CAREER DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE

CASE STUDY: TANZANIA ELECTRIC SUPPLY COMPANY

LIMITED HEADQUARTER DAR ES SALAAM

TANZANIA

BY

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DECLARATION

I Stephania Nandi, state that this research report on "Career Development and Organizational Performance in Tanzania Electric Supply Company -Tanzania" is my original work and has never been submitted to any university for any award whatsoever.
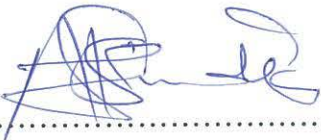
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APPROVAL

The research report has been accepted and verified by the university supervisor and submitted with approval in partial fulfilment of my requirements for the award of Bachelor of Human Resource Management.

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MR. SUNDAY ARTHUR.

Supervisor

DEDICATION

To all my beloved ones : parents, relatives and friends

ACKNOWLEDGEMENTS

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KIU   Kampala International University

TANESCO   Tanzania Electric Supply Company

HR   Human Resource

HRM   Human Resource Management

DEFINITION OF TERMS

Career development is the personal movements an individual makes to achieve his career plan (Gupta C.B, 2007.P.p 11.4). According to (Gomez-Mejia, et al, 1995, Pp.327) career development is an on-going and formalized effort that focuses on developing enriched and more capable workers.

Organizational performance is the desired result of organizational behaviour (Ivancevich & Matteson, 1999, P.p657). According Byars.L&Rue.W.L, (1991, P.p250), organizational performance as the degree of accomplishment of the tasks that make up an individual's job.

ABSTRACT

The study was carried out in Tanzania Electric Supply Company (TANESCO) along Morogoro Road, Dar -es -Salaam, Tanzania. The study focused on career development and organizational performance. The study was limited to career development which was characterized by management styles, succession planning, and training and organizational performance which were characterized by improved Quality of work lives, attraction of talent individuals, motivation and satisfaction basing on the period of January 2009 up to date.

The study was guided by the following objectives: To examine the effects of management style on organizational performance at Tanzania Electric Supply Company, to assess the effects of succession planning on the organizational performance at Tanzania Electric Supply Company and to examine the effects of training on organizational performance at Tanzania Electric Supply Company.

The study adopted a case study research design the main purpose was to communicate a problem in more precious investigations and whereby both qualitative and quantitative methods of data analysis were used. Tanzania Electric Supply Company has a population of workforce of 4,896 persons. This consists of workforce from Tanzanian main land and island of Zanzibar where they are in different departments such as engineering, finance, human resources, information technology and marketing.

The study findings signposted that majority of the respondents in TANESCO 9 (or 30%) had worked for 06- 10 years and skilled. It revealed that employees had over stayed in the organization due to some activities such as training and succession planning and the research findings showed that the dominant management style was participative.

Aligning on discoveries the following recommendations were proposed by the researcher: Career or job changes by employees in TANESCO should be based on the understanding of organizations' job descriptions, understand job posting systems, and selection policies.

Coordinated, integrated efforts of the HR staffs, employees, managers and organizations are the key to success in career development at TANESCO.

CHAPTER ONE

INTRODUCTION

This study was undertaken to investigate career development and organizational performance in Tanzania. This chapter presents the background, statement of the problem, purpose of the study, research objectives, research questions, scope of the study, significant of the study and conceptual framework.

1.0 Background of the Study

This study was about career development and organizational performance in Tanzania Electric Supply Company (TANESCO).Career development is the lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals' lives, the kind of people they become, the sense of purpose they have, the income at their disposal it also determines the social and economic contribution they make to the communities and society of which they are part (Bohlandar.S, *et al*, 1998).

Career development is the personal movements an individual makes to achieve his career plan (Gupta C.B, 2007.P.p 11.4). According to (Gomez-Mejia, et al, 1995, Pp.327) career development is an on-going and formalized effort that focuses on developing enriched and more capable workers. The working definition of the study was derived from (Gupta C.B, 2007.P.p 11.4) which is the process of developing individual's career while working in an organization to be competent employees who are able to produce quality work. Career development in this study was characterized by management styles, succession planning, and training.

Organizational performance is the desired result of organizational behaviour (Invacevich&Matteson, 1999, P.p657). According Byars.L&Rue.W.L, (1991, P.p250), organizational performance as the degree of accomplishment of the tasks that make up an

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individual's job. The working definition of organizational performance of the study was derived from (Gupta C.B, 2007) whichis the degree of accomplishment of the tasks involved in a job, it depends on the ability and effort to reach set target of organization goals. Organizational performance in this study was characterized by improved Quality of work lives, attraction of talent individuals, motivation and satisfaction.

Gupta C.B (2007,P.p 11.3) defined succession planning as the identification and development of people to replace current incumbents in key positions in cusses of resignations, retirement, promotions, growth, expansion and creation of new position. A well-mapped-out succession planning initiative helps maintain a company's competitive position in the marketplace by ensuring quality workforce, when there is no succession planning loss of moral may be a result of it because employees have no assurance of their career progress. Training means providing opportunities for employees to develop the job- specific skills, experience and knowledge they need to do their jobs or improve their performance (Williams C.2003, P.p 539). Training help to develop a positive culture in the organization towards performance improvement, for instance after employees have under gone training they unlock their potential in the long run lead to performance improvement on the other hand when employees lack training they may have inadequate skills and knowledge as a result employees may be even more ineffective on the job performance. Management styles are the ways of leading people for instance, are more people-oriented, while others tend to focus on a project or product. The management style selected was depending on your people's skills and knowledge, available resources (like time and money), desired results, and of course the task before you these are participative, directing and team work styles. This has positive effect toward performance in a way that it helps in assignment of tasks as well as clarification of ideas and working together as one group hence performance to expected standards. When management style used is less participative leading to effects like lack of feedbacks and recognition hence poor performance of workers.

Increased customer complaints, poor quality of work, high labour turnover and failure to meet work demands were observed in Tanzania electric supply company which needed to be verified this has prompted the researcher to undertake the study.

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1.1 Statement of the Problem

Career development is the lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals' lives, the kind of people they become, the sense of purpose they have, the income at their disposal it also determines the social and economic contribution they make to the communities and society of which they are part. However in TANESCO, there has been an increased costumer complaint, poor quality of work and failure to meet work demands as evidenced in Tanzania Electric Supply Company Magazine Volume 12,January (2009). When these anomalies were not checked, TANESCO was likely to experience high labour turnover, meaning it loses its quality staff to another organization.

1.2 Purpose of the Study

This study was about career development and organizational performance, career development which was characterized by management styles, succession planning, and training and organizational performance which was characterized by improved Quality of work lives, attraction of talent individuals, motivation and satisfaction.

1.3 Research Objectives

The study was guided by the following objectives:

(i).   To examine the effects of management style on organizational performance at Tanzania Electric Supply Company.

(ii).   To assess the effects of succession planning on the organizational performance at Tanzania Electric Supply Company.

(iii).   To examine the effects of training on organizational performance at Tanzania Electric Supply Company.

1.4 Research Questions

In order to achieve the objectives of the study, the research answered the following research question:

(i)   What are the effects of management styles on organizational performance at Tanzania Electric Supply Company?

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(ii)   What is the effect of succession planning on the organizational performance at Tanzania Electric Supply Company?

(iii)   What are the effects of training on organizational performance at Tanzania Electric Supply Company?

1.5   Scope of the Study

The study was carried out at Tanzania electric supply company, Ubungo Morogoro road, Dar- es -Salaam. The study was limited to career development which was characterized by management styles, succession planning, and training and organizational performance was characterized by improved Quality of work lives, attraction of talent individuals, motivation and satisfaction basing on the period of January 2009 up to date.

1.6   Significance of the Study

(i)   The study was useful to the management on formulating effective policies and procedures of career development in TANESCO.

(ii)   The study was useful to employees and other organization to improve and implement career development programs

(iii)   The study was useful to other researchers, students, lecturers and administration for further references.

(iv)   The study added to the frontiers of knowledge on the importance of developing own career and ways of development process.

1.7   Conceptual Frameworks

The conceptual framework below showed the rational framework of the study variables. That is the relationship between the independent and dependent variables.

Figure 1.1   Conceptual Frameworks

Career Development

Independent Variable

• Management style
• Succession planning
• Training

←——————→

Organizational Performance

Dependent Variable

• Improved quality of work lives
• Attraction of talent individuals
• Motivation and satisfactions

Source: (Researcher, 2010)

In conceptual framework career development (independent variable) was characterized by management style, succession planning and training and organizational performance (dependent variable) was characterized by improved quality of work lives, attraction of talent individuals, motivation and satisfactions improve quality of work lives, attraction of talent individuals, motivation and satisfaction.

It was conceived that when appropriate management style was used coupled with succession planning and training, career development was taken place and which translated into organizational performance in Tanzania electric Supply Company was then observed improvement in quality of work lives, attraction of talent individual and motivation of employees.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter was about literature, related to career development and organizational performance. The study particularly focused on the effects of management style, succession planning, and training on organizational performance.

2.1   The Effects of Management Styles on Organizational Performance

(William.C, 2002), defined management as an art of making things done with or through others, the manager who deals with people management is called human resource manager. Kreitner.R, (2004), defined management as the process of working with and through others to achieve organizational objectives in the changing environment.

