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The Effect of Succession Planning on Organizational Performance in Selected Public Sector Organizations: The Case of the First Vice-President's Office, Zanzibar

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ABSTRACT

This study examined the effect of succession planning strategies on organizational performance in selected public sector organizations under the First Vice President's Office (FVPO) in Zanzibar, namely the National Council for People with Disabilities (NCPD), Zanzibar Environmental Management Authority (ZEMA), and Zanzibar Aid Commission (ZAC). A quantitative cross-sectional survey design was employed, involving 240 employees selected from a population of 600 using Yamane's formula. Data were collected through structured questionnaires, with 230 valid responses (95% response rate), and analysed using descriptive statistics, correlation, and multiple regression in SPSS. The findings revealed that succession planning explained 38.6% of the variance in organizational performance ($R^2 = 0.386$). Rewarding employees significantly improved organizational performance, whereas strict hiring of new employees had a significant negative effect. Organizational training needs and job advertisements were not significant predictors. The study recommends strengthening reward systems, compensation policies, and talent retention strategies to enhance organizational performance in Zanzibar's public sector.

Keywords: *Succession Planning, Compensation, Organizational Rewards, Organizational Training Needs*

How to Cite

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1. INTRODUCTION

The global workforce composition has been changing over the last century (Galanaki & Andris, 2017). Similarly, in many low-income countries, service provision is under severe strain due to resource constraints, making it challenging to deliver high-quality services. In developing countries such as Pakistan, service delivery has been enhanced significantly. This has led to improved service delivery in public organisations. Staff training has been widely undertaken, as many staff members are centrally located, resulting in better service delivery. Staff performance management can be handled through a standard system (Orina, 2018).

In addition, many countries in sub-Saharan Africa have addressed the shortage of fully trained workers by deploying staff with shorter training. Human resource management has become more important to general management because it enhances performance, secures and develops employees' talents, and strengthens cooperation to support organisational development (Elarabi & Johari, 2014). Employee satisfaction has always been an important issue and top priority for all types of organisations. Nowadays, most organisations seek the best way to improve business performance and achievements by developing and adopting new workplace practices that sustain high performance and job satisfaction (Augustine, 2020).

Human Resource Management (HRM) is a widely known management philosophy that has become a key factor for enhancing organisations' competitive advantage. It is also recognised as an important tool for enhancing customer satisfaction, loyalty, and retention, which positively affects organisational performance (Augustine, 2020). On the other hand, HRM is a strategic and coherent approach to managing an organisation's most valued assets and aligning them with the business's strategic requirements. Competitive advantage can be achieved through a qualified workforce, enabling organisations to compete and succeed in business (Al-Daibat & Irtaimeh, 2012).

In Kenya, employees and their leaders engage in in-service training events, and their work is constantly tied to the contribution of trained administrators; organisational goals are effectively and duly achieved (Racine, 2015). The county government in Kenya has budget directors, human resources, all administrators, finance officers, and other employees. On this basis, the public service proposes that it be equipped with an optimal number of staff with a mix of relevant skills, knowledge, and attitude, aligned with the competency framework, to promote a value-based public service (Elnaga & Imran, 2013).

In Tanzania, public service organisations have also improved policymaking by developing evidence-based policies using standard guidelines and by improving the use of performance management systems by Ministries, Departments, and Agencies (MDAs) and their linkages to service delivery (Kariuki, 2017). In addition, the performance of public service organisations, such as executive agencies and local government authorities, and the Education sector is low (Mutahaba et al., 2017). The study is guided by Human Relations Theory and Staffing Theory. In summary, the theories are directly integrated.

The Revolutionary Government of Zanzibar (RGoZ, 2010) has strengthened the quality and increased the integrity and accountability of public services over the past 13 years. These included the Public Service (PSA) Act. no.2 of 2011, the Human Resources Management Regulations, the Pay Policy, and the Records Management Guidelines, among others. Under the program, the functions, mandates, and accountabilities of key state institutions were reviewed and changed. However, each Ministry has its own internal Planning based on the Nominal roll, which is refined annually. Training development is also based on the demand and supply of the core functions of the Individual Ministry. Staffing is also the key to ensuring efficient utilization of resources. Human resources recruited through the staffing process are responsible for using the latest technology, capital, materials, and other resources. The study is designed to fill the above-mentioned research gap. The organizations selected for this study are the National Council for People with Disabilities (NCPD), Zanzibar Environmental Management Authority (ZEMA), and Zanzibar Aid Commission (ZAC).

The study results provide insights into knowledge gaps and bridge the gap between academics and decision-making bodies within selected organizations in the FVPO in Zanzibar, enabling them to take necessary actions for improvement. This study is based on two complementary theoretical frameworks that offer a perspective for analysing the impact of staffing development:

Human Relations Theory. Staffing Theory, developed by Wicker (1979), examines the behavioural effects of understaffed or overstaffed environments. The theory suggests that in an understaffed setting, individuals face higher pressure to assume additional responsibilities, which can result in burnout, role overload, and decreased service quality. On the other hand, an overstaffed environment may lead to social loafing, diminished individual responsibility, and inefficiency, as too many staff are involved in too few tasks. The Human Relations Theory, inspired by the groundbreaking Hawthorne Studies by Elton Mayo (1933), represented a shift from a purely mechanistic view of workers to one that highlights social and psychological factors. This theory posits that employees are motivated not only by wages and working conditions but also by social needs, belonging, recognition, and effective communication. Productivity improves when employees feel appreciated, observed, and included in a supportive team.

1.2 Statement of the research problem

Adopting an agile approach offers several key benefits for improving an organisation's performance (Foulis et al., 2021). Briefly, it can increase employee engagement and motivation, improve talent retention, clarify expectations and objectives, and identify development and progression opportunities. It also highlights training gaps and potential risks. Most management research related to organisational performance has focused on various determinants, including organisational actions and external factors such as the structure of the industry in which the organisation operates (Gutterman, 2023). However, some researchers, such as Karanja (2014), have argued that the business policy literature has two major streams of research on the determinants of organisational performance. Carton (2004) argues that organisational performance is measured in areas such as accounting, the "balanced scorecard," strategic management, entrepreneurship, and microeconomics.

In the context of Zanzibar, organisational performance is typically measured by alignment with training needs, use of modern and appropriate Succession Planning procedures, and the application of succession planning (World Bank, 2023). Alternatively, a gap exists indicating inadequate staff development programmes to address technical and institutional capacity needs for improved public service delivery in Zanzibar. The situation aligns with the cases of the selected organisations (National Council for People with Disabilities (NCPD), Zanzibar Environmental Management Authority (ZEMA), and Zanzibar Aid Commission (ZAC)) in the VFPO. However, the situation is concerning because staff development is a problem in the Ministry of the First Vice President's Office. The identified issues are said to affect their ability to deliver services that meet current quality standards (MFVPO report, 2025).

Similarly, a knowledge gap exists because no current studies have been undertaken in this area, and a methodological gap exists because many studies in other ministries have employed mixed methods or qualitative approaches. In addition, employees have called for motivational top-ups from selected organisations in the Ministry to encourage the organisation's working performance (MFVPO report, 2024).

