnel for replacement of senior outgoing officers has been a difficult task (Boselie *et al.*, 2021).

In Africa, police leadership succession planning are implemented by many countries in the continent and has been currently growing more important due to complicity of job tasks associated with senior officials and globalizations (Wonnia, 2021). For instance, in Kenya, the police force established training programs to enhance succession among senior officers and promote institutional performance (Lesasuiyan Merecia, 2023). The train aimed is to impart new leadership skills and enabling the officers' capacity to respond to the changing security demands. On the other hand, it was reported that in South Africa, there are inadequate talent development in police services due to absence of talent management programs, hence making succession in the departments inefficient (Modise& Raga, 2023).

In Tanzania, succession planning is common phenomenon in police force, however it has been facing some challenges that are largely political and administrative (Ibrahim, 2021). Tanzania Police Force has adopted succession-planning programs that implemented through officers training particularly senior staff to prepare them for greater responsibilities (Nkondola, 2019). This has helped the police force to meet scarcity of key personnel in time of succession to various posts (Komba, 2019). According to United Republic of Tanzania (URT), in a number of decades Tanzania Police Force has not conducted effective succession planning and has not taken it as a strategic areas to insure the continuity of the police leadership at the management level (URT, 2020).

Currently, despite existing leadership succession planning for replacement of outgoing leaders, the procedures are not systematic and are faced by more challenges (Komba, 2019). Problem of funding, political interference, job extension for retiree

and other strategic issues have engulfed the organization leadership succession planning. The incident of appointment of senior police officials through abrupt rank promotion and sudden appointment to senior position has been a greater challenge to police succession programs. Nevertheless, Tanzania police force has not faced with power struggle within due to better organization of chain of command and smooth handing of power. However, for the long organization is faced with grater tasks in implementing effective succession planning in police ranks.

To bring light in the issue of leadership succession planning and associated challenges, this study guided by two theories on succession planning. According to Leadership Model Succession Theory, leadership is a chain of succession that enables organizations maintains its activities uninterrupted by sudden changes in leadership, by ensuring that, all positions have potential individual for replacement. In addition, the study employed theory of Leadership Traits, which provides that, an individual possessing certain characteristics and qualities resulted from traits, qualify for better leader. The inadequacy knowledge on leadership succession planning has contributed by scarcity of studies motivated undertaking of the study.

1.3 Statement of the Problem

The police force has been long experiencing challenges in succession in the top executives' layers in police departments. This has created a state of concern attributed by changes of police leadership through politically motivated appointments out of planned succession (Lesasuiyan & Merecia, 2023). According to United Republic of Tanzania (URT), for decades Tanzania Police Force has not conducted effective succession planning leading to continuity of the existing police

leadership at the management level (URT, 2020). In spite of existing succession for replacement of outgoing leaders, the procedure is not systematic and influenced by existing government regime (Komba, 2019). The succession planning is actually not a problem in such, since there are state regulation on succession and promotion of police force officers. However, implementation of the programs has remained a challenge to police force. Despite several studies on police succession planning in Tanzanian contexts (Kiwia, Bengesi & Ndyetabula, 2019; Nkondola, 2019; Ibrahim, 2021), neither of the study has highlighted the issues of effectiveness of implementation succession planning in police force particularly in filing top police ranks. This has made the phenomena inadequately addressed creating a knowledge gap.

Effective leadership succession planning is crucial in any organization to ensure continuity, stability, and sustained institutional knowledge. For the Tanzania Police Force, particularly within the Dar es Salaam Special Police Zone, having a robust succession planning system is essential due to the critical role of law enforcement in maintaining national security and public safety. Despite this, the Tanzania Police Force has historically faced challenges in developing and implementing structured succession planning programs, which has led to gaps in leadership continuity, skill transfer, and readiness for leadership transitions. These challenges can impact the police force's operational effectiveness, strategic alignment, and long-term resilience.

Existing literature suggests that public institutions in Tanzania often struggle with succession planning due to factors such as limited resources, inadequate training

programs, and a lack of institutional commitment to long-term human resource development. However, there is limited research focused on how these factors manifest within the Tanzania Police Force and affect leadership transitions in high-stakes zones like Dar es Salaam. Without a clear understanding of the programs, strategies, and challenges surrounding leadership succession, the police force risks compromising its ability to prepare and maintain competent leadership teams over time.

Therefore, this study aims to investigate the current state of leadership succession planning within the Tanzania Police Force, focusing on identifying the programs in place, the strategies used in implementation, and the challenges encountered. Addressing this gap is vital for enhancing the sustainability and effectiveness of leadership succession planning, which is key to the stability and efficiency of the Tanzania Police Force and its ability to serve the public.

1.4 Research Objectives

1.4.1 General Objective

The main objective of the study was to assess effectiveness of succession planning in the police force in Tanzania with a case of Dar es Salaam special police zone.

1.4.2 Specific Objectives

Specific research objectives guiding the study were;

- i. To identify the programs associated with executing leadership succession planning Tanzania police force
- ii. To determine the strategies employed in implementing leadership succession

planning Tanzania police force

- iii. To examine the challenges facing implementations of succession planning in the Tanzania police force

1.5 Research Questions

The research questions guided this study were;

- i. What are the programs associated with executing leadership succession planning Tanzania police force?
- ii. What are the strategies employed in implementing leadership succession planning Tanzania police force?
- iii. What are the challenges facing implementations of succession planning in the Tanzania police force?

1.6 Significance of the Study

The findings of this study provided useful information to academic community since it added new knowledge to existing body of knowledge and support more future studies in the current subject. The findings of the study have provided useful information about executing leadership succession planning, strategies employed in implementing leadership succession planning and on the challenges facing implementations of succession planning in the Tanzania police force. Information on these areas maybe used by the police force to evaluate the effectiveness of leadership succession planning in the institutions based on the results that were generated from its staff. The findings has provided useful information to the general public on how effective is succession planning in the police force, giving them a better understanding of prospects and challenges of the process. The findings of the study

may inform policy makers and legislators on the effectiveness of succession planning in Tanzania police force, and help in promoting policy changes that may be useful for enhancing leadership in police departments.

In addition, theoretically, this study contributes to the field of human resource management and organizational leadership by expanding knowledge on succession planning within the unique context of law enforcement agencies. Succession planning is often examined in corporate and private sectors, but there is limited theoretical exploration of how succession frameworks apply within police forces, which have unique structures, hierarchies, and operational demands. By focusing on the Tanzania Police Force, specifically the Dar es Salaam Special Police Zone, this research can enrich theoretical models of succession planning and leadership development in the public sector and offer insights into adapting existing theories to high-stakes public institutions.

Methodologically, this study will advance research in succession planning by applying a combination of qualitative and quantitative methods to examine the programs, strategies, and challenges specific to the Tanzania Police Force. This mixed-methods approach enables a comprehensive exploration of leadership succession, capturing both statistical data and nuanced perspectives from key stakeholders. The study's methodology can serve as a reference for future researchers interested in conducting similar investigations within public institutions or other law enforcement agencies, providing a model for examining complex organizational issues through both structured surveys and in-depth interviews.

Empirically, this study addresses a critical gap in understanding the real-world challenges and practices involved in leadership succession planning within the Tanzania Police Force. Findings from this research will provide tangible data and insights on the current state of succession planning, offering evidence-based recommendations to improve the planning and implementation of leadership transitions. By identifying specific challenges faced by the Dar es Salaam Special Police Zone, this study can inform policymakers, police administrators, and other stakeholders in Tanzania to develop more effective succession planning practices, which in turn can contribute to enhanced stability, effectiveness, and continuity within the police force.

1.7 Scope of the Study

This study aimed to assess the effectiveness of succession planning in the Tanzania Police Force. The study focused on the succession planning of senior leaders including police chief, IGP, and police commissioners only. Specifically, the study focused on the programs associated with executing leadership succession planning, strategies employed in implementing leadership succession planning and the challenges facing implementations of succession planning in the Tanzania police force.

The study was limited to succession planning particularly on training and talent management for top leaders in the police department. A total of 286 respondents out of the selected sample size of 373 participated in the study. The study employed mixed research methodology hence focused on both quantitative and qualitative data obtained within the police force.