2.1.2   Management Styles

Three Effective Management Styles

Schwab, D.P (1991), identified three management styles for effective management,

Being an effective manager means knowing when to use the right management style. Some styles, for instance, are more people-oriented, while others tend to focus on a project or product. The management style you select will depend on your people's skills and knowledge, available resources (like time and money), desired results, and, of course, the task before you. Dessler Gray, (2000) added that, your job is to select the management style that works best for any given situation. Managing without a specific style geared to a specific set of circumstances can slow you down and even lead to costly mistakes. Get your people to do their best work by using one or more of the following effective management styles:

Participatory

Here, it is critical to give each employee an entire task to complete. If that's not possible,

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make sure the individual knows and understands his or her part as it relates to the project or task. When people on your team know where they fit in the big picture, they're more likely to be motivated to complete the task. Take the time to explain the details and why their role is important. Get their input on the task and its significance. This will give them a sense of value, and hopefully, encourage them to take ownership of their piece of the project. Do your best to make sure your employees understand the tasks. Ask questions that might seem obvious; the asking alone will reinforce an employee's understanding of the work (Prasad L.M, 2001).

Invacevich & Matteson, (1999), if your tasks are divided among groups, coordinate each group's contribution so that everyone knows where and how they fit in. Make a concerted effort to minimize obstacles and difficulties that arise. Let people know that you're happy to clear their paths so when a problem does arise, you are informed in a timely manner. Reward not only jobs well done, but motivation as well. This will maintain the momentum and let people know that you have faith in their efforts.

Directing

Sometimes a situation will call for a direct style of management. Perhaps a tight deadline looms, or the project involves numerous employees and requires a top-down management approach. Here, a manager answers five questions for the employees: What?Where?How? Why? and When? Let them know what they need to do, how they're going to do it, and when they must be finished (Schwab, D.P, 1991).

Devis Keith, (1995), emphasizes that style may seem cold and impersonal, but you still have an opportunity to be a motivating and accessible manager. For example, when you assign roles and responsibilities, provide helpful tips or share experiences you encountered with a similar project. With this style, don't be afraid to set specific standards and expectations. Your communication, therefore, must be detail-oriented, unambiguous, and free of buzzwords and jargon. You also need to set clear, short-term goals like, "Your goal is to complete three reports a day."

In addition, be willing and able to make decisions quickly. Midway through a task, for example, you may direct someone to switch from doing one thing to another. Let your

people know from the outset that this may occur; it will help them transition more smoothly. Make sure, as well, to reward and recognize jobs well done.

Teamwork

If you want to expedite a project and optimize a process for completing that project, managing by teamwork is the way to go. When you motivate people to pool their knowledge, the results may exceed your expectations. Often, teams can tackle problems more quickly than what you can accomplish on your own. The give-and-take can create a process that you can replicate in other projects. Remember that successful teamwork depends on coordinated efforts among the staff, as well as solid communication skills. Reports must be clear and concise. Presentations must convey information that leaves nothing unanswered. Understanding logistics is critical, too. Probably most important, however, is your willingness to credit the team for its success and independence, rather than your savvy management skills. Indeed, when you get around to employee evaluations, remember to recognize those who were able to collaborate and maintain a team spirit, especially under pressure. But there four styles identified used by managers to manage people. Each of these depending on the situation in which it is applied and the people to be successful style(Schwab, D.P 1991).

Four management styles identified by other scholars are;

Autocratic management style;

This is a management style that deals with making managerial skills without consulting others. An autocratic is dictator manager is a dictator who makes decisions alone and announces them as a deal done. It is a leadership centered in a manager (Stephen, P.R, 1990).

Autocratic is effective; In emergencies and when absolute follower ship is needed Example when fighting fires. With new relatively unskilled workers who need clear direction and guidance. In this style, the area of freedom for subordinates is limited and the use of authority by the manager is considerable (Stephen, P.R, 1990).

Participative (democratic style); This consist of manager and employees working together to make decisions. Employees' participation in decision making may not always increase effectiveness but usually increases job satisfactions. Participative management

style is primarily subordinate centered where subordinate have considerable freedom and the use of authority by the manager is limited (Stephen, P.R, 1990).

Laissez-faire (free reign style); This involves managers setting objectives and employees being relatively free to do whatever it takes to accomplish thos4e objective. In certain organizations where managers deal with doctors, engineers or other professionals, often the most successes style is laissez-faire management style. The traits needed by managers is such organization include; warmth (welcoming), friendness and understanding.

A "hands on" management style; this requires high degree of involvement in operation by manager (Stephen, P.R, 1990).

In summary, any management style ranging from autocratic to hands on style may be successful depending on the people and situation. A manager may use a variety of management styles depending on a given situation a truly successful manager has ability to use that management styles most appropriate to the situation and the employees involved.

2.1.3   Effective Management

The following are the ways of how to manage people effectively

Employee participation: Gupta, C.B, 2007, P.p 28.2) defined   employee participation or workers participation as refers to the mental and emotional involvement of person in group situation which encourages him/ her to contribute to group goals and share in the responsibility of achieving them or is the process by which authority and responsibility of managing industry are shared with workers, (Stephen, P.R, 1990) added through seeking employees' views before decisions are made. Employee participation is all about employees playing a greater part in decision making process. This will make employees feel a sense of belongingness in the organization, motivation and job satisfaction which in turn help to increase their efficiency, better understanding of their role and high productivity will be a result of cooperation between management and labour hence increase production and profits of industry.   Therefore it is a sign of effective management styles.

Through proper communication: Communication involves sharing of information about all management decisions with workers (Gupta, C.B, 2007, P.p, 28.2). Where all the channels of communication are open with little or no barriers for example encouraging open door policy (where employees are free to go to the top manager to report their problems and get solutions there and then, also consultation here workers express their views on work related final decisions are taken by managers.

Through applying suitable management style; There are four management styles used in the management of people. Each style is best according to the situation and people; therefore, application of the best style is a sign of effective management (Bohlander, *et al*, 1998).

Through proper motivation; That is through studying the behaviour of people to know their mode of motivation. Effective motivation results into effective people management. This is because some people are motivated financially while others have intrinsic motivation (Bohlander, *et al*, 1998).

Through coaching; A coach is peer or manager who works with an employee to motivate him or her, help him or her develop skills, and provide re-enforcement and feedback. This will enable the employee to learn how to perform their duties better hence effective management (Bohlander, *et al*, 1998).

Through empowering employees; Employee empowerment is the process of sharing with employees the responsibility for improving performances. This will enable employees develop their skills, therefore, effective people management (Bohlander, *et al*, 1998).

Through acting as a facilitator; That is to say a manager should be more of teaching when managing his or her people. This will show a sign of effective management (Dunn, J.D & E.C, Stephens, 1972).

Through team building; Dunn, J.D & E.C, Stephens, (1972) A team is a group of individuals working together to achieve a common goal. There are some tasks that require teamwork in order for them to be done, therefore, to be successful in doing such tasks, there is need for team formation and this will show a sign of effective management styles, Devis Keith (1995) urged this man is a social animal and likes to be associated with others, interactions in the work groups or teams helps to satisfy social and

psychological needs and therefore this may be achieved through effective management style were by there is no isolation hence there is satisfaction which result in less turn over and high organization performances. Pfeffer, J. (1994) added that, through situational analysis; this is to say managers should analyze the situation in their organization to see how to go about the situations. This is all about environmental scanning. This includes looking at the environment to study the strength, weakness, opportunities and threats of the organization. This will also include looking at problems in the organization, causes of such problems and ways of how to solve the problems.

Through guidance and counseling of employees; (Gupta,C.B,2007,P.p 12.12) defines counseling as a two way process in which a counselor, usually a superior provides advice and assistance to his subordinates, there are many occasions when an employee feels the need for counseling, it guide them on how to perform their tasks effectively and efficiently is performance counseling a process of guiding subordinate to adjust better with his or her work environment and a better understanding others so that his dealings with them can be effective and purposeful.

Through providing proper safety and health to employees; Employees' safety and health is the process of promotion and maintenance of physical, mental and social well-being of workers in all occupations. Or prevention among workers of ill-health caused by the working conditions (Gupta, C.B, 2007, P.p20.2). This will enable them perform their duties and hence organizational goals achieved this is because their health and the health of their families are good.

Through acting as catalyst than being decision maker; Catalyst is something which speeds up the rate of reactions this is scientific definition, That is to say manager they should make sure that they speed up the rate of doing task in employees this is through providing employees with the necessary skills to do the work. As well as training them in deficient skills so that they increase organization performance (Gupta C.B, 2007).