However, the Revolutionary Government of Zanzibar has taken several initiatives to address the situation, including the Establishment of Act 2 of 2011 relating to Public Services Management. The government established the Institute of Public Administration (IPA) in 2001 as Zanzibar's leading public sector training institution, offering relevant short- to medium-term training programmes for public servants and aiming to bridge the skills gap within mandatory public service training programmes. It also considers the current state of the public service and government priorities for achieving the Zanzibar Development Vision 2050. This contrasts with the government's efforts to date. These include the Zanzibar Development Plan (ZADEP, 2021), Zanzibar Development Vision 2050, Zanzibar Appraisal System Policy, Zanzibar Employees' Regulation of 2014, and the Restructuring of employees in public organisations based on the schemes of service of 2022.

This study, therefore, identifies a critical need to examine the impact of staffing development on selected organisational performance in the Ministry of FVPO to bridge knowledge gaps and methodological issues. The study will bridge the knowledge gap for learners and academics, allowing them to explore the real situation in the selected organisations within the Ministry. Therefore, the study is designed to examine the effects of succession planning to address the mentioned research gap. The results will enhance knowledge and connect academic and decision-making bodies in Zanzibar, helping them take necessary actions for improvement.

1.3 Objectives of the study

Research objectives*:* To examine the effect of succession planning strategies on organizational performance.

Research question: What is the effect of succession planning strategies on organizational performance?

1.4 Significance of the study

The study is very significant to developmental changes in the selected organisations in the Ministry of FVPO. Academically, the study would fill a gap in the literature on succession planning and selected organisations' performance, not only in Zanzibar but also in many developing countries in general. Similarly, the research findings are crucial for policymakers in selected organisations in shaping their succession planning systems. Institutionally, the study is very promising since it helps change behaviour by addressing the existing Succession Planning system and performance in selected organisations in Zanzibar.

2. LITERATURE REVIEW

2.1 Succession planning:

According to Kenton (2022), succession planning is a business strategy companies use to pass leadership roles to other employees or groups of employees. Succession planning ensures that businesses continue to operate smoothly and without interruption after key individuals move on to new opportunities, retire, or pass away. The researcher used this definition in relation to the current study. In the context of Zanzibar, succession planning is a strategic, systematic process organisations use to identify and develop future leaders and key personnel who can fill critical roles when they become vacant due to retirement, resignation, promotion, or death.

2.2 Organisation performance

Organisational performance refers to the set of preferred outcomes an organisation aims to achieve and measure across different levels of the hierarchy. Knies et al. (2016) note that it can be assessed at the individual, group, and organisational levels. The researcher adopted this definition for the current study. In the Zanzibar context, organisational performance is closely linked to the islands' economic setup, especially its heavy dependence on tourism. It covers not only financial outcomes but also how effectively organisations handle their social influence and environmental sustainability.

2.3 Theoretical literature review

2.3.1 Human relations theory

The theory was developed by Mayo (1933), an Australian-born psychologist and organisational theorist. He conducted the famous Hawthorne Studies (1924–1932) at the Western Electric Company in Chicago. The Human Relations Theory highlights the importance of social factors in the workplace, including employee well-being, motivation, communication, group dynamics, and leadership. It maintains that workers are driven not just by money or physical conditions but also by social needs and a sense of belonging. These studies showed that workers' productivity improved when they felt observed, valued, and part of a supportive team. Human Relations Theory laid the foundation for participative management styles Wren & Bedeian, 2023). According to Mayo (1933), employee satisfaction is vital for productivity. Human relations theory includes key concepts that support its effectiveness. These concepts are: employees are social beings with emotional needs; informal workplace relationships influence performance; motivation increases with attention, recognition, and participation; and leadership should emphasise empathy, communication, and team morale. Similarly, the theory has direct implications for the study. The ideas of succession planning and the recruitment process, established as objectives in this study, relate to building positive relationships with competent employees and fostering organisational citizenship. Human relations aim to develop open lines of communication among different stakeholders and promote a collective understanding that all interests are better served by working together and avoiding conflict.

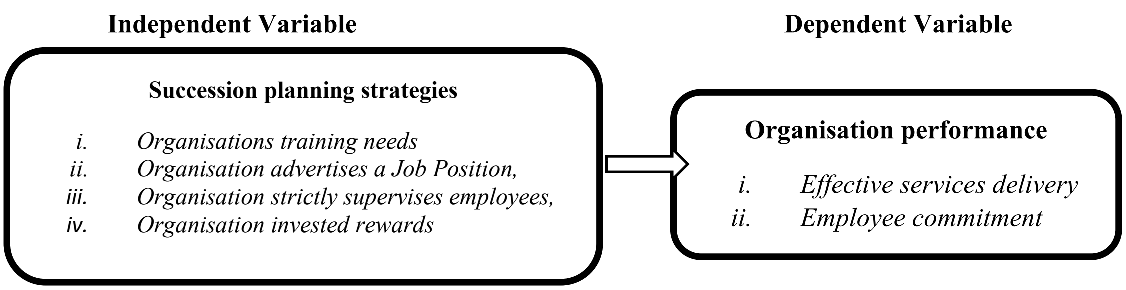
2.4 Empirical literature review

2.4.1 The effect of succession planning strategies on organisational performance

Moreover, in Karachi, India, Zafar & Akhtar (2020) examined the effect of succession planning on organisational growth. In today's modern world, globalization has increased competition among organisations. To compete, every organisation requires a highly skilled workforce. Studies show that an effective succession plan can help an organisation achieve its objectives. Similarly, in Kenya, Mariam's (2020) study explored the effect of succession planning on organisational performance. This research aimed to analyse how succession planning influences organisational performance, with a specific focus on Family Bank in Kenya. The study showed that the bank used a systematic approach to attract and retain high-performing employees through talent management, thereby improving workforce efficiency and productivity. Hiring and employee Succession Planning impacted the bank's performance, as did its investment in upgrading employees' skills and competencies to meet the demands of its dynamic business environment. Additionally, in Nigeria, Sholesi et al. (2022), in Succession Planning and Organisational Performance: Evidence from a Manufacturing Organization in Nigeria, examined how succession planning influences organisational performance. This research was carried out at Perfetti Ban Mettelle Nigeria Limited in Agbara, Ogun State. The study found that organisational performance is positively affected by all identified succession planning indicators.

Research Conceptual Framework

Figure 2.1: Conceptual Framework



Source: Developed by the author, 2024

The conceptual framework operates directly by establishing that when the current study combines two important variables, namely, the independent and dependent variables, it becomes possible to observe the results and develop practical recommendations for the audience. This framework involves two main variables: independent variables, including staff needs alignment, recruitment channels, succession planning, and a dependent variable, organisational performance. Together, these variables illustrate how staffing development affects organisational performance in the selected organisations.