1.8 Organization of the Study

The study is organized into five chapters. The first chapter is the introduction part which comprises of the background of the study which evolves the problem to be studied, statement of the study which generated the problem of motive of the study, study objectives, significance, and scope of the study. Chapter two is the literature review part which comprises of; definitions of key concepts, theoretical literature review, empirical literature review, study gap, and conceptual framework. Chapter three is the research methodology part which comprises of research philosophy, design, study area, population and sample size, sampling procedures, sample frame data types and collection methods, reliability and validity, and finally Data analysis techniques. Chapter four provides data analysis, results and study findings. It also provides discussions of the findings. Finally, chapter five provides summary of the findings and conclusion. The chapter further provides; recommendations, area for future study, and implications of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter provides review of literature related the research problem. This chapter seeks to review various literatures related to the current study. The chapter comprises of definition of key concepts, theoretical framework, empirical literature review, research gap, and conceptual framework

2.2 Definition of the Key Terms

This subsection provides definitions of key concepts such as succession planning,

2.2.2 Succession Planning

Bano et al. (2021) defines succession planning as the process of ensuring that qualified persons are available to fill key managerial position. According to Richins (2018) Succession planning refers to the process of identifying employees who have the potential to assume key positions in the organization and preparing them for these positions. Obianuju et al., (2021) defined succession planning as an intentional and systematic process of maintaining future leaders with sufficient skills needed in an organization who are capable of replacing current leaders when they undergo death, retirement, or leaving the organization. According to Laintz (2015) succession planning is the undertaken systematic process that creates condition of which chief executives are to be succeeded by new personnel trained for the jobs. This study defines succession planning based on Bano et al. (2021), since succession planning in this study focused on preparing officers to fill up managerial roles. Therefore, this

study defines Succession Planning according to Bano and others.

2.2.3 Police Leadership

Leadership is a state of a police management in controlling and executing directive power in leading and organization, people or an institution and influences activities or actions (Huey et al., 2019). According to Schafer (2019), police leadership refers to condition for police officers at managerial levels to influence officers in the police force to achieve desired goals. Police leadership, is a form of leadership entitled to police force that encompasses management of functions and actions within police department (Taylor, Corley, McFee & Torigian, 2022). In this study, leadership is defined based on definition by Schafer (2019) since this study focused on leadership that have influential power defined by law.

This study defines Police Leadership as the ability to guide, influence, and manage law enforcement personnel and resources in a way that upholds public safety, enforces laws, and promotes community trust. Effective police leadership is characterized by qualities such as integrity, decisiveness, accountability, and the ability to inspire and motivate teams. It involves making strategic and ethical decisions, setting an example for professional conduct, and fostering a culture of respect, resilience, and adaptability among officers. Police leadership extends beyond operational control to include the management of resources, development of personnel, and collaboration with the community and other agencies. Leaders within a police force, from senior executives to field supervisors, are responsible for creating policies, managing crises, and ensuring that officers are equipped and supported to handle complex and high-pressure situations effectively.

2.3 Theoretical Literature Review

The theoretical literature review section discusses the theories guiding the research namely Leadership Model Succession and Theory Trait Theory of Leadership. Based on this study, the main theory was the leadership model succession theory since it focused on succession planning and how to fill the position with individuals in the succession. The theory supported by the theory trait theory of leadership enhances the leadership theory by providing the contribution of traits in leadership.

2.3.1 Leadership Model Succession Theory

This theory was coined by Kurt Lewin (1939) in an attempt to explain organizational leadership in his work. The theory contends that leadership is a chain of succession that enables organizations to maintain its activities uninterrupted by sudden changes in leadership. It provides that, organizations must ensure that all positions have potential individual for replacement (Harvey, 2001). Hence must have policies for implementing leadership succession. According to Lister, (2007) noted that, Monarchies for long time have been using this model of leadership as the cornerstone to maintain the power of their countries' leaderships.

This theory of leadership extended its application to business worldwide where the companies advance from one current leadership structure to retain control of business strategies and organizational direction (Doh, 2003). Any successful organization can also be determined by the key potential survival of its leadership (Weiss & Shanteau, 2003). This is crucial because leadership styles and models differ widely since succession models also vary based on the way an organization has been managed.

The theory has limitations due to criticism of not considering individual traits in succession rather focused on individuals in the line of succession. The roles of training and capability is not well discussed rather succession built on inheritance rather than competence. The Leadership Succession Theory offers a framework for understanding and planning leadership transitions within an organization to ensure continuity and stability. When applied effectively to succession planning, it provides several key principles that can guide organizations in developing a leadership pipeline, ensuring a smooth handover of responsibilities, and maintaining organizational culture and performance. By incorporating the principles of Leadership Succession Theory, organizations can enhance their succession planning processes, ensuring that leadership transitions are smooth, strategically aligned, and supportive of long-term success. It also helps build trust within the organization by showing that leadership changes are part of a well-considered strategy, not abrupt or reactive decisions.

The theory is relevant to the current study in a sense that, in Police force, succession is the way to maintain stability of the institutions and promote performance. The theory helped to guide the study in discussing the effectiveness of leadership's succession in police force.

2.3.2 Trait Theory of Leadership

Thomas Carlyle developed the trait leadership theory in the 1800s in his research studies. The theory postulated that people either are born or are made with certain qualities that will make them fit into leadership roles (Smith & Strahan, 2004). That is, a person with certain characteristics and qualities such as intelligence, sense of

responsibility, creativity and other values puts anyone in the quality of being a good leader (Zaccaro, Kemp & Bader, 2004). The trait theory of leadership focuses on analyzing social, physical and mental characteristics of individual providing knowledge on what exactly are the varieties of characteristics that are matching or seems to be common from one leader to another (Northouse, 2007).

The theory was criticized for not made how individual traits, behaviour and performance of the leader. The trait theory focuses on only one-dimension traits ignoring other factors for leaderships. However, the theory has a wide application in determination of leadership succession. It helps to identify personality traits of potential individuals for leaderships. The theory has also helped to form benchmark for determining desirable individual for succession.

Generally, The Trait Theory of Leadership suggests that certain qualities or traits are inherent to effective leaders. According to this theory, these traits differentiate leaders from non-leaders and can often predict a person's potential to lead. Unlike behavioral theories that focus on learned actions or situational theories that focus on context, trait theory assumes that people are born with specific traits that make them naturally suited for leadership roles. The relevance of the theory of trait to this study lies on the contention that, individual traits may be considered appropriate in the process of succession planning by identifying the best successor to fill the key position available in the police force.

2.4 Empirical Literature Review

This part provides various previous studies related to the current studies, the studies in the literature describe titles, methodology, and the findings of respective studies.

The empirical literature review helps the current study to identify the research gap that filled by the current study.

2.4.1 Literature on Global Studies

Murphy (2022) conducted an exploratory Study on Police Leadership Succession and Succession Planning in Canada. The study adopted exploratory design and qualitative research approach in gathering and analysis of data. Semi-structured interview guide was used to gather data from participants who were police management staff, and sought their perceptions and experiences with leadership succession planning in the country. The findings of the study pointed out five major areas of concerns including; challenges associated with implementations of succession planning in the police community ranks, enhancement of leadership development in promoting succession planning, improvement of leadership competencies in police, engaging diversity in the planning and lastly, the functions police boards and commissions. The study concluded that, in Canada succession planning is undertaken in fragmentation, with less coordinated was and largely influenced by existing police personnel in the leadership stratus.

Siambi (2022) conducted systematic review of Literature leadership succession planning and organization transition. The study focused on how organization undergo transition by adopting succession planning within its human resources with the aim executing leadership talent development and increasing the scope of personnel for retention. In this study, the research highlighted issues on leadership succession planning by focusing on various studies' conceptual, theoretical, and

empirical literature of which various conclusion were drawn in relation to talent retention and development. In the analysis, the study noted that, many organizations execute leadership talent development among their staff and has been used as retention strategies. The study found further that, succession planning has proved efficient in enabling organizations in supporting transition and leadership talent retention. The study concluded that implementing leadership succession planning has brought positive outcomes in organizational transition.