2.2   Effect of Succession Planning On Organizational Performance

Succession planning is the process of identifying, developing and tracking key individuals for executive positions (Bohlandar.S, *et al*, 1998, P.p133). According to Pfeffer.J, (1994) Succession planning refers to the planned activities, processes and

programs put in place by an organization or business to ensure smooth transfer of responsibilities and leadership roles to a succeeding generation of managers and top executives. Integral to the success and long-term endurance of corporate brands and organizational legacies, a well-mapped-out succession planning initiative helps maintain a company's competitive position in the marketplace. (Gupta C.B, 2007, P.p, 11.3) continued and say a succession of a person to fill key positions over time is essential for the survival and success of an organization. The purpose of succession planning is to identify and develop people to replace key positions in cases of resignations, retirement, promotions, growth, expansion and creation of new positions. Succession can be from within provides opportunities to employees for progress in their careers. In some professionally managed corporations, every key executive is usually asked to identified three or four best juniors who could replace him in his job should the need arise. Complete dependence on internal sources may however cause stagnations in the organization. Similarly, complete dependence on outside talent may cause stagnation in the career prospects of present employees which may in turn lead to a sense of frustration. A succession plan involves identification of vacancies that are likely to occur in the higher levels and locating the probable successors. Succession planning may consist of charts showing the career paths of different categories of employees showing how they can advance up in the organization as demonstrated below in **Figure 1.2**

Career Path of Various Types of Jobs

(I)   Unskilled worker → semi-skilled→ high skilled →skilled→ foreman

(II)   Junior clerk →senior clerk→ assistant→ section officer→Head of department

(III)   Supervisor→ Assistant Manager→ Deputy Manager→Manager→General manager

(IV)   Lecturer→Assistant lecturer→Reader→Professor→Head/Dean pro vice-chancellor→Vice-chancellor

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Advancement on the above career paths may be time bound, as and when vacancy arises, based on merit and/or seniority. (Gupta C.B, 2007, P.p, 11.3-11.4)

The following tables (**Figure 1.3**) show succession planning of managers, but succession plan consists of a runner up chart or succession chart for particular position

Succession Plan for General Manager

(General Manager retiring on 31.12.2009)

Current Designation	Age	Colour Code
Mr. A works manager	55	Blue
Mr. B Marketing manager	54	Red
Mr. C Financial controller	57	Green
Mr. D Human resource manager	56	White

This table will help the managing director to identify a successor to the General Manager. Career planning, manpower planning and succession planning are complimentary and interdependent. All the three are essential for the effective utilization of organization's human resource, for optimum productivity and for the development growth of organization (Gupta C.B, 2007, P.p 11.4).

Function

Succession planning involves planning for the smooth continuation of a business through the transfer of power between incumbent leaders and managers and succeeding ones. The key objectives are to maintain business and organizational continuity and cause the least possible disruption to an organization's business operations and overall effectiveness. Succession planning ensures backups and exigency positions for each senior manager and leader in an organization. These managers are groomed to take over departmental roles or fill critical leadership positions during designated periods (Pfeffer.J, 1994).

Identification

Senior peers, Human resource top management, top executives and even board members play a key role in identifying next-generation leaders and talented managers who will take over departmental or key functional roles. Based on organizational procedures and practices, HR top management have a fair idea about retirement plans, contracts or change over in power Considerations. The grooming process is the key to success of any succession planning initiative of an organization. The process of grooming is quite an arduous one, and involves creating and managing a pool of candidates with high potential and talents to take over leadership roles. Incumbent leaders play an important role in this process and mentor, advice and encourage the identified future leaders or managers on facing various business challenges, tackling crisis scenarios, managing people and generally share their own experiences and gained expertise (Pfeffer.J, 1994).

Benefits

The churn of managers and leaders during the passing of the baton between generations has a direct impact on the employees of an organization. Employees like to see continuity in business practices, organizational ethos and work culture-all of which are defined by top management and business leaders. Only a successful transition of business leaders and managers can ensure proper business continuation, minimize disruption and keep employees motivated to pursue long-term corporate objectives and business goals which result in best organizational performances (Pfeffer.J, 1994).

Effects

Shareholders, external business partners, board members and other stakeholders are keen observers of an organization's succession plan and the mechanisms in place to nurture, groom and create new-generation leaders. For these audiences, it is important for an organization's incumbent business leaders to show the requisite commitment to strategic roadmaps, long-term organizational objectives and ensure a smooth handover of organizational responsibilities to the chosen leaders. Shareholders are especially concerned about continued operational excellence, long-term stability and profitability of an organization (Pfeffer.J, 1994).

2.3 Effect of Training on Organizational Performance

Training means providing opportunities for employees to develop the job-specific skills, experience and knowledge they need to do their jobs or improve their performance (Williams.C, 2003, Pp.539). Training is concerned with preparing employees for advancement to job where their capacities are low to the level required for satisfactory performance (Sherman` et al, 1998).

According to (Dessler.G, 2001, Pp 284), defines training as a program aimed at ensuring that the new employee has the basic knowledge require performing the job satisfactory. Gupta, C.B, 2007, Pp, 9.4) defines the concept of training as the process of increasing the knowledge and skills for doing a particular job. It is an organized procedure by which people learn skills and knowledge for a defined purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training aimed at improving the behaviour and performance of person. It is a never ending or continuous process. Training is closely related with education and development but needs to be differentiated form these terms.

2.3.1 Need for Training

Training is required in account of the following reasons:

Job requirements -Employees selected for a job might lack the qualifications required to perform the job effectively. New and inexperienced employees require detail instruction for effective performance on-the-job. In some cases, the past experience, attitudes and behaviour patterns of experienced personnel might be inappropriate to the new organization. Remedial training should be given to such people to match the needs of the organization. New employees need to provide orientation training to make them familiar with the job and the organization (Gupta, C.B, 2007, Pp.9.5).

Technological changes- Technology is changing very fast. Now automation and mechanization are being increasingly applied in offices and service sector. Increasing use of fast changing techniques requires training into new technology for instance; staffs in public sector bank are being trained due to computerization of banking systems operations. No organization can take advantages of latest technology without well-

trained personnel. New jobs require new skills. Thus, both new and old employees require training (Gupta, C.B, 2007, Pp.9.6).

Organizational viability- In order to survive and grow, an organization must continually adapt itself to the changing environment. With increasing economic liberalisation and globalization in India, business firms are experiencing expansion, growth and diversification. In order to face international competition, the firms must upgrade their capabilities. Existing employees need refresher training to keep them abreast of new knowledge. Training programmes foster the initiatives and creativity of employees and help to prevent obsolescence of skills. An organization can build up second line of command through training in order to meet its future needs for human resources. Trained staff is the most valuable asset of a company (Gupta, C.B, 2007, Pp.9.6).

Internal mobility- Training becomes necessary when an employee moves from one job to another due to promotion and transfer. Employees selected for higher level jobs need to be trained before they are asked to perform higher responsibilities. Training is widely used to prepare employees for higher level jobs.

Thus, there is an ever present need for training people so that new and changed techniques may be taken for advantage and improvement in old methods which are affected, professionalization of management, growing complexity of jobs, increasing competition, growing uncertainties in the environment, global competitions, growing aspirations, vast untapped human potential, ever-increasing gap between plans and results and sub-optimal performance levels (Gupta, C.B, 2007, Pp.9.6).

2.3.2   Importance of Training

High productivity- Training helps to improve the level of performance, trained employees perform better by using better methods of working. Improvement in manpower productivity in developed nations can be attributed in small measure to their educational and industrial training programmes (Gupta, C.B, 2007, Pp.9.6).

Better qualities of work- In formal training, the best methods are standardized and taught to employees uniformly of work methods, and procedures help to improve the

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quality of product or service. Trained employees are less likely to make operational mistakes (Gupta, C.B, 2007, P.p9.6).

Less learning period- A systematic training programme helps to reduce the time and cost involved in learning. Employees can quickly reach the acceptable level of performance. They need not to waste their time and efforts in learning through trial and error (Gupta, C.B, 2007, P.p9.6).

Cost reduction-Trained employees make more economical use of materials and machinery. Reduction, wastage and spoilage together with increase in productivity help to minimise cost of operations per unit. Maintenance cost is also reduced due to fewer machine breakdown and better handling of equipment. Plant capacity can be put to the optimum usage (Gupta, C.B, 2007, P.p9.6).

Reduced supervision- Well trained employees tend to be self-reliant and motivated; they need less guidance and control. Therefore, supervisory burden is reduced and the span of supervision can be enlarged (Gupta, C.B, 2007, P.p9.6).

Low accident Rate-Trained personnel adopt the right work methods and make use of the prescribed safety devices. Therefore, the frequency of accidents is reduced. Health and safety of employees can be improved (Gupta, C.B, 2007, P.p9.6).

High morale- Proper training can develop positive attitudes among employees. Job satisfaction and morale are improved due to rise in the earnings and job security of employees. Training reduces employee grievances because opportunities for internal promotion are available to well-trained personnel (Gupta, C.B, 2007, P.p9.6).

Personal growth- Training enlarges the knowledge and skills of the participants, therefore well-trained personnel can grow faster in their career. Training prevents obsolescence of knowledge and skills. Trained employees are more valuable asset to any

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organization. Training helps to develop people for promotion, higher posts and to develop future managers (Gupta, C.B, 2007, P.p9.6).

Organization climate- A sound training programme helps to improve the climate of an organization. Industrial relations and discipline are improved; therefore, decentralization of authority and participative management can be programmed fulfil their future needs for personnel from internal sources. Organization stability is enhanced because training helps to reduce employee turnover and absenteeism. Training is an investment in people and therefore chooses whether or not to train employees. The only choice left to management is whether training shall be haphazard, casual and possibly misdirected or whether it shall be made a carefully planned part of an integrated programme of human resource administration (Gupta, C.B, 2007, P.p9.6).

2.3.3   Types of Training

Training is required for several purposes. Accordingly, training programmes may be of the following types:

Orientation Training- Induction or orientation training seeks to adjust newly appointed employees to the work environment. Every new employee needs to be made fully familiar with the job, his superiors and subordinates and with the rules and regulations of the organization. Induction training creates self-confidence in the employees. It is also known as pre-job training, it is brief and informative (HambinA.c, 1971).

Job Training-It refers to the training provided with the view to increase the knowledge and skills of an employee for improving performance on- the-job. Employees may be taught the correct methods of handling equipment and machines used in job. Such training helps to reduce accidents, waste and inefficiency in the performance of the job (Hambin, A.C, (1971).