3. RESEARCH METHODOLOGY

Research philosophy

According to Creswell (1994), as cited in Collis and Hussey (2003), and Thurairajah (2019), philosophical thinking centres on ontological, epistemological, etiological, rhetorical, and methodological assumptions. Thurairajah (2019) notes at least three reasons why understanding the philosophical issues of research matters: it clarifies research designs; it enables the researcher to recognise workable designs; and it helps identify and create designs beyond the researcher's prior experience. It focuses on the nature and forms of knowledge, how to acquire it, and how to communicate it to others (Cohen et al., 2007).

3.2 Research approach

The current study adopts a quantitative approach. It provides a structured framework for analysis, enhancing the research's replicability. Replicating the same research procedure in other settings or organisations strengthens the study's external validity and reliability (Bryman, 2012). The researchers presented the quantitative research outcomes straightforwardly and unambiguously through statistical results. In brief, using a quantitative research approach ensures robust and objective data.

3.3 Research design

The current study uses a quantitative research design because it is well suited to examining the impact of staffing on organisational performance in selected organisations within the FVPO in Zanzibar. This approach addresses the research questions posed and tests. The study adopts a quantitative approach for several reasons. Firstly, quantitative research emphasises objectivity (Mann, 2003). It enhances the credibility and reliability of the findings and supports precise, valid inferences about the population based on the sampled data (Creswell & Creswell, 2017).

3.4 Area of the study

The study was conducted in the selected organisations: the National Council for People with Disabilities (NCPD), Zanzibar Environmental Management Authority (ZEMA), and Zanzibar Aid Commission (ZAC) in the Vice President's Office. The researcher chose these areas because the identified offices fall within the FVPO. Additionally, the selected organisations have a homogeneous population size, allowing the study to determine an appropriate sample. Similarly, the selection of the study area for Succession Planning is because the researcher will not have to spend unnecessary time, resources, and effort investigating areas where completing the study successfully within a good timeframe may be difficult.

3.5 Population of the study

According to the Ministry FVPO report (2023), the population comprised the selected organisations (National Council for People with Disabilities (NCPD), Zanzibar Environmental Management Authority (ZEMA), and Zanzibar Aid Commission (ZAC)), and 600 employees work in these organisations. The number is sufficient to obtain a representative sample size.

3.4.1 Sampling design: sampling size, unit, procedures, and frame

***3.4.1.1 Sampling design*:**

The sample in quantitative research uses probability sampling. It helps the researcher select units from the population for inclusion in the sample (Singh & Masuku, 2014). Probability sampling aims to achieve objectivity in selecting samples so statistical inferences from the sample apply to the broader population of interest (Singh & Masuku, 2014). The sampling procedure followed the lottery method, according to Singh and Masuku (2014). The lottery method of sampling was used as a form of random sampling. The populations from the ZAC, ZEMA, and NCPD are assigned unique numbers. The researcher then thoroughly mixed these numbers by putting them in a bowl and shaking them. Then, without looking, the researcher selects numbers. The population members or items with those numbers are then included in the sample. Different organisations, departments, or sections within organisations are involved in recruiting respondents who provide the required information based on the study objectives.

Table 1: Study population

S/N	Organisation	Population	Sample size	Percentage%
1.	National Council for People Living with Disabilities	157	93	39
2.	Zanzibar Environmental Management Authority	245	83	34
3.	Zanzibar Aid Commission	198	64	27
	Total	**600**	**240**	**100**

Source: Ministry of the First Vice President's office, 2024

3.4.1.2 Sample size

Yamane's formula (1967) was used to determine the sample size of respondents for the study. The formula considers the precision level, which is an important consideration in sample size determination (Hair, 2014).

n = Sample size
N = Total population.
e = marginal error 0.05 (when the level of accuracy is 95%)
$n = 600/ [1+600(0.05)^2]$
n = 600/ (1+600(0.0025)
n = 600/ (1+1.5)
n = 600/2.5.

Therefore, n = 240 respondents. Therefore, the study involved 240 respondents from two selected public sectors. Therefore, the population size of the study is below 600. Therefore, the study involved 240 respondents from selected organisations.

3.5 Methods of data collection

3.5.1 Primary data

Data collected from firsthand experience is known as primary data. Primary data that has not been published yet is more reliable, authentic, and objective. Primary data has not been changed or altered by human beings; therefore, it is more valid than secondary data (Sajjad, 2016). In statistical surveys, it is necessary to get information from primary sources and work on primary data. The researcher collected primary data directly from selected organisations.

3.5.2 Data collection tools

3.5.2.1 Questionnaire

A questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires are generally designed to collect large amounts of quantitative data. Questionnaires are generally less expensive and time-consuming than interviews and observation, but they also introduce a much larger chance of non-response and non-response error (Umasekaran & Bougie, 2016). The questionnaires were distributed to 240 respondents involved in the study.

3.6 Reliability and validity of data

3.6.1 Reliability in research

Reliability deals with the consistency, dependability, and replicability of "*the results obtained from a piece of research*" (Nunan, 1999). Obtaining similar results in quantitative research is relatively straightforward because the data are numerical. Lincoln and Guba (1985) point out that instead of obtaining the same results, it is better to think about the dependability and consistency of the data. The purpose is not to attain the same results but to agree that the findings and results are consistent and dependable based on the data collection processes. The study used Cronbach's Alpha >0.7 as a measure of internal consistency, as shown below.

Table 2:
Assessment of Cronbach

Pest Assessment	Name of Index	Acceptance Level	Literature Support
Reliability	Internal Consistency	Cronbach's Alpha >0.7 Composite, Reliability>0.78	Hair et al, 2014

Source: Hair (2014)

In addition, the study applied the coefficient of Determination (R^2) | Calculation & Interpretation. According to Shaun Turney (2023), the coefficient of determination is a number between 0 and 1 that measures how well a statistical model predicts an outcome.

Table 3: The Coefficient of Determination

Coefficient of determination (R^2)	**Interpretation**
0	The model **does not** predict the outcome.
Between 0 and 1	The model **partially** predicts the outcome.
1	The model **perfectly** predicts the outcome.

Source: Hair, (2014)

The coefficient of determination is often written as R^2, which is pronounced as "R-squared." For simple linear regressions, a lowercase r is usually used instead (r^2).

3.6.2 Reliability analysis on constructed items

Table 4 shows the summary of the reliability analysis for the research construct. The reliability method identifies the correlation value between each item's score and the total score. This procedure identifies items with high correlation with the test index score as highly reliable, while items with low correlation are less reliable and will be discarded from the test. This process is known as the internal consistency approach (Chan, 2006). Based on the table, the Cronbach's alpha value is between 7.00 and 9.00, indicating a very good association, as noted by Hair et al. (2016).

Table 4: Reliability Analysis on Constructed Items

Section	**Constructs**	**Cronbach Alpha**	**Cronbach's alpha based on standardized Items**	**No. of Items**	**Strength of association/Remarks**
OTN	Organisation training needs	0.741	0.892	2	Good
OBP	Organisation Better Performance	0.98	0.910	2	Good

Source: Field Data (2025)

3.6.3 Validity in Quantitative Research:

Hamersley (1987) defined it as "a valid account if it represented the features of the phenomena accurately, that it intended to describe, explain or theorize" (p. 69), Creswell (1998). Researchers note that all the strategies aim to strengthen the representation of the data and findings (Winter, 2000; Sadik, 2019). In the current study, the researcher considered validity necessary while validating the data. Researchers often discuss objectivity, truth, evidence, reason, fact, and numbers when discussing validity (Sadik, 2019).