2.4.2 Literature on Regional Studies

Modise, Raga and Emeritus (2023) conducted a study to investigate the problems faced by the Police Service in South Africa. The study focused to shed light on the acute shortage of police personnel and deficiency in introduction of talent development in the Police Department. The study noted that there are more benefits in executing talent management programs for future leaders in the police force. However, there are problems in building a talent pool for future successors' vacancies. The study identified driving factors for inefficient implementation of talent management programs in the police departments including organizational capacity and culture.

Wonnia (2021) reviewed literatures to determine prospects and success factors on succession management in public universities in Ghana. The study focused on various studies related to succession trends in various public sectors in the country. The study noted greater challenges in implementing succession management in most public entities as indicated by literature. The study noted that the problem evolved from inefficiency in succession management associated with weak institutions' administrators and stakeholders in the institutions. The study further noted that,

replacement of staff, procedures and regulations are not taken into considerations. According to the findings, the promoted workers to vacancies found to have no required skills and experience cause by inefficient protocols employed in the recruitment and succession processes in the institutions.

Kaleem (2019) in his study established that in South Africa there is lack of succession planning in private sectors in spite strategic priority given to talent development in the workforce. Poor skills assessments and organizations culture had been sighted to lead into the problem. Boselie et al. (2021) studied the association between the existing talent enhancement practices and firm's performance. The study found that implement skill development programs have not brought significant impacts to organizational performance. In a similar study, Tariq et al., (2013) found that most public institutions in South Africa are facing problems of employees' turnout due to increased shifting of skilled and competent workers to private sectors. This disrupts its succession management as changes appeared unexpectedly. To avoid standoff, public service departments employ strategies to address the problem by retaining qualified and skilled employees.

Lesasuiyan and Merecia (2023) conducted a study to examine the role of training in succession management in Kenya Police Service. To achieve study objective, descriptive survey design was used where 358 respondents were sampled using stratified random and purposive samplings. Data were gathered from respondents selected from various sections of police services using questionnaires and analyzed descriptively. Furthermore, Chi Square test was employed to determine existing relationships among variables. The study findings indicate that, training was

employed as a strategy for promoting the organizational continuity and had significance influence on performance. The study concluded that training plays crucial roles in both enhance the police officers with essential knowledge and skills for service delivery as well supporting the police officers to achieve their personal goals. This on the other hand enhance service delivery commitment and hence performance improvement.

2.4.3 Literature on Local Studies

Ibrahim (2021) conducted a study to examine the impact of police training on leadership succession in police force in Arusha, Tanzania. Descriptive quantitative design was adopted in the study with a sample of 82 police officers randomly sampled from police staff in the district. Questionnaire was used to gather quantitative data from selected respondents who were the police staff. The study employed descriptive and inferential statistics in analyzing data. The study findings indicated that, police officers are subjected to various training programs including mandatory orientation courses, coaching, mentoring, drilling and on-job training.

The findings also indicated that the training programs affect leadership succession planning. the findings further indicated that the adopted training have not brought new changes in the law enforcement as they lack new contents necessary for changing situations. The study concluded that, police training has significantly impacted leadership succession in the police departments.

Table 2.1: Summary of Literature Review

Author (Year)	Objectives of the study	Methodology	Data analysis	Findings
Murphy (2022)	Police Leadership Succession and Succession Planning in Canada	Exploratory Study Qualitative research approach Semi-structured interview guide	Thematic-Content analysis	Succession planning is undertaken in fragmentation, with less coordinated and largely influenced by existing police personnel in the leadership stratus.
Siambi (2022)	Leadership succession planning and organization transition.	Secondary data	Systematic Review	Succession planning has proved efficient in enabling organizations in supporting transition and leadership talent retention.
Lesasuian and Merecia (2023)	The role of training in succession management in Kenya Police Service	Descriptive Survey Design Stratified Random and Purposive Samplings	Chi Square test	Training was employed as a strategy for promoting the organizational continuity and had significance influence on performance
Modise, Raga and Emeritus (2023)	To investigates the problems faced by the Police Service in South Africa	Secondary data	Systematic Review	Findings indicate that, training was employed as a strategy for promoting the organizational continuity and had significance influence on performance
Wonnia (2021)	To determine prospects and success factors on succession management in public universities in Ghana	Secondary data	Systematic Review	The problem evolved from inefficiency succession management associated with weak institutions administrators and stakeholders in the institutions.
Kaleem (2019)	To explore the influences of talent management strategies to determine the employees' performance in selected public sector organizations of UAE	Stratified Methodology Questionnaire	Inferential and Descriptive	Lack of succession planning in private sectors in spite strategic priority given to talent development in the workforce
Ibrahim (2021)	To examine the impact of police training on leadership succession in police force in Arusha	Descriptive quantitative Questionnaire	Descriptive and Inferential Statistics	Police officers are subjected to various training programs. The findings also indicated that the training programs affect leadership succession planning.

Source: Literature (2023).

2.5 Research Gap

The literature in the study is largely composed of studies related to succession planning in organizations including police force. The study highlighted various issues of police leadership succession planning and program as well issues related with the programs (Siambi, 2022; Lesasuiyan & Merecia, 2023; Kaleem, 2019). The studies in the literature show that, most countries police organizations have succession planning; however, they are facing challenges on talent management and effective succession management (Murphy, 2022; Modise, et al., 2023; Wonnia, 2021; Boselie et al., 2021; Ibrahim (2021). None of the study focused to determine the effectiveness of succession planning in the police force as all studies focused on other subjects in the very area of leadership succession generating a gap to be filled up. Therefore, this study aimed to determine the effectiveness of succession planning in police leadership in Tanzania.

2.6 Conceptual Framework

Conceptual frameworks show the relationship between independent variables and dependent variables used in the study (Wahab et al., 2023). Figure 2.1 shows pictorial presentation of the study conceptual framework. It shows that succession planning is a holistic process that combines programs, strategies, and proactive management of challenges to ensure a continuous supply of leaders capable of advancing the organization's goals.

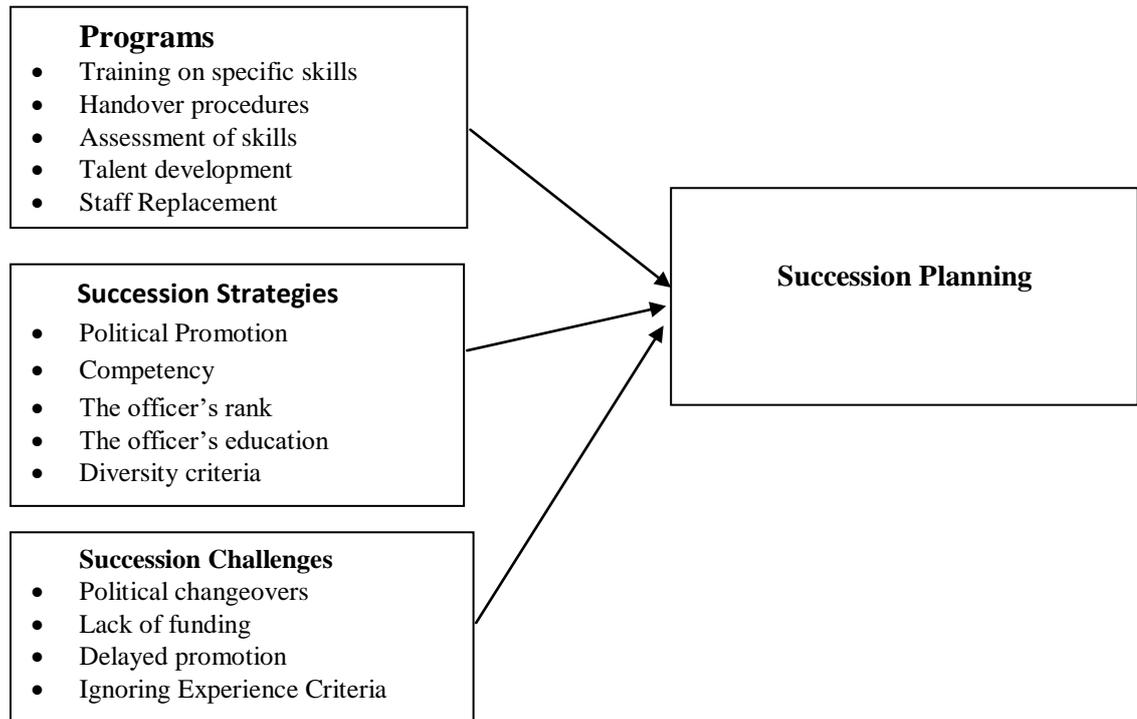


Figure 2.1: Conceptual Framework
Source: Literature Review (2023).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents research methodology that provides the methods and techniques of which the study were conducted. The section comprises of research design, study area, study population, sample size, sampling techniques, units of analysis, and measurements of variables. It also provides type and sources of data, data collection methods, data analysis methods, validity, and reliability.