Safety Training-Training provided to minimise accidents and damage of machinery is known as safety training. It involves instruction in the use of safety devices and in safety consciousness (Gupta, C.B, 2007, P.p9.4).

Promotional Training-It involves training of existing employees to enable them to perform higher level jobs. Employees with potential are selected and they are given training before their promotion, so that they do not find it difficult to shoulder higher responsibilities of the new positions to which they are promoted (Gupta, C.B, 2007, P.p9.4).

Refresher Training -When existing techniques become obsolete due to the development of better techniques, employees have to be trained in the use of new methods and techniques. With passage of time, employees may forget some of employee training. The methods of doing work, refresher training is designed to revive and refresh the knowledge and to update the skills of the existing employees. Short –term refresher courses have become popular on account of rapid changes in technology and work methods. Refresher or re-training programmes are conducted to avoid obsolescence of knowledge and skills (Gupta, C.B, 2007, P.p9.4).

Remedial Training -Such training is arranged to overcome the shortcomings in the behaviour and performance of old employees. Some of the experienced employees might have picked up appropriate methods and styles of working, such employees are identified and correct work methods and procedures are taught to them. Remedial training should be conducted by psychological experts (Hambin, A.C, (1971).

Figure 1.4 A systematic approach to training

Identifying Training Needs

Job

Present performance   desired performance

Gap

↓

Setting training objectives and policy

↓

Designing training programme

↓

Conducting training

↓

Follow up and Evaluation
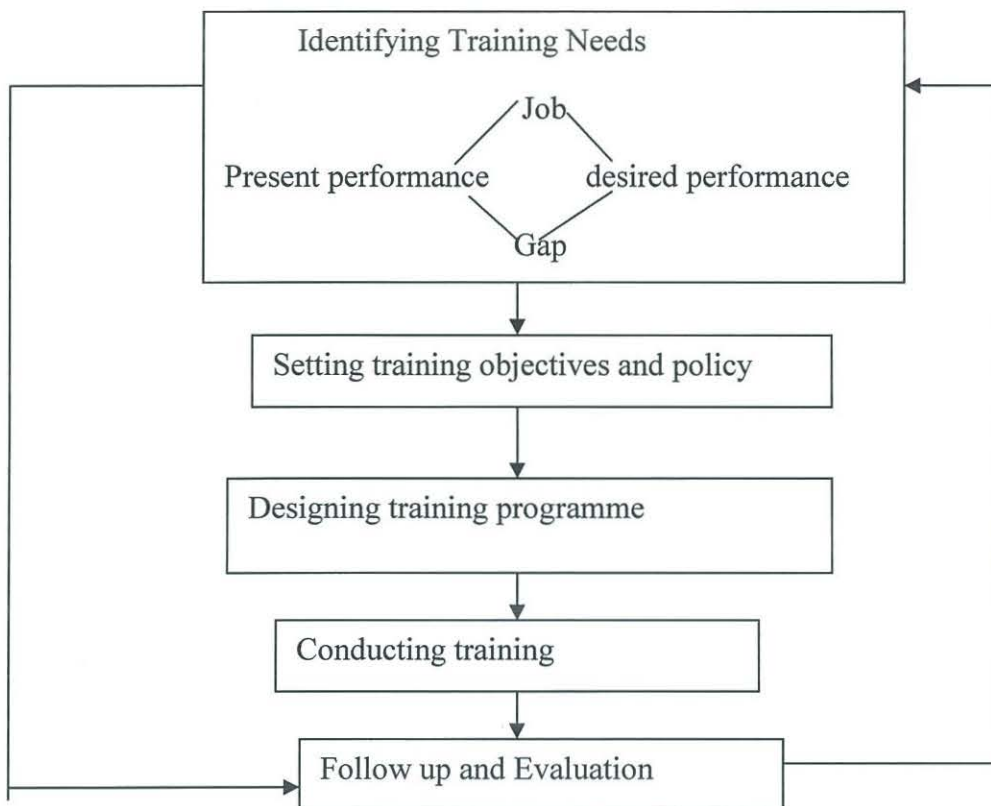
Source: *(Gupta, C.B, 2007, P.p, 9.9)*

2.3.4 Identifying Training Needs

Needs assessment is a systematic analysis of the specific training activities required by an organization so as to achieve its objectives (Byars.L&Rue.W.L, 1991). In general Training needs may be identified through the following types of analysis:

1. Organizational analysis – it involves a study of the entire organization in terms of its objectives, its resource allocation and utilization, growth potential and its environment. Its purpose is to determine where training emphasis should be placed within the organization. Organizational analysis consists of the following elements:

(A) **Analysis of objectives.** The long term and short term objectives and their relative priorities are analysed. Specific goals and strategies for various departments and sections should be stated as a means for achieving the overall organizational objectives. General objectives need to be translated into specific and detailed

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operational targets. It is also necessary to continuously review and revise the objectives in the right of the changing environment.

(B) Resource utilisation analysis. The allocation of human and physical resources and their efficient utilisation in meeting the operational targets are analysed. In order to examine in detail the inputs and outputs of the organization, efficiency indices may be developed. These indices will help to determine the adequacy of specific work flows as well as the contribution of human resources.

(C) Organizational climate analysis. The prevailing climate of an organization reflects the member's attitudes. It also represents management's attitude towards employee's development. Without adequate management support, and appropriate supervisory styles, a training programme cannot be successful. Analysis of organization climate can reveal the strengths and weaknesses also.

(D) Environmental scanning. The economic, political, technological and social cultural environments of the organization are examined. This is necessary to identify the environmental factors which the organization can influence and the constraints which it cannot control (Byars. L&Rue.W.L, 1991).

2. Task or role analysis. It is a systematic and detailed analysis of jobs to identify job contents, knowledge, skills and aptitudes required and the work behaviour. On the part of the job holder, particular attention should be paid to the tasks to be performed, the methods to be used, the way employees have learnt these methods and the performance standards required of employees. Also called operations analysis, its purpose is to decide what should be taught. Questionnaire, interviews, human resource records, reports, tests, observation and other methods can be used to collect information about jobs in the organization (Byars.L&Rue.W.L, 1991).

3. Manpower analysis or individual analysis. In this analysis, the persons to be trained and the changes required in knowledge, skills and aptitudes of an employee are determined. First of all, it is necessary to decide whether performance on an individual is sub-standard and training is needed. Secondly, it is determined whether the employee is capable of being trained. Thirdly, the specific areas in which the individual performance

or not is determined. Other alternatives to training for example modifications, observation, supervisory evaluation, work samples, diagnostic tests and performance can be relevant and viable if the three types of analysis above are carried on continuously. Moreover, this analysis should be integrated in a carefully designed and executed programme (Byars.L&Rue.W.L, 1991).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0   Introduction

This chapter presented the methods used in carrying out research study. The chapter covered research design, research site or scope, population, sampling techniques, size and selection, research instruments, data collection and analysis. The major objectives that were addressed in this study are the effects of career development and organizational performance; factors that encourage career development and discourage career development are management style, succession planning, and training.

3.1   Research Design

The study adopted a case study research design the main purpose was to formulate a problem in more precious investigation and discovery of more ideas and insights from respondents, whereby both qualitative and quantitative methods of data analysis was used. Through qualitative methods the researcher collected information about organization member's altitudes, opinions, or habits about the case study under investigations that was career development and organizational performance with quantitative methods numerical aspects were used to sort out the results obtained from respondents.

3.2   Scope

This study was carried out in Dar-es-Salaam; at Tanzania Electric Supply Company head office the office is located at Ubungo Morogoro road. This was due to the fact that the place is more accessible and easily reached and in turn helped the researcher in reduced expenses that she incurred during the research work, like transport, airtime and accommodation.

3.3 Study Population

Tanzania Electric Supply Company has a population of workforce of 4,896 persons. This consists of workforce from Tanzanian main land and island of Zanzibar where they are categorized in different departments such as engineering, finance, human resources, information technology and marketing.

3.4 Sample Size and Selection Techniques

The sample size comprised of 30 employees from five departments in the head office, with equal representatives of males and females: six members from each department, old and new staffs in all departments of the study population. The study used random sampling technique where by both representatives of sample had equal chances of being selected.

3.5 Research Instruments

In collecting data, the researcher basically used several methods and instruments that aided the process of data collection which included the following:

3.5.1 Questionnaires.

Both structured and unstructured questionnaire were used to gather information from respondents. The structured questionnaire was used in order to help respondents to answer according to categories of available answers hence it helped the researcher in the process of data analysis in the quantitative form while the unstructured questionnaire helped respondents to have a free flow of answers because they aren't limited to certain categories of answers, and this gave the researcher varieties of answers and much information about the questions asked. The reason of using both forms of questionnaires was to minimize the disadvantages associated with each type of questionnaire, as well as it was easy to collect data hence simple to formulate and cost saving.

3.5.2 Interviews

Unstructured interviews were used to collect data from workers in Tanzania Electric Supply Company. This was due to the fact that, it provided first hand data and massive information from respondents.

3.5.3 Documentary Reviews.

With this research tool the researcher requested documents in Tanzania Electric Supply Company from sources such as memorandum, articles and magazines in order to obtain addition information to the one obtained from other tools such as interviews and questionnaires so as to get relevant and detailed information.

3.6. Source of Data

Raw data were collected from Tanzania Electric Supply Company through questionnaire and interviews while Secondary and tertiary data were collected from Kampala International University (K.I.U) library, journals and company magazine.