3.7 Data analysis:

Data analysis is the process of cleaning, transforming, and modeling data to discover useful information for business decision-making. The purpose of data analysis is to extract useful information from data and make decisions based on the data analysis (Daniel, 2022). In this study, the quantitative data from the respondents were verified, compiled, coded, and summarized before being analyzed by using the Statistical Package for Social Sciences (SPSS).

3.8 Correlation Analysis:

Correlation analysis is a statistical technique used to assess the strength and direction of the relationship between two or more variables. It is a valuable research tool because it allows researchers to determine whether variables are significantly associated and to what extent they are related (Mukaka, 2012). Correlation coefficients, such as the Pearson correlation coefficient, measure the degree of linear relationship between variables. The coefficient ranges from -1 to +1; a value close to +1 indicates a strong positive correlation, while a value close to -1 indicates a strong negative correlation (Mukaka, 2012). Correlation analysis was used to determine whether a correlation existed between the independent and dependent variables.

3.9 Regression analysis:

According to Tillier (2023), regression analysis predicts the value of one variable based on the value of another variable. The variable you want to predict is called the dependent variable. The variable you are using to predict the other variable's value is called the independent variable. In this study, regression will be used to predict one variable based on another. This study used the following model.

$$\mathbf{OP = \beta_0 + \beta_1 + \beta 2 + \beta_3 + e}$$

OP: Represents the dependent variable, which is Organisational Performance.
β_0: Represents a constant factor or the intercept
β_1, β_2 and β_3: Coefficients of independent variables
e: Represents an error term

4. RESULTS AND DISCUSSIONS

The section presents the results of the study as obtained in the field

4.1 Response Rate of the Respondents

Table 2: Response Rate

S/N	Item	Frequency	Percent%
1.	Questionnaire distributed	240	100
2.	Questionnaire returned	230	95%
3.	Questionnaire not returned	10	5%

Source: Field Data (2025)

Table 2 shows that 240 questionnaires were distributed to respondents in the field. However, 10 questionnaires were not returned, which is equal to 10%, whereas 230 survey questionnaires, which were equivalent to 95% returned to the researcher. Therefore, this study used a sample of 230 respondents for data analysis.

4.2 Data preparation and cleaning

In this section, the researcher prepared a data file from the data collected in the field, including converting raw data into a format suitable for analysis. This involved transforming questionnaire information into a computer database. This step is very important because it affects data quality. Potential errors could occur in instrument handling, raw data transcription, data entry, and assigning codes, values, and labels. Data needed to be cleaned to meet the requirements for analysis. Additionally, the data were coded by assigning a number as a code to each possible response to each question.

4.3. Data Cleaning.

One of the first steps in analysing data is to "clean" it of any obvious data **entry errors**: Outliers? (Really high or low numbers) Example: Age = 110 (really 10 or 11?) Value entered that doesn't exist for the variable. Example: 2 entered where 1=male, 0=female **Missing values**? Did the person not answer? Was the answer accidentally not entered into the database?

4.3.1 Data Cleaning Processes:

In this study, Table 4.1 below illustrates the data-cleaning process for the respondents' distribution. This step addresses missing values, irrelevant data, duplicate data, anomalies, and out-of-range values (Saidu et al., 2022). Additionally, it involves removing wrongly formatted, corrupted, incorrect, and incomplete datasets, as noted by Alotaibi et al. (2023). Data cleaning controls address issues such as missing, incorrect, and inconsistent data before final analysis and interpretation, ensuring the final data output is more accurate, reliable, trustworthy, and valid for the research (Alotaibi et al., 2023). As a result, data cleaning and data analysis are closely related. Table 4.1 shows the distribution of respondents by age, gender, and educational level. The table shows the valid percentage, cumulative percentage, frequency, and percentage.

The table shows that the sample comprises 243 observations, but not all variables are complete due to missing values. The findings show that out of the total 243 respondents, 230 entries (94.7 %) have valid data for all three variables (age, gender, and educational level), while 13 (5.3%) have missing values, indicating that data from these variables are not recorded or were unavailable for these respondents. Based on the study's objectives, it is important to identify and handle missing values appropriately, either by imputing values or by using other variables in the analysis. Also, in the valid cases, the largest gender group of respondents is female (52%); in terms of age group, 45-54 was found to be 45.3%, and undergraduate degree (44.8%) in gender, age group, and educational level, respectively, in the valid responses. Moreover, from a data-cleaning perspective, the lowest percentage of missing data is 5.3%, suggesting the dataset is more reliable and valid for analysis. These results indicate no data entry errors that would require data cleaning. Many empirical studies that used and reported data cleaning due to its importance include Qin et al. (2022). Moreover, the descriptive statistics show the frequency, maximum, minimum, mean, and standard deviation as applied to Pallant (2020).

Table *6*: Shows Data Cleaning Results

Educational level						Gender						Age Group					
		Freq.	**%**	**Valid Percent**	**Cum Percent**			**Freq**	**%**	**Valid Percent**	**Cum Percent**			**Freq**	**%**	**Valid Percent**	**Cum Percent**
	Primary education	14	5.8	6.1	6.1		Male	109	44.9	47.4	47.4		Below 24 years old	12	4.9	5.2	5.2
	Secondary education	31	12.8	13.5	19.6	Valid	Female	121	49.8	52.6	100		25-34 Years Old	87	35.8	37.8	43
	Undergraduate degree	103	42.4	44.8	64.3		Total	230	94.7	100		Valid	35-44 Years Old	102	42	44.3	87.4
	Postgraduate degree	82	33.7	35.7	100								45-54 Years Old	28	11.5	12.2	99.6
	Total	230	94.7	100									55-64 Years Old	1	0.4	0.4	100
													Total	230	94.7	100	
Missing	**System**	**13**	**5.3**			**Missing**	**System**	**13**	**5.3**			**Missing**	**System**	**13**	**5.3**		
Total		**243**	**100**			**Total**		**243**	**100**			**Total**		**243**	**100**		

4.4 Profile of the respondents

In the data collection process, the need arises to understand the background information of the respondents to realize briefly who the respondents are, their age, gender, and educational background.