3.2 Research Philosophy

Research philosophy employed in this study was pragmatism philosophy since it guided the study in its natural setting focusing on the research questions (Sanya, 2021). This study employed pragmatism philosophy that focused to interpret the phenomenon studied in a variety of ways. The philosophy was appropriate in mixed methodology where positivism and interpretivism are combined (Thepsumethanon, 2012). The philosophy is built on the ground that, the studied phenomenon can be measured objectively and reasonably interpreted from a natural setting (Praiwan, 2013). The philosophy was appropriate in the study because it limited the researcher to only data collected in the field for objective interpretation.

3.3 Research Approach

This study employed a mixed research approach in collecting and analyzing the gathered data. In this method, the study tended to use both quantitative and qualitative research approaches (Kennedy & Thornberg, 2018). Moreover, the study employed data collection and analysis that was categorized into quantitative and

qualitative methods. Using mixed methodology enabled the researcher to gather more rich data and use different techniques of generating results.

3.4 Research Design

Research design is a framework that provides plans of which the study is conducted to yield the results (Saunders, Lewis & Thornhill, 2019). This study employed descriptive research design in the entire process of gathering and analysis of data. The design depends on the nature of the problem studied and knowledge of facts available about the problems (Blaikie & Priest, 2019). The design employed in this study focused to answer various questions such as which, what and how (Creswell & Creswell, 2017). The design is appropriate in quantitative research since the information generated were quantified to meet the study objective.

3.5 The Study Area

This study was conducted in Dar es Salaam region special zone Police Force. The study found the area appropriate because the police zone is the key and major policy zone in the country. It is a zone with many officers holding various positions and performing various functions.

3.6 The Study Population

The study population refers to the totality of the objects under investigation of which the conclusion will be based (Wahab, Mahmood & Minghat, 2023). In this study, the target population was the police force in Dar es Salaam special zone, which included various police officers; commissioners, deputy commissioners, senior assistant commissioner, assistant commissioner, superintendents, assistant superintendents, inspectors, major, Sergeant, and constables. It was estimated that, in the zone there

are 5620 police officers serving in different regions of the city (DSPZ, 2023).

3.7 Sample Size

Sample size is defined as the exact number of items selected from a population to constitute a sample (Kothari, 2014). The sample size determined in this study was 373 respondents selected from 5620 police staff. However, due to the response rate, 286 respondents participated in the study. These included various Police Zonal Departments (PZD), including officers from; the Criminal Investigation Department (CID), cybercrime unit, chief accountant and administration department, general duties, international police department (Interpol), crime rescue team, human resources managers (HRM) and statistics department. ,

The sample size in the study was obtained by using the following formula

$$n = \frac{N}{1 + N(e^2)}$$

Where: n= Sample size

N= Population of the study

e= error precision (0.05)

In the study area, the population is 5620, thus, the sample size of the study was given by the expression below;

$$n = \frac{5620}{1 + 5620(0.05)^2} = 373.4, \text{ this can be estimated to } 373$$

Therefore, the predetermined sample size of this study was 373 respondents. However, due to response rate, the actual sample size participated in the study was 286 respondents selected from police departments. Table 3.1 shows the sample size distribution.

Table 3.1: Distribution of Population and Sample Size

Department or Unit	Population	Sample Size
Criminal Investigation Department,	951	82
Cybercrime Unit	420	42
Forensic Department	348	38
Human Resource Department	30	09
General Duties Unit	2748	115
Administration Department	64	16
International Police Department	75	28
Crime Rescue Team	984	63
Total	5620	373

Source: DSPZ (2023)

3.8 Sampling Procedures

Sampling method is a technique of selecting appropriate and relevant sample that are used to collect data based on study objectives (Creswell & Creswell, 2017). The study used Simple random sampling to obtain its sample size from target population. This sampling was employed in selecting respondents including various heads of units and departments. The motives for opting simple random sampling was simple to use, it ensured equal chance to respondents for being selected, and it was not biased to any member of the population (Saunders et al., 2019). The study employed purposive or judgmental sampling to select key informants with relevant data required in the study. The importance for using purposive sampling is because the study obtains participants with desirable attributes, characteristics, experiences and expertise about the phenomenon under study (Boyle & Schmierbach, 2019).

3.9 Type of Data and Data Sources

Saunders, et al., (2019) refers data as facts, opinions, and statistics that have been collected together and recorded for reference or analysis. Employing different sources of data help to improve quality of data and consequently better results (Boyle 2019). This study used two types of data namely primary data and secondary data.

The primary data was obtained from primary sources in the field of study particularly at Tanzania police force departments, while secondary data was obtained from secondary sources available in the study area. Moreover, the study employed both quantitative and qualitative nature of data collected from the field of study.

3.10 Data Collection Methods

Data Collection Methods is to the way or mode of gathering data using special designed tool (Creswell & Creswell, (2017). In this study, different data collection tools were employed to gather relevant data from the field of study. In this regard, the study used three methods of data collection based on the tools namely; structured questionnaires, in-depth interview, and documentary reviews.

3.10.1 Questionnaire Method

Saunders et al. (2019) defined questionnaire as series of questions, each one providing a number of alternative answers from which the respondents can choose. The questionnaires were used to collect primary quantitative data from study respondents. The tool was used to obtain data from various police staffs with different ranks. Questionnaire comprised three sections including; demographic information of respondents, various issues and activities on succession planning, and the third section comprised of 25 questions arranged in groups according to specific objectives based on 5-point Likert scale. The questionnaire was considered good in data collection because it was cheaper to conduct and saved more time for researcher (Boyle & Schmierbach, 2019). The tool also enabled respondents to remain within the focus of the study.

3.10.2 Interview Method

Interview method is the method of data collection, which involves direct contact between interviewer and interviewee engaging in question, and answers (Lincoln, Lynham & Guba, 2018). This study used in-depth interview guide to obtain primary qualitative data from study participants. In this data collection method, the study engaged leaders and top officials including commissioners, and head of departments. The study conducted 6 sessions of which each took 20 minutes. Due to the nature of participants of the study, researcher used telephone interviewing where appropriate. Use of interview guide is considered appropriate because it helped to generate deeper data and provide greater flexibility between researcher and interviewee for detailed data (Kennedy & Thornberg, 2018).

3.11 Measurements of Variables

The study measured the study variables using both quantitative and qualitative techniques. Table 3.2 presents how the variables were measured. Ordinal scale was based on 5-point Likert scale where 1= strongly disagree, 2= disagree, 3=neutral, 4=agree and 5=strongly agree. In this case, the results were presented using mean and standard deviation. With the level of agreement increases with the value and decreases with decreasing numbers.

Table 3.2: Measurements of Variables

Variable	Measurements	References
Strategies	Ordinal scale/Nominal	Lesasuiyan and Merecia
Programs	Ordinal scale/Nominal	Ibrahim (2021)
Challenges	Ordinal scale/Nominal	Kaleem (2019)
Succession Planning	Ordinal scale/Nominal	Ibrahim (2021)

Source: Researcher, (2024).