3.7 Data Analysis and Processing

After collection of data the researcher collected errors identified from the sources and eliminated useless data, coding and editing were done. Edition of data is a process of examining the raw data to detect errors and omissions and coding refers to the process of assigning numerals or other symbols to answers so that responses can be put into number of categories or classes. After these pre- processes, the researcher analysed out by frequencies, percentages, arrange and tabulate the information using statistical methods hence development of charts and graphs and tables which facilitated proper interpretation. Computer packages such as SPSS, micro soft Excel, and micro soft word and among others were used to facilitate the process of data analysis and presentation.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION OF DATA

4.0   Introduction.

This chapter was about presentation and analysis of data related to Career Development and Organizational performance in Tanzania Electric Supply Company (TANESCO) Head quarter, Dar-es-Salaam.

The study specifically focused and managed to portray and reveal the effects of management styles on organizational performance at TANESCO, the effects of succession planning on organizational performance at TANESCO and the effects of training on the organizational performance at TANESCO.

4.1   Personal Details of the Respondents

There were 30 respondents from five departments in the head office with equal number of representatives both males and females, the findings are shown in the table 4.1.1 below:

Figure 4.1.1: Gender of Respondents
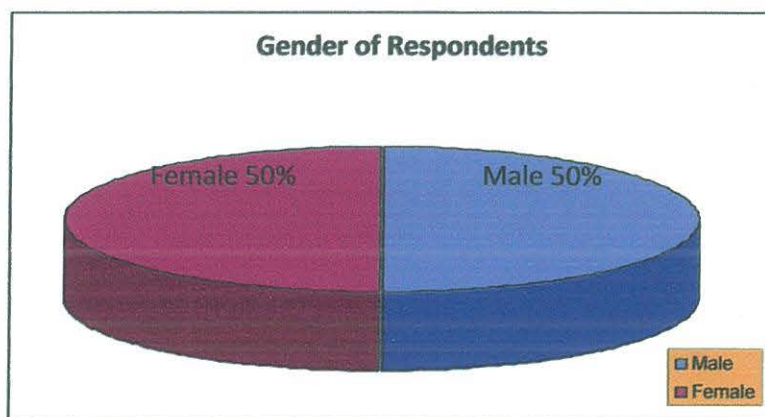
Source: Primary Data

During the research work it was found that there was equal representation by 50% male and 50% female, implies that in TANESCO gender equality is highly observed hence equal number of participants in the study.

4.2   Age of Respondents

Table 4.2.1: Age of Respondents

Year of respondents	Frequency (f)	Percentage (%)
21-25	3	10.0%
26-30	11	36.66%
31-35	5	16.67%
36-40	6	20.0%
41-45	2	6.67%
46-50	3	10.0%
Others	0	0.00%
Total	**30**	**100.0%**

Source: Primary Data

Figure 4.2.2: Graph showing age of respondents
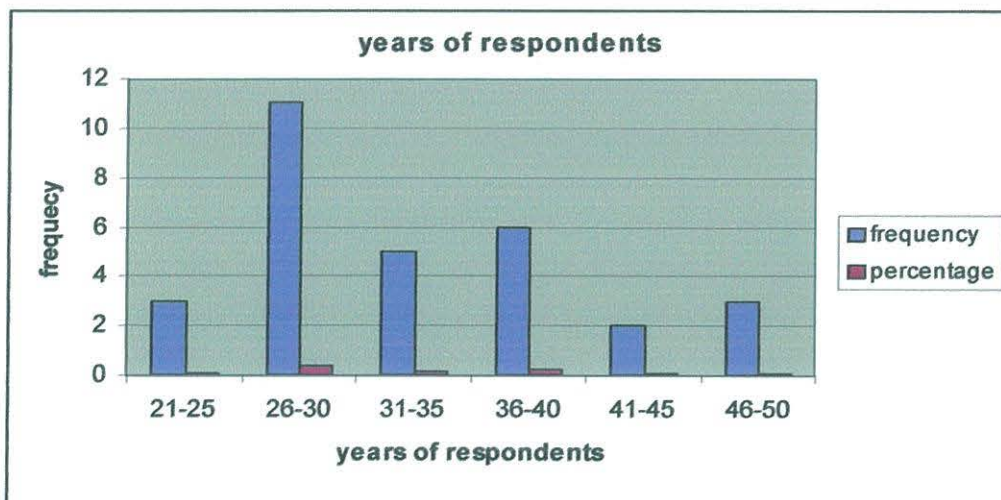
Source: Primary Data

The finding in the table 4.2.1 and figure 4.2.2 reviled that majority of respondents were aged between 26-30(or 36.66%), followed by respondents aged between 36-40 (or 20.0%), followed by those who were aged 31-35(or 16.67%),equally percentage for those who were aged 46-50 and 21-25 (or 10.0%) and while 2(or 6.67%) were aged

between 41-45, implying that most of the employees in TANESCO are youths. The reason is young workers are more productive, high motivated, efficient, flexible and accept change.

4.3 Educational Qualifications of Respondents

Table 4.3.1   Educational qualification

Educational level	Frequency (f)	Percentages (%)
Certificates	2	6.67%
Diploma	3	10%
Degree	18	60%
Postgraduate	7	23.33%
Total	30	100.0%

Source: Primary Data

Figure 4.3.2: Pie chart showing educational qualification of the respondents
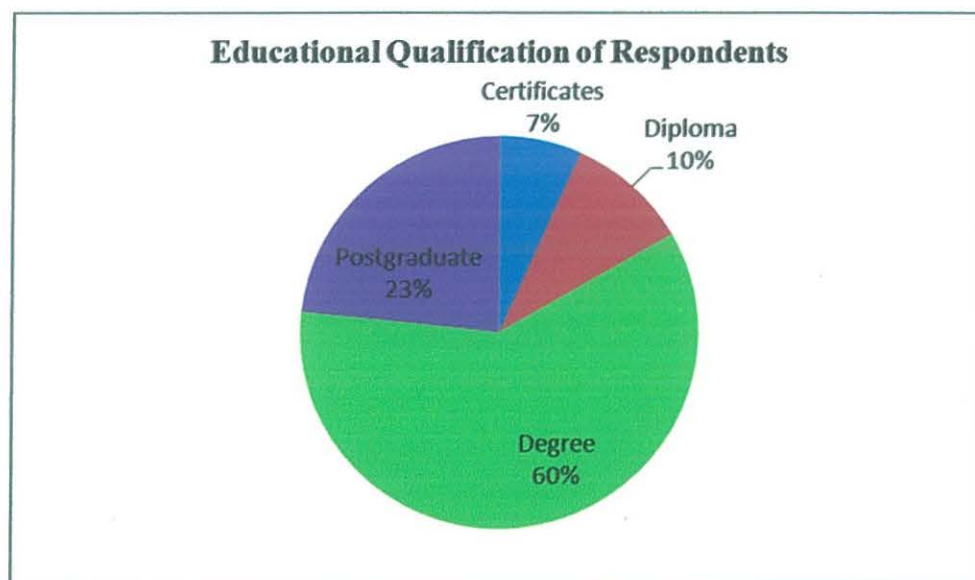
Source: Primary Data

Research findings in table 4.3.1 and figure 4.3.2 shows that the majority of respondents were bachelors 18(or 60%) while there were 7 (or 23.33%) were postgraduate meaning masters and PHD holders. Another 3 (10.0%) of respondents were diploma holders while certificate 2(6.67%) holders, implying that employees in TANESCO possess the required

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skills which enables them to perform all duties in the company in effective and efficient ways.

4.4 Marital Status of Respondents

Table 4.4.1: Showing Marital Status of Respondents

Status	Frequency (f)	Percentages (%)
Married	15	50%
Single	5	16.67%
widower	6	20%
Others	4	13.33%
Total	30	100.0%

Source: Primary Data

Figure 4.4.2: Marital Status of Respondents
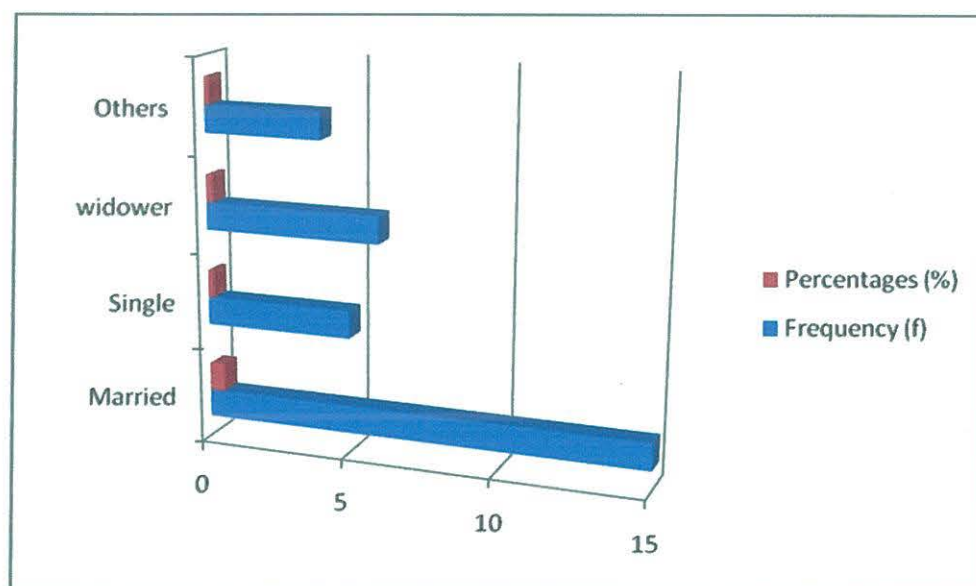
Source: Primary Data

The chart and table above show that the majority of respondents were married 15(or 50%) followed by widower 6(20%) and 5 (or 16.67%) were single while 4 (or 13.33%) had other status which included divorced.