Table 7: Profile of the Respondents

Age category of the respondents	**Frequency**	**Percent %**
Below 24years old	12	5.2
25-34 years old	87	37.8
35-44 years old	102	44.3
45–54 years old	28	12.2
55-64 years	1	4
Total	230	100
Gender category of the respondents		
Male	109	47.4

Female	121	52.6
Total	**230**	**100**
Educational category of the respondents		
Primary education	14	6.1
Secondary education	31	13.5
Undergraduate degree	103	44.8
Postgraduate	82	35.7
Total	**230**	**100**
An employee working in their organisation		
Employee working in NCD Services Provision	104	45.2
Employee working in ZEMA	77	33.5
Employee working on ZAC	49	21.3
Total	**230**	**100**

Source: Field Research Data (2025)

4.4.1 Age of the Respondents

Table 7 presents the respondents' background by age. The researcher wanted to know the respondents' age; the following are the results collected in the field. The age groups are divided into categories: below 24, 25-34, 35-44, 45-54, and 55-64. The results indicate that, in the below 24-year-old age group, 12 respondents out of 230 respondents (5.2 percent), whereas in the 25-34-year-old age group, 87 respondents out of 230 respondents (37.8 percent). The 35-44-year-old age group had 102 respondents out of 230, equivalent to 44.3 percent. In the 45-54-year-old age group, there were 28 respondents out of 230, equivalent to 12.2 percent, whereas in the 55-64-year-old age group, there was 1 respondent out of 230, equivalent to 4 percent. Overall, these results indicate that the 35-44 age group had the largest number of respondents, with 102 asked in the field. This implies that, in all three selected organisations, the labour force has health and hardworking skills that are important to national development, not only in the skills they possess but also in the extent of effective and efficient public service delivery in the country.

4.4.2 Gender of the respondents

Table 4.2 shows the gender category of the respondents. The study reveals that of the 230 respondents in this study, 109 (47.4 percent) are male, while 120 (52.6 percent) are female. Briefly, the results indicate that because a large proportion of the population in Zanzibar is female, females are also the largest group working in the public sector. The study examines the impact of staffing on organisational performance in relation to public sector delivery in Zanzibar. Women are key stakeholders in driving public service delivery. The current study results imply that the Government has taken the initiative to consider gender equality in the national employment opportunities within the First Vice President’s Office. Similarly, it implies that women are the largest group in the general population, and the country should acknowledge their contribution in its national development. The current study results comply with the study by Mtae (2015), which assessed on the determinants of couples’ decisions on fertility preference in Kishapu and Mvomero Districts, Tanzania.

4.4.3 Educational level of the respondents

Table 4.2 represents the educational level of the respondents. The study results indicate that (n=14) equal to 6.1 percent respondents out of 230 had Primary level of education, whereby (n=31) equal to 13.5 percent respondents out of 230 had Secondary educational level, while (n=103) equal to (44.8) percent respondents of 230 had undergraduate educational level, whereas (n=82) equal to (35.7) percent respondents out of 230 had Post graduate educational level. The results show that most respondents had undergraduate or postgraduate education, with 44.8 percent of respondents out of 230 having undergraduate educational levels and 35.7 percent of respondents out of 230 having postgraduate educational levels. The current study concludes that most staff in the selected organisations have sufficient education; they need short courses in their respective areas of specialization to improve public service delivery. In addition, the results imply that within the Ministry of the First Vice President's Office, many employees have acquired a high level of education; if the selected organisations utilise them to their full potential, the organisation will move to a higher rank in service delivery. The current study aligns with Rastogi (2022), which highlighted the need for staff development amid the explosion of knowledge and growing demands. In her recommendation, she suggested that, to avoid such failures, the following approach may be found useful. First, identify the staff's real needs. This includes all types of needs, particularly staff members' individual career needs, not just those instrumental to the efficient performance of their current duties.

Involved employees from their organization

Table 4.2 indicates that (n=104), equal to 45.2 percent of respondents out of 230, were employees working from NCPD Services Provision, whereas (n=77) respondents, equal to 33.5 percent out of 230, were employees working from ZEMA, and (n=49) respondents, equal to 21.3 percent out of 230, were employees working in ZAC. The results show that most respondents were from NCPD, which serves people with disabilities in Zanzibar. Overall, to better understand the impact of staffing on organisational performance, NCPD should focus on improving staffing, as the current study indicates. Apart from that, Table 4.2 indicates that (n=52), equal to 22.6 percent out of 230 were less than three years working in the organisation, whereas (n=153) respondents, equal to 66.5 percent out of 230, were between 3 -5 years working in the organisation, while (n=25), equal to 10.9 percent out of 230, were more than 5 years of experience. The study reveals that most respondents had between 3 and 5 years of work experience. Decision-making teams in the selected organisations should develop plans to develop their staff. This is because most appear to have long service tenure, while the researcher expects them to perform their duties better in their organisations. It is suggested that they should be prepared by providing appropriate short- and long-term courses that enhance high performance in public service delivery.

4.5 The study findings based on the objectives

The study used quantitative data; the researcher was able to disseminate the questionnaire to the respective respondents and directed to score the clues identified in the paper. Fortunately, the respondents were willing to respond to whatever they were asked. Therefore, the study findings from the field are presented under the following specific objectives.

4.5.1 The study Objective: To examine the effect of succession planning strategies on organizational performance

In this part of the study, the researcher sought to determine whether succession planning strategies affect organizational performance. Respondents were asked to agree, strongly agree, disagree, or strongly disagree with this statement. The study included different questions, and the results were summarized clearly.

4.5.1.1 Organisation: Retaining key talent has helped enhance organizational performance

Retaining key talent is fundamental to an organization's ability to **sustain and enhance its performance.** When an organization successfully keeps its most skilled, experienced, and high-performing employees, it benefits from continuity, innovation, and competitive advantage. For clarification, the data were obtained in the field. Please see Table 8 below.

Table 8: Organisation Retaining Key Talent

	Category of answer	Frequency	Percent%
Valid	Strongly agree	68	29.6
	Agree	71	30.9
	Neutral	51	22.2
	Disagree	25	10.9
	Strongly disagree	15	6.5
	Total	**230**	**100.0**

Source: Field Data, (2025)

Table 8 indicates the results. Organisations retaining key talent have helped enhance organisational performance. The study results indicate that (n=68) respondents equal to 29.6 percent out of 230 scored strongly agree, whereby (n=71) respondents equal to 30.9 percent out of 230 scored agree, while (n=51) respondents equal to 22.2 percent out of 230 scored neutral while (n=25) respondents equal to 10.9 percent scored dis agree, whereas (n=15) respondents equal to 6.5 percent out of 230 indicated strongly dis agree. The results show that (n=68) respondents, or 29.6 percent, and (n=71) respondents, or 30.9 percent, out of 230 gave positive responses with a high degree. This implied that most of the respondents positively agreed that the organisation retaining key talent has helped enhance organisational performance. The respondents scored (n=51), respondents equal to 22.2 percent scored neutral, which may be not sure what they scored. Similarly, (n=25) respondents, equal to 10.9 percent, scored disagree. Finally, a small number of respondents (n=15), equal to 6.5 percent, strongly disagreed. They didn't agree that the selected organisations had found that retaining key talent has helped enhance organizational performance.

However, the majority agree with the choice given. These results indicate that most of the selected organisations have not retained key talent, which has not helped enhance organizational performance. The current study, which reflected the study by Mazlan (2023), assessed organisations' retention of key talent employees. Retaining them has been a challenge for most organisations. The objective of this study is to understand the challenges of retaining talented employees by reviewing the literature on talent retention. The study identifies career growth, workplace well-being, competition within the industry, globalisation, and the new employment landscape as challenges to talent retention. This study helped organisations understand the challenges and be aware of their importance in today's highly competitive environment and the new employment landscape. Conversely, the study by Khan et al. (2019) posited that Talent management aims to improve the potential of employees who are seen as able to make a valuable difference for the organization, now or in the future. In this study, the relationship between talent management, organizational trust, and employee retention is investigated among staff members of 4 Universities under study.