3.12 Reliability and Validity of the Study

3.12.1 Reliability

Validity is the ability of data collection instrument to produce similar data in similar place at different time (Kothari, 2019). This study took into considerations on the reliability of study instruments to determine whether it gave consistency results under similar conditions (Wahab et al., 2023). To achieve reliability, research consulted expert including supervisor to review the data collection tools and later test the data using Cronbach's coefficient to ensure that the value is equal or greater than 0.7 (Saunders et al., 2019)

3.12.2 Validity

Validity is the ability of data collection instrument to measure what it is intended to measure during data collection (Kothari, 2019). To achieve validity, the study ensured that the items in the instruments measured what was intended to measure. To achieve this, the research conducted pilot study using 10 percent of the sample (Saunders et al, 2019). Moreover, the researcher sought help from the supervisor to revise and recommend for the data collection tools. Thereafter makes correction and adjustments on the items before comprehensive data collection was implemented.

3.12 Data Analysis and Presentation

According to Kothari (2019), data analysis is computation of certain measures along with searching for patterns of relationship that exist among the data. This study employed Statistical Packages for Social Science (SPSS) in processing and analysis of data. Two techniques of data analysis were employed in this study including descriptive statistics and inferential statistics analysis. Descriptive statistics analysis

was used to generate information in terms of percentage, frequency, mean and standard deviation (Creswell & Creswell, 2017). On the other hand, inferential statistics analysis employed correlation and multiple regressions in determining existing relationship among variables. Furthermore, qualitative data were analyzed by employing thematic methods through developing codes (Delve & Limpaecher, 2022). This was achieved by organizing the data obtained from interview into themes through coding. The themes were formed based on research questions.

3.13 Ethical Considerations

In preparation and collection of data from the study field, the research observed Open University Research Guidelines. The researcher sought special letter for introduction in the study field. During data collection, the researcher ensured that respondents were engaged at their convenience and consent (Croswell and Croswell, 2017). The research ensured privacy of the respondents was preserved and data gathered were kept confidential and used for study purpose only (Boyle & Schmierbach, 2019).

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Chapter Overview

This chapter presents data analysis part of the study in relation to research objectives. The chapter gives results of analysis based on different techniques including descriptive and inferential statistics. The results aimed to meet the study research objectives in which the main objective of the study was to assess effectiveness of succession planning in the police force in Tanzania with a case of Dar es Salaam special police zone.

More specifically, the study aimed; to identify the programs associated with executing leadership succession planning, to determine the strategies employed in implementing leadership succession planning and to examine the challenges facing implementations of succession planning. The chapter is organized into sections including; response rate, reliability of study tools, respondents' demographic information to provide various information on individuals who participated in the study. The chapter also provides results of descriptive statistics and inferential statistics from the data obtained from field of study. Lastly, the study discusses the findings in relation to study objectives.

4.2 Response Rate

During data collection, questionnaires were distributed to 286 respondents for filling by answering the questions provided. Not all questionnaires were returned dully filled, some respondents did not fill them, and some were unable to fill the questionnaire full. Table 4.1 below shows the results of response rate.

Table 4.1: Response Rate

Questionnaire	Questionnaire returned	Response rate
373	286	76.7

Source: Field Data (2023)

The results show that out of 373 respondents involved in the study by filling the questionnaire, only 286 were able to dully fill and return them. This gave a response rate of 76.7 % indicating that, the respondents were sufficient to provide reliable data. The rate is sufficient as suggested by Saunders et al. (2006) where he suggested that 50% response rate is appropriate to give valid results

4.3 Reliability of Study Instruments

The study ensured that the data collection instruments had reliability necessary to justify the results. To ensure reliability, the respondent, engaged the supervisor and other experts, and addressed irregularities before data collection process. The study tested the reliability of the data obtained by employing Cronbach's alpha coefficient. The Table 4.2 shows the results.

Table 4.2: Reliability of Study Instruments

Variables	Cronbach's alpha coefficient
Leadership Succession Programs	0.87
Leadership Succession Strategies	0.75
Leadership Succession Challenges	0.79
Leadership Succession Planning	0.82

Source: Field Data (2023).

The results in Table 4.2 show that, each variable has a value greater than 0.7 the threshold for reliability; leadership succession programs (0.87), leadership succession strategies (0.75) and leadership succession challenges (0.79) and

leadership Succession Planning (0.82). The results indicate that, the data collection instrument, the questionnaire was reliable and the data obtained had internal consistency.

4.3 Respondents' Demographic characteristics

The study collected various information of the respondents participated in providing data. These include; gender, age, level of education, working experience, and their respective departments. Table 4.3 presents the results.

Table 4.3: Respondents' Demographic Characteristics

Item	Category	Frequency	Percentage (%)
Respondents' Gender	Male	207	72.4
	Female	79	27.6
	Total	286	100
Respondents' Age	Below 35 years	60	21.0
	35-45 years	121	42.3
	46-55 years	85	29.7
	Above 55 years	20	7.0
	Total	286	100
Respondent Education	Below 35 years	60	21.0
	35-45 years	121	42.3
	46-55 years	85	29.7
	Above 55 years	20	7.0
	Below 35 years	60	21.0
Respondent experience at work	Less than 10 years	93	32.5
	Between 10 and 15 years inclusive	88	30.8
	Between 16 and 20 years inclusive	49	17.1
	More than 20 years	56	19.6
	Total	286	100.0

Source: Field Data (2023)

The results show that majority of respondents who were engaged in gathering data for the study were males 207 (72.4%) and female respondents were 79 (27.6%). This implies that, most of police officers in Dar es Salaam special zone were males. This is due o nature of police work, which in most cases favors men. In terms of age, the results show that majority of respondents 121 (42.3%) had age between 35 and 45 years, followed by 85 (29.7%) respondents with age ranging from 46 to 55 years and respondents with age Below 35 years which were 60 (21.0%). furthermore, results show that respondents aged more than 55 years were 20 (7.0%). The results indicate that, majority of respondents had age between 35 and 45. This implies that, the police force in Dar es Salam comprised of young adult personnel who are active and capable of facing security challenges in their daily tasks.

The results show that, most respondents 116 (40.6%) had Diploma education level, followed by 71 (24.8%) respondents with Degree education qualification. The respondents with other qualifications were 81 (28.3%) and those with masters' education level were 18 (6.3%). The results indicate that, majority of respondents had degree level of education qualification, the level with sufficient skills to match up with changing global circumstances. This implies that, the police force in Dar es Salam had personnel with basic moderate education levels.

The study results show that, most of respondents 93 (32.5%) had working experience of less than 10 years, followed by 88 (30.8%) respondents who had been in the work from 10 to 15 years. Respondents with working experience between 16 and 20 years inclusive were 49 (17.1%) and those with working experience of more than 20 years

were 56 (19.6%). The results indicate that, majority of respondents were had working experience of less than 10 year. This implies that, most of police personnel had sufficient working experience with their jobs that can enable them to handle crimes in the city.

4.4 Descriptive Analysis Results

This section provides summary of results of descriptive statistics analysis. The results are provided in terms of mean and standard deviation based on 5-point Likert Scale where 1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, and 5= Strongly Agree. According to Mwanga (2022), the Likert scale values ranging from 1 to 1.79 implies majority of respondents strongly disagree with the item. The range from 1.8 to 2.59 implies majority of respondents disagree with the item; the range from 2.60 to 3.39 implies disagree or neutral; 3.40 to 4.19 implies majority of respondents agree with the item corresponded with the variables. Furthermore, a value lying between 4.20 and 5.0 implies majority of respondents strongly agree with the item (Mwanga, 2022). The following are results of level of agreement by respondents of constructs corresponding to each research objectives-

4.4.1 The Programs Associated with Executing Leadership Succession Planning

The study intended to determine the extent at which programs executed in police force contribute to leadership succession planning. The results are given in terms of mean and standard deviation as given in Table 4.4.

Table 4.4: Programs for Executing Leadership Succession Planning

Variable construct	Mean	Std. Dev
Staff replacement as part of succession planning	4.007	1.2565
Regular training programs on specific skills	4.094	1.2432
Handover procedures implementation in the police force	3.780	1.3600
Regular assessments of skills among potential successor	3.797	1.4195
Talent development sessions conducted regularly	3.934	1.3426

Source: Field Data (2023).