4.5:   Designation

Table 4.5.1: Showing the Designation of Respondents

Designation	Frequency (f)	Percentages (%)
assistants	15	50.0%
Supervisory	6	20.0%
Managers	6	20.0%
Others	3	10.0%
Total	30	100.0%

Source: Primary Data

Figure: 4.5.2: Designation of Respondents
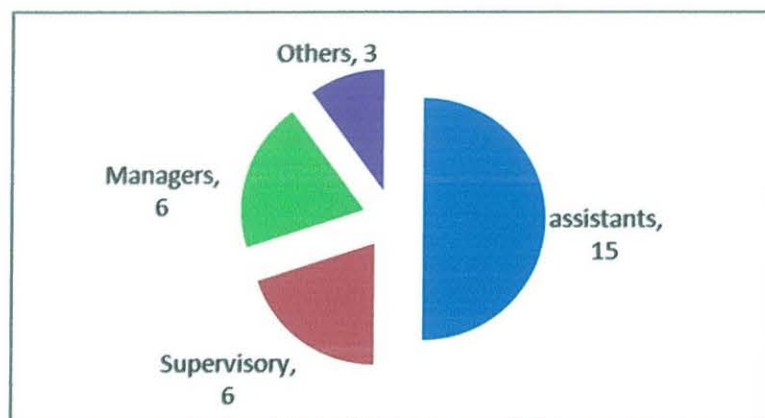
Source: Primary Data

From the table 4.5.1 and figure 4.5.2 above, it was found that during the research, most of the respondents were in assistants level 15 (or 50%), equal number of managerial and supervisory level 6 (or 20.0%) and were by 3 (or 10%) were in other designation such as cleaners and trainees.

4.6 Number of Service of Respondents

Table 4.6.1

Year of Service	Frequency (f)	Percentages (%)
Less than 06 months	3	10.0%
06 months-12months	5	16.67%
01year- 03years	8	26.67%
03years- 06years	2	6.67%
06years-10years	9	30.0%
Others	3	10.0%
Total	**30**	**100%**

Source: Primary Data

Figure 4.6.1: Chart showing Years of Services of Respondents
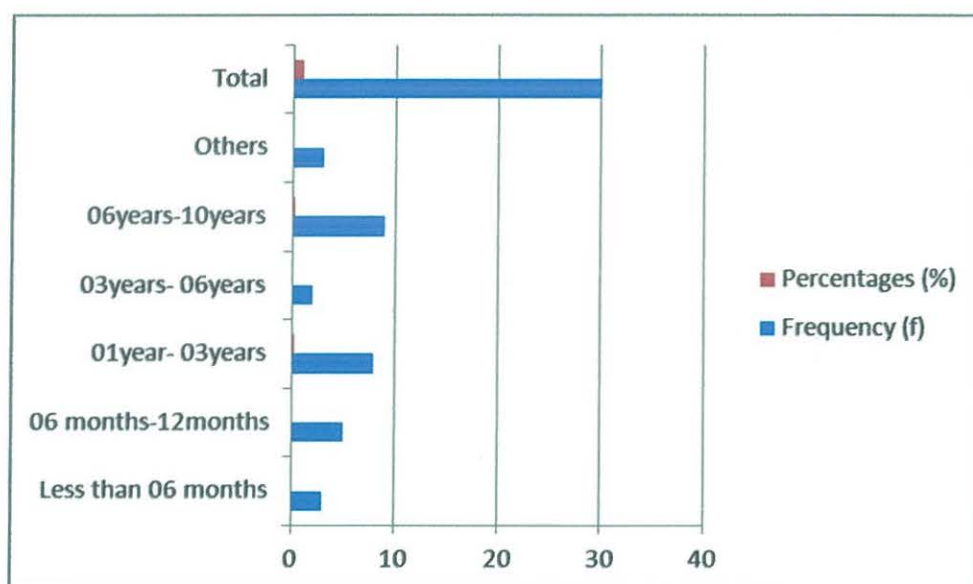
Source: Primary Data

Results from the table 4.6.1 and figure 4.6.2 indicates that majority of the respondents in TANESCO 9 (or 30%) had worked for 06- 10 years, and 8 (or 26.66%) had worked for 01 years- 3Years, 5 (or 16.67%) had worked for 6months- 12months and 3(or 10%) had worked for more than 10years. It reveals that employees had over stayed in the organization due to some activities such as training and succession planning.

4.7 To examine the effects of management styles on organizational performance at Tanzania Electric Supply Company.

The first objective of the study was to examine the effect of management styles on organizational performance at Tanzania Electric Supply Company (TANESCO). The findings were based on the research question from the specific objective of the study (i), "what are the effects of management styles on organizational performance at Tanzania Electric Supply Company?"

To achieve this objective, respondents were basically asked to put forward the dominant management style in the organization and justify their answers and respondent were basically asked to identify the effects of management style toward performance. To achieve the study objectives (i) respondents were humbly asked whether they have policy on employee involvement and participation as well as to justify the available policies and give suggestions.

However respondents were humbly requested to explain if they are contented with the policies toward its support to employees, the responses to the question above were given in subsections as portrayed below:

Table 4.7.1: (a) Opinions on the dominant management style in Tanzania Electric Supply Company

Which type of management style is more dominant in the organization?	Autocratic	Participative	Free reign	Total
Frequency (f)	6	17	7	30
Percentage (%)	20.0%	56.67%	23.33%	100%

Source: Questionnaire Output

Results from the table above revealed that the most dominant management style majority of respondents attributed to was participative management style 17 (or 56.67%) whereas 7(or 23.33%) respondents responded that free reign is the dominant management style in the organization and Whereas minority 6(or 20.0%) responded that the most dominant is autocratic management style.

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The majority or significant number of respondents 17(or 56.67%) responded that participatory management style is the most dominant management style while giving scenarios on their justifications;

"To be honest most of our leaders (managers and supervisors) involves use in different activities such as drawing of master plans for departments and they normally consult when making decisions in the organization so that to get ideas from organizational members before they implement decisions."

Furthermore, some respondents continued and said: participative management style is good as it increases the sense of belonging of employees toward organization, motivates employees because of participation in decision making and it promote organization performance as conflicts are minimized.

(b) Opinions on the Effects Associated with Management Styles Towards Organizational Performance

Table 4.7.1(a) above clearly indicate that 17 (or 56.67%)responded to participative management style, whereas 7(or 23.33%) respondents responded that free reign is the dominant management style in the organization and 6(or 20.0%) responded that the most dominant is free reign management style

Due to majority respondents recognises participative management style to be the most dormant in the organization therefore they were able to give out effects associated with it toward performance such as empowerment of employees, creativity, team work and high productivity.

4.7.2: (a) Opinions on Sound Policy of Involvement and Participation.

Figure 4.7.2 (a): Pie Chart

Do yuo have sound policy of employee involvement and participation?

No 33%

Yes 67%
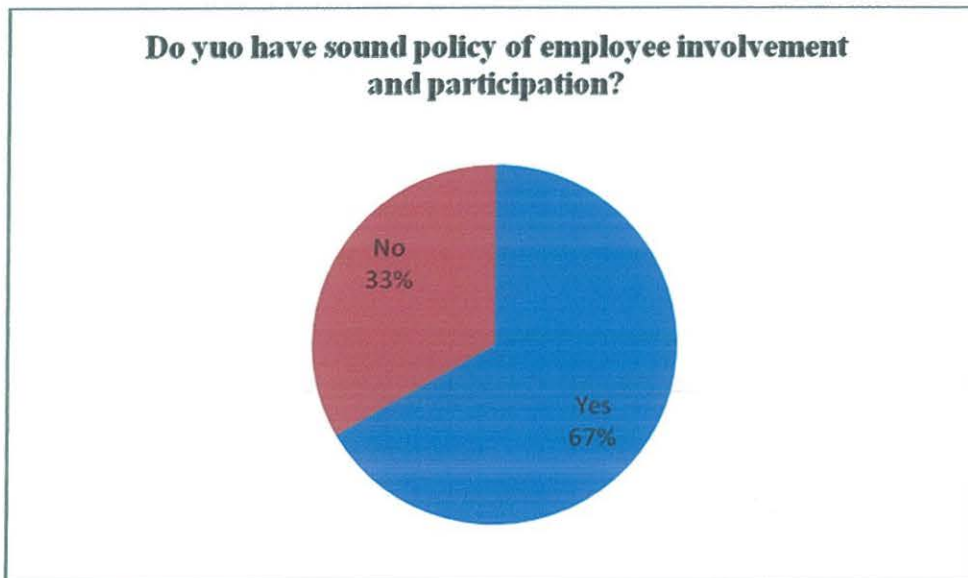
Source: Questionnaire Output

The field finding from above in figure 4.7.2(a) the pie chart clearly indicates that 20(or 66.7%) respondents reported that in Tanzania Electric Supply Company employee involvement and participation policies are available, and 10(33.3%) respondents refused the ideas by saying no, meaning that in Tanzania Electric Supply Company there is no such policy. Implying that in TANESCO the organization structure is well connected with good policies of participation and involvement this portrays participative management which lead to career development of the employee's hence increased organizational performance. The research work were in line with (Hambin, A.C, (1971)) that today's competitive business environment has forced organizations to restructures and downsize, resulting in fewer hierarchical levels hence high level of employee involvement and participation, thus 10(33.3%) of respondents said no due to only ignorance.