The research method is explorative cum descriptive in nature. The statistical population consists of staff members of the University of Kashmir, the University of Jammu, Central University of Kashmir, and Central University of Jammu. The sample included 261 employees, who were selected randomly. Data were collected using a researcher-developed questionnaire. The results of hypothesis testing indicate that there is a significant relationship between talent management, organizational trust, and employee retention. The study is significant in that it draws attention to the effects of talent management on organizational trust and employee retention in organizations.

4.5.1.2 The organisation has invested in retaining key personnel to improve organisational performance

An organization that actively **invests in retaining key personnel** recognizes that experienced and skilled employees are vital for sustaining high performance, institutional memory, and competitive advantage. Retention strategies help minimize turnover costs and maintain continuity in operations.

Table 9: Organisation Retaining System

	Category of answer	Frequency	Percent%
Valid	Strongly agree	68	29.6
	Agree	55	23.9
	Neutral	65	28.3
	Disagree	27	11.7
	Strongly disagree	15	6.5
	Total	**230**	**100.0**

Source: Field Data (2025)

Table 9 indicates the results of the organisation's investment in retaining key personnel in order to improve organisational performance. The study results indicate that (n=68) respondents equal to 29.6 percent out of 230 scored strongly agree, whereby (n=55) respondents equal to 23.9 percent out of 230 scored agree, while (n=65) respondents equal to 28.3 percent out of 230 scored neutral while (n=25) respondents equal to 10.9 percent scored dis agree, whereas (n=15) respondents equal to 6.5 percent out of 230 indicated strongly dis agree. The study result depicts that (n=68) respondents (29.6 percent) and (n=55) respondents (23.9 percent) out of 230 scored positive agreement responses with a high degree. This implied that most of the respondents positively agreed that the organisation has invested in retaining key personnel to improve organisational performance. The respondents scored; (n=65) respondents, equal to 28.3 percent, scored neutral, which may indicate they were not sure of what they scored. Similarly, (n=25) respondents, equal to 10.9 percent, scored disagree. Finally, a small number of respondents (n=15), equal to 6.5 percent, strongly disagreed. They didn't agree that the selected organisations did not invest in retaining key personnel to improve organizational performance. However, the majority agreed with the choice given. These results show that most of the selected organisations have not invested in retaining key personnel to improve organizational performance. The current study complies with the study by Christensen & Rog (2008). Retaining key employees matters. Our organizational alignment research found that talent accounts for 29% of the difference between high- and low-performing organizations in terms of revenue growth, profitability, customer loyalty, leadership effectiveness, and employee engagement. Yet, many leaders still struggle with high turnover rates because some talent management strategies for retaining key employees are more effective than others. The study by Babatunde & Onoja (2023) addressed that employees are the most valuable assets of any organization. It is, therefore, an organization to treasure and do everything possible to keep and safeguard those assets. While employee turnover is inevitable, it should be minimized to the barest minimum. This is because investments in human capital can only be productive when an employee remains with an organization for a longer period. This study attempts to clarify views and explanations on employee retention and strategies for retaining employees using relevant literature and previous views on the concepts.

4.5.1.3 Benefits and incentives have helped improve individual employees' performance

Benefits and incentives are critical tools used by organizations to motivate employees, enhance job satisfaction, and boost individual performance. When structured effectively, they encourage employees to meet or exceed performance expectations, align with organizational goals, and remain committed to their roles. In the field research wanted to capture the respondents' views about it. For further clarification, see the following.

Table 10: The Benefits and Incentives

	Category of answers	Frequency	Percent%
Valid	Strongly agree	68	29.6
	Agree	44	19.1
	Neutral	77	33.5
	Disagree	26	11.3
	Strongly disagree	15	6.5
	Total	**230**	**100.0**

Source: Field Data, (2025)

Table 10 indicates the results. Benefits and incentives have helped improve individual employees' performance. The study results indicate that (n=69) respondents equal to 30.0 percent out of 230 scored strongly agree, whereby (n=70) respondents equal to 30.4 percent out of 230 scored agree, while (n=51) respondents equal to 22.2 percent out of 230 scored neutral while (n=25) respondents equal to 10.9 percent scored dis agree, whereas (n=15) respondents equal to 6.5 percent out of 230 indicated strongly dis agree. The study result depicts that (n=86) respondents, equal to 37.4 percent, and (n=53) respondents, equal to 23.0 percent, out of 230 scored positive responses with a high degree. This implied that most of the respondents positively agreed that Benefits and incentives have helped improve individual employees' performance. The respondents (n=51), equal to 22.2 percent, scored neutral, which may indicate they were not sure what they scored. Similarly, (n=25) respondents, equal to 10.9 percent, scored disagree.

Finally, a small number of the respondents (n=15), equal to 6.5 percent, strongly disagreed. They didn't agree that the selected organisations did not set benefits and incentives to help with improving individual employees' performance. However, the majority agree with the choice given. These results show that most of the selected organisations have not set benefits and incentives to help improve individual employees' performance. The current study, which aligns with the study by Mbukwana & Ayandibu (2023), investigated whether the incentive plans given to employees at a comprehensive university in KwaZulu-Natal province have a positive impact on employee performance. Motivation for the study: Studies linking the role of performance incentives in driving performance in higher education, specifically academics, are limited, and this study aims to fill this gap of knowledge in the literature. Research approach/design and method: The study followed a qualitative approach where data were collected through interviews. An investigation was conducted with academics in the Faculty of Commerce, Law and Administration on the role of performance incentives in driving performance at a faculty of a comprehensive university in KwaZulu-Natal. The overall findings of the study showed a strong link between performance incentives and employees' performance. It was found that financial incentives in the form of performance bonuses influenced the employees to work harder to meet the performance targets.

Additionally, the study by Semgaza (2022) posited on the impacts of non-monetary rewards, as some agree that they positively affect employees working and stay in the organisation, while others oppose that they do not motivate employees. The study examined the influence of non-monetary rewards on motivating employees toward better performance in the

Tanga Cement Company. The findings unveiled that recognition significantly correlated with employee performance at Tanga Cement Company. Correspondingly, study findings revealed that training opportunities among employees influence performance. Furthermore, the study recommended that Management should invest in training its employees. Lastly, this study recommends that the company management should try their level best to maintain work environmental standards as a means of attracting professionals to work with the company, retaining key players, and motivating the employees to perform to their best level.

4.5.1.4 The organization has invested in rewarding employees to help enhance organizational performance

An organization that **invests in rewarding employees** demonstrates a strong commitment to recognizing and valuing employee contributions. This approach directly supports **organizational performance** by increasing employee motivation, engagement, and loyalty. The following table shows a brief on the data collected in the field.