The results in the Table 4.4 show that the most ranked programs in the police force by respondents was regular training programs on specific skills with mean weight 4.094, followed by staff replacement as part of succession planning with mean weight 4.007 and the third most executed program was talent development sessions conducted regularly which gave the mean of 3.934. Furthermore, the fourth most executed program in the police force was regular assessments of skills among potential successor with a mean of 3.797 and lastly, the least programs undertaken in the police force was handover procedures implementation in the police force, which had a mean of 3.780. The results indicate that, in police force at the study area, there were different programs executed in facilitating leadership succession plans.

4.4.2 The Strategies Employed in Implementing Leadership Succession Planning

The study determined the extent at which implementation of proposed strategies in police force contribute to leadership succession planning. The results are given in terms of mean and standard deviation as shown in Table 4.5

Table 4.5: Strategies for Implementing Leadership Succession Planning

Variable construct	Mean	Std. Dev
Engaging diversity of police based on specific categories	3.832	1.3111
Politically driven succession planning implementation	3.594	1.4424
Use of candidate competency succession planning	4.108	1.2616
Use of officer's rank in police succession planning	4.045	1.2875
Use of officer's educational preference to experience in the rank	3.685	1.3963

Source: Field Data (2023).

The results in the Table 4.5 above show that, the most employed strategy in implementing leadership succession planning in the police force as suggested by the respondents was use of candidate competency succession planning giving a mean weight 4.108. The second most employed strategy was use of officer's rank in police succession planning with mean weight 4.045 followed by engaging diversity of police based on specific categories as third most used strategy which had the mean weight of 3.832. The fourth most employed strategy in the police force was use of officer's educational preference to experience in the rank which had a mean of 3.685. Furthermore, the least strategy developed in the police force implement leadership succession planning was politically driven succession planning implementation which with the mean of 3.594. The results indicate that, in the study area, the police force employ different strategies in enhancing leadership succession plans.

4.4.3 The Challenges Facing Implementations of Succession Planning

The study determined the levels of challenges in leadership succession planning in police force contribute to. The results are given in terms of mean and standard deviation as shown in Table 4.6

Table 4. 6: Strategies for Implementing Leadership Succession Planning

Variable construct	Mean	Std.
Lack of effective planning for talent pool for succession	3.909	1.3632
Problem of political changeovers in officers' promotion	3.444	1.5612
Inefficient funding for talent development in police force	4.217	1.3618
Delayed promotion leading to job extension for retirees	3.794	1.4568
Ignoring of experience over education criteria	3.706	1.3756

Source: Field Data (2023)

The results in the Table 4.6 show that, in implementing leadership succession plans in the police force in the study area, the institution faced different challenges that hindered effectiveness of the procedures. The results show that, according to respondents, the most common challenge experienced by the police force was inefficient funding for talent development in police force with mean weight 4.217, followed by lack of effective planning for talent pool for succession with mean weight 3.909. The third common challenge faced police implementation of leadership succession plans was delayed promotion leading to job extension for retirees with the mean of 3.794. Furthermore, the fourth common experiences challenge in the police force was ignoring of experience criteria over education criteria, which had a mean of 3.706, and lastly, the least challenge faced by the police force in implementing leadership succession plans was problem of political changeovers in officers' promotion with the mean of 3.444. The results indicate that, in police force at the study area, there was different challenge hindering the efficient implementation of leadership succession plans.

4.5 Discussion of Findings

Discussions of the findings were based on the study specific objectives and supported with previous findings.

4.5.1 The Programs associated with in executing Leadership Succession Planning

The findings of the study indicates that, there various programs associated with in executing leadership succession planning in police force in Tanzania. In entire programs associated with succession planning, there are staff replacements where among members of police force various changes are undertaken including exchanging duties of police staff through promotion and demotions. This is also associated with level of performance in terms of executions of various important operations. When individual police perform better is promoted to higher ranks through displacement.

The study findings also show that, there are regular training programs on various skills aimed to enhance police capability and ability in their roles and operations Lesasuiyan and Merecia (2023) indicate that, training was employed as a strategy for promoting the organizational continuity and had significance influence on performance. In this case police are trained on leadership roles and ways of addressing various security challenges. Training also involves new technology, managing various threats due to globalizations and personal developments. Modise et al. (2023) noted that there are more benefits in executing talent management programs for future leaders in the police force.

The findings also indicate that implementation of handover procedures is one of the programs associated with leadership succession planning in the police force. Effective procedures were implemented by facilitating line of successions and preparing individual police staff for new roles and responsibilities. This was

associated by considering many factors and criteria designed for successions such as achievements and good records in police service.

The findings also indicate that are regular assessments of skills among potential successors have been the programs executed in achieving leadership succession planning in police force. Potential successors examined and assessed to determine their compatibility for higher ranks with more responsibilities. They are evaluated their skills based on real life experience and operations engaged in as well their outcome performance. This is conducted to determine suitability of potential candidates for succession, (Byrne. 2022). The study findings indicate that, talent development sessions are conducted regularly to enhance police staff job skills development and existing talents identified. Study by Siambi (2022) noted that, many organizations execute leadership talent development among their staff and has been used as retention strategies. To determine which position coincides with particular talents, programs are conducted to identify the existing talents and developed them to suit the needs of prevailing circumstances in police force.

In an interview with key participants, it was noted that there number of programs executed in the police force in regards to succession planning. He noted that:

In police force, there different programs undertaken in preparation for succession all aimed to facilitate the activity in harmonious and peaceful way. It is essential that, candidates as well the institution itself is prepared for change in leaderships in various police departments.

The findings imply that, succession planning in police force was associated with some programs essential to facilitate succession and keep the organization united and operational.

4.5.2 The Strategies Employed in Implementing Leadership Succession Planning

The findings of the study indicates that, there various strategies employed in implementing leadership succession planning in police force in Tanzania. The strategies focus to ensure that succession planning achieved its goals and the leadership structure are well established to harmonize police force administrations and activities. Siambi (2022) concluded that implementing leadership succession planning has brought positive outcomes in organizational transition.

The findings indicate that, the succession engage diversity of police based on specific categories such as gender, education, and ethnicity. This aimed to make police force well represented from individual from demographic to make it inclusive of people from all parts of Tanzania. The findings also reveal that in some police succession planning, implementation is driven politically out of initiatives already in the planning. Due to the power of government executives, promotion of police officer personnel can be done for the purpose of appointment. For instance, the president of the republic has power to make decisions against existing succession planning in the police departments.

This is common when the president appoint IGP or other key commissioners where he/she chose any candidate from the high-level ranks and promote him/her to appropriate ranks. The motive for promotion is to enable the president appoints the individual to certain post as required by the law. The findings indicate that, succession planning is always based on individual competency in various areas of responsibilities. The strategy of considering competency has been the approach to

avoid promoting individual to a rank which he/she cannot do better and minimize the risk of incompetency in police leaderships.

Education qualifications, skills developments, success in various operations and ethics are among the factors considered in measuring individual competency over particular leadership ranks. The findings show that, the officer's rank is always used as succession planning strategies. In this regard, promotion to certain leadership position depends on the individual police rank. For instance, IGP is selected from police officers at the top ranks especially commissioners who at the top layers in leadership and administration. The succession follows specific order and position in the ranks except when the president makes his/her favourable choice. However, the president choice also considers experiences, suitability, and demonstrated ability of the candidate to be promoted to high rank before appointment.

The findings indicate that education qualification has been one of the key qualities in implementation of leadership succession planning in police force in Tanzania. In most cases in police succession, the officer's education is preferred to experience in rank promotion. Education has been given priority in promotion to rank category as leadership requires well-educated personnel that meets dynamism in global circumstances. With experience in police force leadership making important qualifications, the ever-changing circumstances, globalization, and technological development, Education has increasingly become important consideration, Keerio, N. (2021). Different ranks in leadership succession have been assigned the level of educational qualification the potential candidate should possess. Education is essential for a leader in police departments as it enable the individual to increase

decision-making capability and capacity to address various challenges, (Cromwell, 2023).

During interview, a key participant informed the study that, there are strategies employed to ensure that, succession planning is executed without creating conflicts and division within police force. She pointed out that:

The police succession has been successful due to strategies employed in implementing the succession, which ensure that the exercise is implemented fairly, peacefully and without bias. Qualifications and criteria necessary are prioritized and other strategies as provided by the regulations in police force general order PGO.