4.7.2 (b) Justification of the Answer Toward the Available Policies

As per results from the filled questionnaires 20(or 66.7%) respondents reported that in Tanzania Electric Supply Company employee involvement and participation policies are available were by it was evidenced by respondents when they identified some of the policy as coated below:

In our organization we have policy of involvement of employees in its activities such as equal opportunities, delegation and empowerment hence these give rooms for workers to be involved in decision making process frankly speaking I cannot say each of is aware of the employee involvement and participation policies.

20(or 66.7%) respondents accepted were in contrary to those 10(33.3%) respondents who refused the ideas by saying no; they had following suggestions to the management toward implementation of universal involvement and participation policies. They identified policies such as open door policy; speak out programs, employee assistance programs equal employment opportunity policies and grievance policy to be implemented in place to increase level of participation and involvement.

4.7.2 (c) Opinions on Respondents' Satisfaction Toward that Available Policy

20(or 66.7%) respondents in Tanzania Electric Supply Company are contended with the policy available in a way that involvement and participation policy helps them to assess their performance and also it provide organizational supportive environment hence better communication and strengthened HR activities.

4.8 To Assess the Effects of Succession Planning on Organizational Performance at Tanzania Electric Supply Company.

The second objective of the study was to assess the effect of succession planning on organizational performance at Tanzania Electric Supply Company (TANESCO). The findings were based on the research question from the specific objective of the study (ii), "what are the effects of succession planning on organizational performance at Tanzania Electric Supply Company?" To achieve this objective, the respondents were asked to tell whether TANESCO had programs and activities for developing and tracking key

individuals for executive positions, further more they were asked to identify available programs in an organization and to give suggestion on new programs to be introduced in an organization to prepare employees for executive positions.

Finally respondents were asked to identify criteria used by management to change workers from one post to another. The responses to those questions are clearly shown in the subsection below;

Figure 4.8.1(a) Pie Chart: Opinions on Programs and Activities for Development and Tracking key Individuals for Executive Positions.
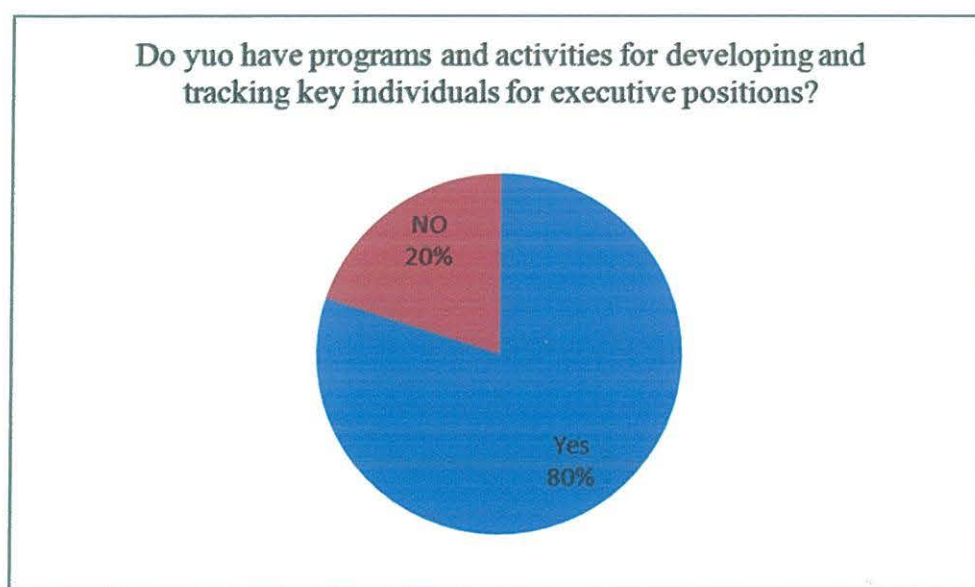
Source: Questionnaire Output.

Results in 4.8.1(a) Pie Chart above indicated that 24(or 80%), respondents didn't support the opinion that TANESCO has program and activities for development and tracking key individuals for executive positions whereas 6(or 20%) also revealed that there are program and activities. Ideal majority of respondents said no meaning that there are no programs and activities of improving their career, further 6(or 20%) reported that the company usually have training and development, job rotations and coaching.

Respondents were further requested to specifically tell the researcher new programs to be introduced in an organization to prepare employees for executive positions Opinions were tabulated as follows:

Table 4.8.2(a): Opinions on the Suggested programs to be introduced in an organization to prepare employees for executive positions

If no suggest programs to be introduced in an organization to prepare employees for executives positions		Career pathing	Career ladders	Career planning workshop	Counselling	Career workbook	Job sharing program	Information services	Total
	Frequency(f)	6	2	7	8	1	5	1	30
	Percentages (%)	20	6.67	23.3	26.6	3.33	16.67	3.33	100%

Source: Questionnaire Output

Figure 4.8.2(b) Chart Representing Opinions and Suggestions for Program to be introduced
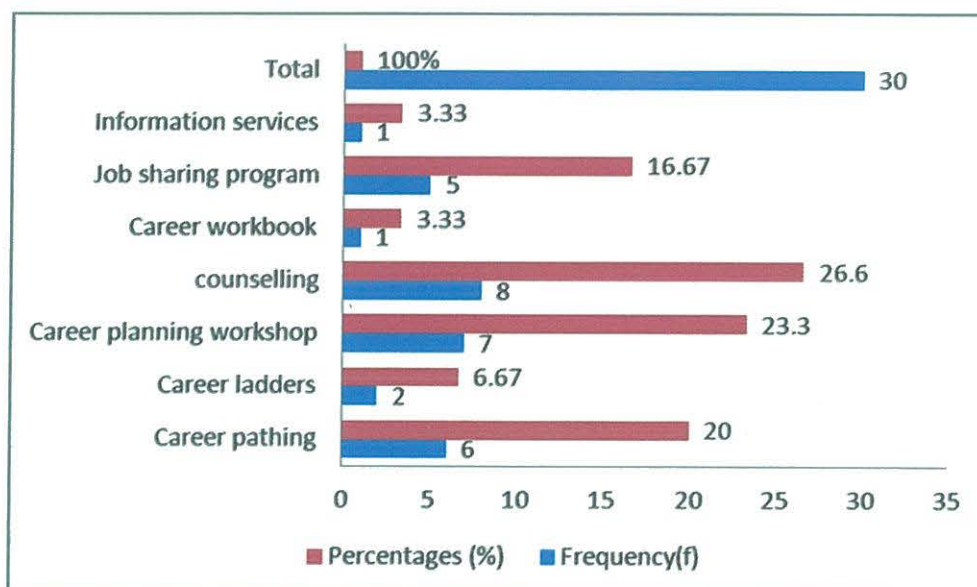
Source: Questionnaire Output

According to the above table and chart, the findings showed that respondents suggested the new programs to be introduced to improve on the available programs that were used in TANESCO to prepare employees for executive positions, for example off the job training and development, job rotations and coaching, whereas 8 (26.6%) were of the view that career counselling programs,7 (23.3%) identified career planning workshops,6 (20%) suggested career pathing,5(or 16.67%) come up with job sharing program, 2(or 6,67%) suggested career ladders and lastly equal number of respondent 1(or 3.33%) identified information services and career work book. It can therefore be deducted that almost all tabulated program suggested by respondents are useful to TANESCO as it was justified and signified by respondents for instance they said:

On increasingly competition career resource centre and other communication formats in an organization when established help employees assess their own skills and plan careers methods for communicating career information may include the use of flyers, brochures, newsletters, and career manuals.

In addition, workshops are beneficial in helping employees to gain greater self-awareness and insight and learn about career opportunities in the organization. Also we have suggestion that our General Manager (GM) rotate his workers into different positions to improve their performance by giving them new perspectives on their jobs as well as preparing them for managerial posts.

The finding was in line with Bohlandar, *et al* (1998), asserted there are numbers of things that an organization can do to promote effective career advancement including lateral transfers and project assignments. Companies are designing programs in efforts to increase employees productivity, "prevents job burnout" and obsolescence and improve employee work lives.

4.8.3 Criteria Used By Management to Change Workers from One post to Another.

Which are the criteria used by management to change workers from one post to other?	performance	Skills and experience	Others	Total
Frequency (f)	6	17	7	30
Percentage (%)	20.0%	56.67%	23.33%	100%

Source: Questionnaire Output

From the table above., results indicated that 6 (or 20%) said one of the criteria used by management to change workers from one post to another is through performance management here employees performance is evaluated against the set standards hence issues like giving them high post may be a result of good performance.

However in the field 7(23.3%) identified other factors management used to change workers from one post to another were by the came up with factors such as age, promotion, transfer, and job requirements.

Majority of respondents in the field talked much on experience and skills 17(or 56.67%) supported experience and skills this was evidenced when they said;

" I'm one of assistant's officer here in the HR department in TANESCO in proudly to say that our company have development programs consist of skills assessment and training programs that managers use to enhance skills so as to change workers from one post to another".