Table 11: An Organization Rewards an Employee

Category of answers		Frequency	Percent%
Valid	Strongly agree	68	29.6
	Agree	70	30.4
	Neutral	52	22.6
	Disagree	25	10.9
	Strongly disagree	15	6.5
	Total	**230**	**100.0**

Source: Field Data (2025)

Table 11 indicates the results of the organization's investment in rewarding employees to help enhance organizational performance. The study results indicate that (n=68) respondents equal to 29.6 percent out of 230 scored strongly agree, whereby (n=70) respondents equal to 30.4 percent out of 230 scored agree, while (n=52) respondents equal to 22.6 percent out of 230 scored neutral while (n=25) respondents equal to 10.9 percent scored dis agree, whereas (n=15) respondents equal to 6.5 percent out of 230 indicated strongly dis agree. The study result depicts that (n=68) respondents, equal to 29.6 percent, and (n=70) respondents, equal to 30.4 percent, out of 230 scored agree, indicating positive responses with a high degree. This implied that most of the respondents positively agreed that the Organization has invested in rewarding employees to help enhance organizational performance. The respondents scored (n=51); 22.2 percent scored neutral, which may indicate they were not sure what they scored. Similarly, (n=25) respondents, equal to 10.9 percent, scored disagree. Finally, a small number of the respondents (n=15), equal to 6.5 percent, indicated strong disagreement. They didn’t agree that the selected organisations had not invested in rewarding employees to help enhance organizational performance. However, the majority agreed with the choice given.

These results indicate that most of the selected organisations had not invested in rewarding employees to help enhance organizational performance. The current study results correspond with the study by Okwuise & Francis (2023), which examined reward systems and organizational performance. This was done through measures of reward systems, compensation policy, and performance recognition for the organization's performance at Delta State University. The results from the analysis revealed that the dimensions of reward systems (compensation policy and performance recognition) in this study have significant and positive effects on organizational performance. The study concludes that a good reward system provides positive assurance for fulfilling the needs and wants of employees in the workplace.

4.5.1.5 Compensation has a direct influence on the organization’s overall performance

Compensation, which includes salaries, wages, bonuses, and benefits, plays a **critical role in influencing an organization’s overall performance**. When compensation is fair, competitive, and performance-based, it **motivates employees**, enhances productivity, and contributes to achieving institutional goals. The following table highlights the data collected.

Table *12*: Compensation

Category of answers	Frequency	Percent%
Strongly agree	65	28.3
Agree	64	27.8
Neutral	61	26.5
Disagree	25	10.9
Strongly disagree	15	6.5
Total	**230**	**100.0**

Source: Field Data, (2025)

Table 12 indicates that compensation has a direct influence on the organization's overall performance. The study results indicate that (n=65) respondents equal to 28.3 percent out of 230 scored strongly agree, whereby (n=64) respondents equal to 27.8 percent out of 230 scored agree, while (n=61) respondents equal to 26.1 percent out of 230 scored neutral while (n=25) respondents equal to 10.9 percent scored dis agree, whereas (n=15) respondents equal to 6.5 percent out of 230 indicated strongly dis agree. The study result depicts that (n=86) respondents, equal to 37.4 percent, and (n=53) respondents, equal to 23.0 percent, out of 230 scored agree, indicating positive responses with a high degree. This implied that most of the respondents positively agreed that compensation has a direct influence on the overall organization's performance. The respondents scored (n=51); 22.2 percent scored neutral, which may indicate they were not sure what they scored.

Similarly, (n=25) respondents, equal to 10.9 percent, scored disagree. Finally, a small number of the respondents (n=15), equal to 6.5 percent, indicated strong disagreement. They didn't agree that the selected organisations had no compensation to directly influence the organisation's overall performance. However, the majority agreed with the choice given. These results show that most of the selected organisations did not have compensation that directly influenced the organisation's overall performance. The current study resembles the study by Christopher et al. (2022), which addressed the effects of rewards on employee performance. The study found a significant relationship between intrinsic rewards and employee performance. Intrinsic rewards examined in this study included employees' ability, trust, recognition, and achievement. The second research question focused on extrinsic rewards and employee performance. The study found a significant relationship between extrinsic rewards and employee performance.

Extrinsic rewards in this study included salaries and wages, paid vacations, paid leave, travel allowances, and bonuses. Additionally, Okoye & Chekwubechukwu (2022) examined compensation and organizational performance in a study of Muoka Foam in Lagos State. The study found that salary increases have a significant effect on organizational performance. Promotion has a significant effect on organizational performance. Recognition has a significant positive effect on organizational performance. The study recommended that, occasionally, salaries should be increased for committed staff to encourage them to show that their efforts are being recognized. However, it will motivate the other workers to put more effort into it.

4.6 Measurement indicators for organisational performance

This is the variable in this study, which is measured by the objective and subjective measurement indicators. There are five observed variables, which are used to measure organisational performance in this study, and they are: staff performance, employees' skills and capabilities, and self-satisfaction. Adequate training. Based on descriptive statistics, all indicators used to measure the outcome of Organisation Performance have high scores as presented in the following Table.13

Table 13: Indicators of Organizational Performance

S/N	Statement	SA		A		N		D		SD	
		OP	%	OP	%	OP	%	OP	%	OP	%
1.	Better performance compared to other colleagues with similar qualifications	67	29	63	27	60	25	25	11	15	6.5
2.	Employee skills and capabilities are in line with the job	68	30	70	30	52	23	25	11	15	6.5

3.	Better performance compared to other people working in other corporations possessing similar qualifications	68	30	69	30	42		35	15	16	7
4.	Self-satisfied with performance	67	29	74	32	47	20	24	10	18	7.8
5.	Better performance due to adequate training and development programs	97	42	32	14	29	13	52	23	20	8.7

Source: Field Data, (2025)

Table 13 indicates that most respondents (56. %) indicated a level of satisfaction with (Agree or Strongly Agree), (58%) respondents strongly agreed with better performance compared to their colleagues with similar qualifications. A significant portion (60%) indicated a level of satisfaction with (Agree or Strongly Agree), with this statement, employees with skills and capabilities are compliant with the job. In similar contexts, a significant part (61%) indicated a level of satisfaction with (Agree or Strongly Agree), and better performance compared to other people working in other corporations possessing similar positions. It was also revealed that (56%) of respondents agreeing or strongly agreed indicated that better performance was due to adequate training and development programs. In summary, while there are varying levels of satisfaction among respondents in these areas, a significant portion expressed agreement or strong agreement, particularly regarding performance, training and development, and self-satisfaction with skills. These findings suggest that efforts to improve training and development could positively impact performance. Additionally, enhancing access to markets.