The findings from results indicate that, the succession planning in police force was successfully driven by application of better strategies employed in the organizations. Using variety of strategies has been the key for effective succession of police officers to various ranks in police force.

4.5.3 The Challenges facing implementations of Succession Planning

The findings of the study indicate that, there various challenges facing implementations of succession planning in police force in Tanzania. To prepare leaders in police departments is a difficult task, the implementation of succession planning help to resolve problems. However, succession planning is associated by many challenges, which are encountered in the police departments. The findings revealed that, the police face lack of effective planning for talent pool for succession, which sometimes makes it challenging in implementing succession planning. In support of the findings, Murphy (2022) noted challenges associated with implementations of succession planning in the police community ranks, enhancement of leadership development in promoting succession planning and improvement of

leadership competencies in police.

Inefficiency in preparing a loop of talents has remain a serious challenge and which has made it get an officer with immediate qualifications for certain task in police leadership positions. The findings show that, there is a problem of political changeovers in officers' promotion, which affects implementations of succession planning already in place. At any time, the executives make appointment or promotion of officers in the police force based on their preferences. This makes an officer at lower rank to be promoted to higher ranks and appointed to certain post creating uncertainties in the ranks. According to the findings, the police force is facing is inefficient funding for talent development in police force. The challenge has been limiting police force from executing various programs aimed to facilitate succession planning. Programs such as skills development and training on various issues always demand more funds to be implemented hence lack of sufficient funding limits training programs that aims to facilitate succession planning, (McCullough, 2020).

The findings of the study indicate that another challenge that affects effective implementation of succession planning is delayed promotion, which always leads to job extension for retirees leaving potential talents to lose opportunities. This might be caused by lack of trained talents to take the position or irregularities in succession planning. Modise et al. (2023) noted that, there are problem in building a talent pool for future successors vacancies. This challenge has been engulfing police force where during promotion to various positions, the potential candidates found themselves blocked from the opportunities due to incumbent retained in the position

under extension contracts. In his study, Murphy (2022) concluded that, succession planning is undertaken less coordinated and largely influenced by existing police personnel in the leadership stratus.

The delayed promotion of potential candidate in the succession line discourages police officers and draw down their job morale. Furthermore, the study findings indicate that in police succession planning, sometimes the common criteria for implementing succession are overlooked. The controversy of experience qualifications and educational qualifications create state of misunderstanding. Wonnia (2021) noted that, replacement of staff, procedures and regulations are not taken into considerations. A new member in the police force with higher education is considered for succession over the officer with working experience. Considering of individual experience criteria over education criteria has created a state of confusion to experienced police officers who believe their experience is compatible with succession.

In an interview with key participants, it was noted that, the succession planning in police force is not exempted from challenges. He claimed that:

Nothing is perfect without challenges. Likewise, police succession planning is facing some challenges some of which are beyond the institutions to control. Since the police force is directed by the government as well depends on the government for its resources, the challenges in the succession planning were inevitable.

Based on the results, the findings of the study indicate that in execution of police succession planning, challenges occur. Since the police force operates under directives of the executive branch of the government, some of the decisions of the

organization are driven by government leaders. This has been posing challenges in implementing succession planning in the police force.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents the conclusion part of the study; it provides the overall conclusion based on the findings of the study. The chapter has several sections including summary of the findings, conclusion, recommendations, and the area of future study and lastly implications of the study.

5.2 Summary of the Findings

This section provides summary of the findings based on the findings of the study. The study aimed to meet the study research objectives in which the main objective of the study was to assess effectiveness of succession planning in the police force in Tanzania with a case of Dar es Salaam special police zone. More specifically, the study aimed; to identify the programs associated with executing leadership succession planning, to determine the strategies employed in implementing leadership succession planning and to examine the challenges facing implementations of succession planning. The study employed pragmatism philosophy and descriptive design based on mixed methodology. Data was collected and analyzed both quantitatively and qualitatively. The study engaged Dar es Salaam special police zone with data collected using questionnaire and interview guide. This section provides, summary of the findings based on research objectives.

The first objective was to identify the programs associated with in executing leadership succession planning Tanzania police force. The findings of the study noted that, the Tanzania police force executed various programs for facilitating

leadership succession planning and the programs various with importance. The programs include; Staff replacement in the succession chain, training programs on specific skills, handover procedures between officers in the line of succession, regular assessments of skills among potential successor and talent development sessions programs.

The second objective was to determine the strategies employed in implementing leadership succession planning Tanzania police force. The findings of the study found that, various strategies have been developed for enhancing leadership succession planning and the strategies various with importance. The strategies employed include, engaging diversity of the officers based on specific categories, politically driven strategy, competency of the candidate, the ranks of the officers and level of education of the prospective police officers.

The second objective was to examine the challenges facing implementations of succession planning in the Tanzania police force. The findings of the study noted that, the Tanzania police force faced and is facing various challenges in implementation of leadership succession planning and the challenges vary with intensity. The challenges in the study include; lack of effective planning for talent pool, problem of political changeovers, inefficient funding for talent development, delayed promotion which to job extension for retirees and preference of officer's education ignoring to experience as criteria for leadership succession.

5.3 Implication of the Study

5.3.1 Implication of the Study on Knowledge Contribution

The study findings have implication in the body of knowledge by extending the

literature and theories on the leadership succession planning in police force. It has added valuable insight and understanding on programs, strategies, and challenges regarding succession activities in the security organ

5.3.2 Implication of the Study to the Police Force

The study has highlighted issues related to leadership succession planning among police officers through their participations. The findings will have implications on the police executives and decision makers in making various decisions on talent development promotion of officers through spectrum of ranks.

5.3.3 Study Policy Implications

The study findings have policy implications on decision makers particularly on talent development support and criteria for ranks promotion. Law makers and police makers need to review the funding support for training and development as well as promotion criteria particularly on education level and experience.

5.4 Conclusions

This section provide conclusion in relation to study objectives.

5.4.1 The Programs in Executing Leadership Succession Planning

The study concluded that the leadership succession planning is always associated with various programs that facilitate the entire activities. The police force has been undertaking various programs that support and enabled implementation of leadership succession planning. The staff replacements programs initiated and execute in the institutions have proved effective in sporting leadership succession potential

successors by promoting the police officers to various positions. Regular training programs were another program executed by the police force departments, which was found to be effective in enhancing knowledge of leadership skills. The police institution execution of handover procedures has been common programs and effective in the path to leadership succession.

The police force department has been undertaking the handover procedures as regular activities focused on facilitating police succession on various ranks. To ensure that, the training and skills provided to its staff was effective, the institution made regular assessments of skills among potential successor to see if they are ready for new responsibilities. Assessments were effectively facilitating smooth succession planning for future leaders in the police force. To achieve goals of obtaining competent leaders in various departments, the institution implemented various programs related to talent development on regular basis. This had proved crucial in implementing leadership succession planning since the institutions had already prepared new talented candidates for various positions.

5.4.2 The Strategies in Implementing Leadership Succession Planning

The study concluded that the Tanzania police force had employed various strategies that are essential and effective in facilitating leadership succession planning. In an effort to make the police force more inclusive, the institution had adopted diversity strategy where potential successor are from diverse society of United Republic of Tanzania. The prepared future leaders are to consider broad ethnicity hence inclusiveness make the leadership succession planning more effective. According to laws and political establishment, the political community had been influencing

leadership succession planning as the president can make promotion and appointment of top ranked police officials. This was another legal recognized strategy employed to facilitate in obtaining candidates for leaderships.

Competency has been the key factor for police force promotion in the line of rank. The police force institution has been using competency as a strategy for facilitating leadership succession by ensuring that all those promoted to more demanding jobs possess sufficient competent. In Tanzania police force, rank is a factor for succession in leadership positions. Those officers with high ranks in leaderships have advantage of inheriting post, thus in the police force succession followed ranks. In recent decades, education is the major criteria for leaders' promotion and appointment to higher ranks due to increased responsibilities in changing circumstances and globalizations. The officer's education is used as one of the strategies for facilitating leadership succession planning, giving officers with sufficient education level priority for leaderships in police force departments.

5.4.3 The Challenges facing implementations of Succession Planning

The study concluded that, The Tanzania police force is facing various challenges in implementation of leadership succession planning. The challenges posed difficulties in managing succession planning in the police force, hence weaken the efficiency of leaderships. In some occasions the police force institution faced challenges of ineffective planning for talent pool for prospective succession making it more challenging to get candidates for certain specific jobs. The influence of the executives in the police succession planning has proved a problem in the institution. The political changeovers that push for officers' promotion to certain rank for

political motivation has remained a challenge in Tanzania police force.

Insufficient funding for talent development in the police force has been a problem persisting for quiet long. The police force fails to achieve its goals of talent development through training and exposure due to lack of funds. The institution has been underfunded and it has been calling for funding from the government in many occasions. Funding deficiency has been the major challenges facing the police force in implementing succession planning. The delayed promotion, which is also associated with job extension for retirees, has posed big challenges within the institution.

Young and potential police have been witnessing retired officers given extensions to hold their positions making it difficult for officers in the line of succession to remain in their regular position for quiet long to a point that others reached retirement age before promoted to higher ranks. Another serious challenge experienced in the police institutions in Tanzania is the controversy on which between experience and education level was to be prioritized in succession planning. It was noted that, in current police force this has become a problem especially when educated officers are preferred to experienced officers in services. It was noted that, a newly recruited officer with better education were promoted to ranks skipping officers with low levels of education but experienced with various police operations.

Therefore, the effectiveness of succession planning within the Tanzania Police Force is crucial for leadership continuity, organizational stability, and enhanced service delivery. This study indicates that while there are elements of succession planning,

gaps in structured programs, resource allocation, and policy support limit its effectiveness. Addressing these challenges requires a strategic shift towards structured leadership development, formalized succession policies, and investment in resources to support leadership growth. Implementing these improvements can strengthen the organization's resilience, improve public trust, and ensure that qualified leaders are prepared to guide the police force into the future. Consequently, a well-executed succession plan can enhance the operational efficiency and long-term sustainability of the Tanzania Police Force, particularly within high-demand areas like the Dar es Salaam Special Police Zone.

5.5 Recommendations

The current study examined the effectiveness of succession planning in the Tanzania police force. Based on the findings, the study recommended the following.

5.5.1 Recommendations on Leadership Succession Programs

The study recommended Tanzania Police force to enhance leadership succession planning by employing various programs that are effective and compatible with changing circumstances. The programs should be compatible with international police leadership standard to enhance new leadership skills that are international. The program should be efficient to match with security situations within Tanzania and its borders.

5.5.2 Recommendations on Leadership Succession Strategies

The Police force should come out with more vigorous strategies that will enable the police department harmonize leadership succession planning without bringing divisions among the police staff members. The strategies should be fairly

implemented and motivational for police officers that sacrifice their lives to protect citizens and their properties. Strategies must be more inclusive and transparent to bring satisfaction among officers and reduce doubts of irregularities.

5.5.3 Recommendations Leadership Succession Challenges

The government through ministry of home affairs should support the Tanzania Police force to address the existing challenges in implementation of leadership succession planning. All the processes associated with the successions should be in the line with laws and regulations. Political interference should be minimized to avoid unnecessary misunderstanding. The government should enhance funding support for facilitating talent development and other expenses associated with succession planning.

5.6 Limitation of the Study

The study was limited to police in the city of Dar es salaam where there is police special zone. The study focused on succession planning for key ranks in police force involving top level and middle level ranks.

5.7 Area of Future Study

The study suggests conduction of comprehensive study focusing on the effectiveness of talent management in police force, and how it affects succession planning in various police rank. The study suggests future qualitative studies on challenges facing police administration in implementation of leadership succession planning. The study suggests more comparative studies on how education and experience factors have influenced succession planning in the police force.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent, I am **Daniel G. Mokimirya** a Masters' student at **Open University of Tanzania**. This is a research intended to **assess *The Effectiveness of Succession Planning in the Tanzania police force: The Case of Dar-es-Salaam Police special zone***. Kindly please take part in this study by filling this questionnaire according to the instruction given. This study is for academic purposes and all information provided here will be kept confidential. Thanks in advance

SECTION A: Respondents Demographic Information

Please indicate your choice by putting a tick in the boxes given below.

1. Kindly indicate your gender
 - (a) Male
 - (b) Female

2. Please indicate your age group
 - (a) Below 35 years
 - (b) 35-45 years
 - (c) 46-55 years
 - (d) Above 55 years

3. What is your Education level?
 - (a) Diploma education qualification
 - (b) Degree education qualification
 - (c) Masters education qualification
 - (d) Other Qualifications

5. What is your experience working with Tanzania Police force?

- a) Less than 10 year ()
- b) Between 10 and 15 years inclusive ()
- c) Between 16 and 20 years inclusive ()
- d) More than 20 years ()

SECTION B: Succession Planning and associated Activities

5. Succession planning always achieve its goals in supporting leadership transition

- a) High extent ()
- b) Moderate extent ()
- c) Low extent ()

6. The level of skill development on future leadership officials

- a) High extent ()
- b) Moderate extent ()
- c) Low extent ()

7. The success of leadership transitions is largely influenced by succession planning programs

- a) High extent ()
- b) Moderate extent ()
- c) Low extent ()

8. The level of challenges in implementing Succession planning in the police force

- a) High extent ()
- b) Moderate extent ()
- c) Low extent ()

SECTION C: Questions Based on the Objectives of the Study

This section contains questions related to the objectives of the study. Provide your position on whether you agree or disagree on the options in Liker scale (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). Put a tick (√) in appropriate boxes given below in each part

Part A: Programs associated with in leadership succession planning

Put a tick (√) in appropriate boxes given below

S/N	Item Description	1	2	3	4	5
	Staff replacement in the police force is always part of leadership succession planning					
	In the police force there are regular training programs on specific skills					
	There are well implemented handover procedures in the police force					
	In police force there are regular assessment of skills among potential successor					
	There are talent development sessions conducted regularly in the police force					

PART B: Strategies Employed in Implementing Leadership Succession Planning

Put a tick (√) in appropriate boxes given below

S/N	Item Description	1	2	3	4	5
	The succession engages diversity of police based on specific categories					
	Some succession implementations are driven by political promotion					
	The police force succession planning is always based on competency					
	The officer's rank is always used as succession planning strategies					
	The officer's education is preferred to experience in rank promotion					

PART C: Challenges Facing Implementations of Succession Planning

Put a tick (√) in appropriate boxes given below

S/N	Item Description	1	2	3	4	5
	There is lack of effective planning for talent pool for succession					
	There is a problem of political changeovers in officers' promotion					
	There is inefficient funding for talent development in police force					
	There is delayed promotion leading to job extension for retirees					
	There is a problem of ignoring experience criteria over education criteria					

Thanks for your participation

APPENDIX II: INTERVIEW GUIDE

1. Kindly can you tell what do you understand by succession planning? How is it done in police force
2. To the best of your understanding, which programs are associated with leadership succession planning in police force?
3. For success of the succession planning in police force, what strategies employed? How effective are the strategies?
4. Can you please tell about the challenges facing succession planning in police force programs?
5. How the police address the challenges associated with succession planning in police force?

APPENDIX III: CLEARANCE LETTER



Ref. No OUT/PG201901142

18th June, 2024

Commander of Police,
 Special Zone Dar es salaam,
 P.O. Box 9140,
DAR-ES-SALAAM.

Dear Commander,

**RE: RESEARCH CLEARANCE FOR MR. DANIEL G.MOKIMIRYA REG NO:
 PG201901142**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Daniel G. Mokimiryia Reg.No: PG201901142**), pursuing **Masters of Human Resource Management**

(MHRM). We here by grant this clearance to conduct a research titled “**Effectiveness of Succession Planning in Tanzania Police Force: The Case of Dar Es Salaam Police Special Zone**”. He will collect his data at your office from 19th June to 30th July 2024.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: VICE CHANCELLOR