4.7 Multiple regression analysis

Multiple linear regression is a statistical technique used in data analysis and predictive modeling. It extends the concept of simple linear regression, which examines the relationship between a dependent variable and a single independent variable, to situations with multiple independent variables. In multiple linear regression, the goal is to model the relationship between a dependent variable and two or more independent variables. As stated in Chapter Three, descriptive and regression analyses were used to analyze the data. The findings of the study through multiple regression analyses were first preceded by the model summary, which showed the overall influence of the study objective. Therefore, the findings were illustrated in Table 14

Table 14: Model Summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R-Square**	**Std. Error of the Estimate**
1	0.621[a]	0.386	0.375	0.97
a. Predictors: (Constant), OTN, OAJP, OSNP, OIR				

Source: Field Data, (2025)

The results of standard multiple regression, as displayed in Table 14 above, indicate that the independent variables (OTN-Organisation need, OAJP-Organisation advertise Job Position, OSNP-Organisation strictly new employees, OIR-Organisation invested rewards) accounted for 38% of the variability in organisation performance ($R^2 = 0.386$). The adjusted R-squared value was 0.375. Therefore, these findings substantiate that only 38% of the variability in organization performance could be explained by factors like Organisation need, OAJP-Organisation advertising Job Position, OSNP-Organisation strictly new employees, OIR- Organisation invested rewards. The remaining 62% of variability depends on other unexplained factors. Furthermore, another result displayed by the multiple linear regression is the coefficients for each independent variable on the dependent variable. Therefore, the coefficient results for the standard multiple regression conducted are presented in Table 15

Table 15: Coefficients[a]

Coefficients[a]						
		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	0.083	0.033		2.500	0.013
	OTN	0.002	0.004	0.005	0.447	0.656
	OAJP	-0.014	0.016	-0.011	-0.898	0.370
	OSNP	-0.460	0.135	-0.461	-3.402	0.001

OIR	1.453	0.135	1.452	10.737	0.000

a. Dependent Variable: BPCC

Source: Field Data, (2025)

From Table 15 above, at the 0.05 level of confidence, the study has revealed that (OTN stands for Organization Training Need, while OAJP represents Organization Advertises Job Position, OSNP stands for Organization Strictly Hired Employees, and OIR represents Organization Invested Rewards). In other words, the results of predictor variables as seen in Table 4.24 above are as follows: - OTN ($\beta = 0.\ 656$, $t = 0.217$, $p > -0.447$), OAJP ($\beta = 0.\ 370$, $t = -.898$, $p < 0.05$) OSNP ($\beta = 0.\ 0.001$, $t = -3.402$, $p < 0.05$) and OIR ($\beta = 0.\ 0.000$, $t = 10.737$, $p < 0.05$). The estimated multiple linear regression equation becomes:

BPCC = $\beta_0 + \beta_1$ OTN + β_2 OAJP+ β_3 OSNP + β_4 OIR + e

Constant = 0.853, shows that if Organisation training needs, Organisation advertises Job Position, Organisation strictly new employees, Organisation invested rewards are all zero rated, Organisation performance is projected to be 0.853. The results revealed that two variables, which are Organization invested rewards and Organization strictly new employees, are significant, while Organization strictly new employees are negatively significant and Organization invested rewards are positively significant. The left variables, Organization Training Need and Organization Advertising Job Position, were found to be insignificant. More specifically.

$\boldsymbol{\beta_1}$= 0.002 represents a unit change in increased organizational training need, causing an increase of 0.002 units in organizational performance.

$\boldsymbol{\beta_2}$= 0.014 reveals that a unit change in increased organization advertising job positions influences a 0.014-unit decline in organizational performance.

$\boldsymbol{\beta_3}$= 0.460 reveals that a unit change in increased organization-specific incentives for new employees causes a decrease of 0.460 units in organization performance.

$\boldsymbol{\beta_4}$= 1.453, reveals that a unit change in increased organizational invested rewards causes a 1.453-unit rise in organizational performance. The impact of Staffing development on performance among selected organisations, consequences of Organisation training needs, Organisation advertisement of job positions, Organisation's new employees, and Organisation's invested rewards were some of the negative factors, and others were in a positive direction. This situation indicates that the increase in scores in these predictor variables results in the increase of scores in the outcome variable (Hair et al., 2010, & Pallant, 2016). Also, the finding implies that there is more alignment of staff needs, Succession Planning, Succession Planning procedures, and succession planning in selected organisations will lead to an increase in organisational performance. In a similar context, the study results reflect the study by Udokwu et al. (2023), an investigation into the impact of human resources management on the performance of Nestle Plc. The study demonstrated that human resource training and development have a significant impact on employee effectiveness, operational efficiency, and quality-of-service delivery. The above results are consistent with the study of Bossey (2022), which concludes that reward has a significant positive effect on the organizational performance of Universities in Edo State, and Lipuku et al. (2022) indicated that reward and compensation initiatives had a significant positive relationship with employee performance in the organization.

5. CONCLUSIONS AND RECOMMENDATIONS

This study examined the effect of succession planning strategies on organizational performance in selected public sector organizations within the Ministry of the First Vice President's Office (FVPO) in Zanzibar, specifically NCPD, ZEMA, and ZAC. The findings provide both theoretical and empirical insights. The study concludes that succession planning strategies, particularly investment in rewarding employees and compensation, have a significant positive influence on organizational performance. The study affirmed that the organization's investment in rewarding employees enhances performance. Similarly, Table 12 showed that 56.1% of respondents agreed that compensation directly influences overall organizational performance. These findings align with the Human Relations Theory (Mayo, 1933), which emphasizes that employees are motivated not only by wages but also by recognition, belonging, and appreciation. The regression analysis provides critical conclusions. The variable "Organization Invested Rewards" (OIR) demonstrated the strongest positive and significant effect on organizational performance (β = 1.453, p = 0.000). This confirms that reward systems are the most powerful predictor of performance among the variables studied.

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7. CONFLICT OF INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. The study was conducted independently without any influence from the selected organizations (NCPD, ZEMA, and ZAC) or any external entities. All findings, interpretations, and conclusions presented in this manuscript are solely based on the field data collected and analyzed by the authors.

8. AUTHOR CONTRIBUTION STATEMENT

Dr. Mussa MAKAME **-** Provided supervision throughout the research process, contributed to the critical review of the manuscript, assisted in the discussion of findings, and edited the final draft for academic coherence and clarity. Kombo MACHANO - 2 – Was responsible for data collection from the selected organizations (NCPD, ZEMA, and ZAC), data cleaning and coding, statistical analysis using SPSS, interpretation of results, and validation of the findings. Dr. Omar ALI -1 - Author 3 – Contributed to the conceptualization of the study, development of the theoretical framework (Staffing Theory and Human Relations Theory), research design, and writing of the original draft, including the introduction, literature review, and methodology sections.

9. ETHICS STATEMENT

This research was conducted in accordance with the ethical standards of the Ministry of the First Vice President's Office (FVPO), Zanzibar, and adhered to the principles outlined in the Declaration of Helsinki. Ethical approval was obtained from the [Institutional Ethics Committee/Review Board of Open University of Tanzania under reference number OUT/PG.202101 4048. All participants were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without consequence. Written informed consent was obtained from each participant before data collection. Participants' privacy and confidentiality were strictly maintained throughout the research process. All questionnaires were anonymized, and no personally identifiable information was recorded. The data collected were used solely for academic and research purposes and have been stored securely to prevent unauthorized access. Additionally, permission to conduct the study was sought and obtained from the respective leadership of the National Council for People with Disabilities (NCPD), Zanzibar Environmental Management Authority (ZEMA), and Zanzibar Aid Commission (ZAC) before the distribution of questionnaires.

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