4.8.3: Opinions on Chart Which Shows Career Path of Different Employees in an Organization

All respondents (100%) agreed on the issue and said organization usually map out (job positions) that employees might follow over time. These steps are used to documents possibilities of job movements, including vertical or upward move and lateral or cross-functional moves findings were in line with Bernardin.J (1993) who asserted that

illustration of career paths and ladder are helpful for answering employees question about career progression and future job opportunities in the organization

4.9 To Assess the Effects of Training on Organizational Performance at Tanzania Electric Supply Company.

The third objective of the study was to assess the effect of training on organizational performance at Tanzania Electric Supply Company (TANESCO). The findings were based on the research question from the specific objective of the study (iii), "what are the effects of training on organizational performance at Tanzania Electric Supply Company?" To achieve this objective, the respondents were asked to tell whether TANESCO had training programs, not only that they were asked to justify their answers and to give suggestion on of the job training programs to be introduced as to minimize costs in the organization the responses to questions are Cleary portrayed in the following tables:

Table 4.9.1: Opinions on the Training Programs of Employees in an Organization

Do you have training programs of employees in an organization?	Yes	No	Total
Frequency (f)	25	5	30
Percentage (%)	83.3%	16.7%	100%

Source: Questionnaire Output

Results from the table 4.9.1(a) above revealed that 25(83.3%) respondents were of the view that TANESCO possess training programs while 5(or 16.7%) respondents said no that means in TANESCO training programs are unavailable

Furthermore the researcher asked them to justify their answers toward their agreement that they have training programs, respondents identified period of time required for someone to undergo training was three years of working in the organization.

Researcher asked respondents who said no to convince the organization about the importance associated with training were by them come up with several advantages as tabulated below:

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Benefits of Training

Managers/Supervisors	Employees	Organization
Increase knowledge of managing own skills.	More realistic goals and expectations	Expanded public image as people developer
Greater retentions of valued employees	Increased job satisfaction	Gaining competitive advantages
Productive performance appraisal	Helpful in assistance career decisions	Better use of employee skills

On the side of their disagreement 5(16.7%) respondents were asked by the researcher to come up with suggested on the job training programs so as to supplement the unoccupied period the results were tabulated as follows:

Table 4.9.2 Opinions on Suggested on –the- Job Training Programs to be Introduced in the Organization

Suggest on- the- job training programs to be introduced so as to minimize costs in an organization		Job rotations	Assessment centres	mentoring	apprenticeship	coaching	Seminars and workshops	understudy	Total
	Frequency(f)	6	2	7	8	1	5	1	30
	Percentages (%)	20	6.67	23.3	26.6	3.33	16.67	3.33	100%

Source: Questionnaire Output

As shown in the above table 4.9.2, 8(or 26.6%) respondents were of the opinion that apprenticeship to be the first suggested method of on-the-job training in TANESCO,7(23.3%) said mentoring technique to be the best on-the-job training method that TANESCO has to comewith,6(20%) identified job rotations as one of the training methods, were by 5(16.6%) identified seminars and workshops also 2(6.67%) identified assessment centres and lastly equal number of respondents that is 1(3.33%) come up with

coaching and understudy programs. The common reasons respondents gave to support these programs was changes in performance indexes such as reduced turnover rates, lower employees absenteeism and improved employee morale.

It can therefore be lastly deducted that respondents in TANESCO reasoned like the way Prasad, L.M, (2001) , Stephen, P.R, (1990) and Bernardin.J (1993) reasoned in their management books, they strongly emphasised that " on -the -job training programs improves employees performance ratings, reduces wastage of time and increase chances of promotion from within among others.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0   INTRODUCTION

This chapter mainly concentrated on summary, conclusion and recommendation related to career development and organizational performance in Tanzania Electric Supply Company head quarter drawn specifically from the findings and analysis after carrying out the study.

Career development was characterized by management styles, succession planning and training whereas organizational performance was characterized by improved quality of work lives, attraction of talent individuals, motivation and satisfactions.

5.1   Summary of Findings

The summary of the findings on career development and organizational performance were presented in accordance with the research objectives of the study as elaborated below:

The first objective of the study was to examine the effects of management styles on organizational performance at Tanzania Electric supply company, and the research findings showed that, the dominant management style was participative and its positive effects toward performance and they have clear policies to support this, the study further more found out other policies on employee involvement and participation were by employees gave out suggestions.

The second objective of the study was to assess the effect of succession planning on the organizational performance it was found out that most of the respondents are not aware of

programs and activities of development and tracking individuals in an organization hence they come up with suggested programs so as to help the process. In field respondents identified criteria used by management to change workers from one post to another, finding also shows that organization has chart which shows career paths.

The third objective was to examine the effects of training on organizational performance at Tanzania Electric supply Company the majority of respondents accepted that they have training programs were by it is after period of 3years, were by they suggested on the job training programs to be introduce so as to help the organization to reduce costs of training. The findings also come up with benefits of training toward organizational performance such as improves employees performance ratings, reduces wastage of time and increase chances of promotion from within among others.

5.2   Conclusions

A career development system is a formal, organized planned effort to achieve a balance between individual and organizational workforce requirements. The conclusions of this study were presented accordance with the research question.

The first research question was; what are the effects of management styles on organizational performance at Tanzania Electric Supply Company? It can therefore be concluded that management styles play a significant role on organizational performance as a result of team work, good communication and interpersonal relationship however when this is accompanied with supportive policies the company also will be more effective.

Second research question was; what is the effect of succession planning on the organizational performance at Tanzania Electric supply Company? The findings showed that employees want programs to be introduced in an organization to prepare employees for executive positions and also concluded that career path helps to identify their positions in the organization.

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The third research question was: what are the effects of training on organizational performance at Tanzania Electric Supply Company? The study completely found out expanded public image of the organization, Gaining competitive advantages and retention of key employees it may be a result of training programs.

5.3   Recommendations

According to the findings and conclusion of this study, the study aimed to investigate possible solutions that may be used so as to implement career development successfully, these are presented below:

Management at TANESCO should ensure supervisors saves four roles with their subordinates, coach, advice, performance appraiser and referral agent, as such they should help subordinates develop and implement their career plans.

TANESCO Career development programs should be supported by other HR systems in addition to HR planning, for example, individuals refer to performance appraisal information and illustrations of organizational career paths to help them in career planning.

Career or job changes by employees in TANESCO should be based on the understanding of organizations' job descriptions, understand job posting systems, selection policies. The continued development of employees and rewards for their performances should be founded on organizational training and development systems and compensation plans.

In TANESCO Coordinated, integrated efforts of the HR staff, employees, managers and organizations are the key to success in career development. Career development programs must be concerned with organization and individual effectiveness over the short and long run.

Finally in TANESCO, organizational career information and planning systems should be consistent with organizations' strategic plans and existing forecasting systems, skills inventories and successions plans.

5.4 Areas for Further Research

Despite the fact that efforts made by researcher, especially dealing with this topic, she cannot state that she has fully completed and touch all problem area therefore, the researcher proposed the following areas for further study;

The effect of status differentials on organizational performance

The effects of HIV/AIDS on organizational performance

Human resource information systems and career development

The effects of succession planning on employees' motivation

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QUESTIONNAIRE TO EMPLOYEES

Respected Sir/Madam,

This study is conducted for the partial fulfilment of Bachelor degree of Human Resource Management of Kampala International University.

The purpose of this Questionnaire is to collect information required for research work on the study title career development and organizational performance. I assure you that all the information obtained will be treated as confidential with maximum secrecy and will be used only for research purpose.

Thanks for cooperation

Part One

Instructions

    (i) Tick (√) on the appropriate box

    (ii) In case of blanks spaces fill them

Personal Data:

1. Age: 21-25 years ☐   26-30years ☐   31-35years ☐

    36-40 years ☐   41-45years ☐   45-50years ☐

    Others specify ....

2. Gender

    Male ☐   Female ☐

3. Educational Qualification:

    1. Certificate ☐   2. Diploma ☐ 3. Degree ☐ 4. Postgraduate ☐

4. Status

    1. Married ☐ 2.Single ☐ 3. Widower ☐ 4.Other Specify ☐

5. Designation:

    1. Assistants ☐ 2.supervisory ☐ 3.Manager ☐

    others specify...........................

6. Years of Service:

Less than 6 months   ☐

O6 months -12 months ☐

O1 years-3 years   ☐

O3years-6 years   ☐

O6 years-10 years   ☐

Others specify……………………………………………………

Part Two: Other Information

1.   Which type of management style is more dominant in the organization?

Autocratic ☐   Participative ☐ Free reign ☐

2.   From the above question, justify your answer; if it is autocratic, participative and free reign

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3.   From the above management style identified, what are the effects associated with it towards organizational performance?

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4.   Do you have a sound policy of employee involvement and participation?

Yes ☐   No ☐

5. From the above question, justify your answer; if yes give those policies, if No and give suggestion what could be done.

    Yes

    ....

    ....

    ....

    No

    ....

    ....

    ....

6. Are you contented with the policies available towards its support to employees?

    ....

    ....

    ....

7. Do you have programs and activities for development and tracking key individuals for executive positions?

    Yes ☐   No ☐

8. If yes, mention the available programs in an organization

    ....

    ....

    ....

9. If No suggest programs to be introduced in an organization to prepare employees for executive positions

    ....

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    ....

10. Which are the criteria used by the management to change workers form one post to the other?

   ....

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   ....

11. Do you have any chart which shows career paths of different employees in an organization?

   ....

   ....

   ....

12. Do you have training programs of employees in an organization?

   Yes ☐   No ☐

13. If yes, how often justify the answer.

   ....

   ....

   ....

14. If No, convince the organization about the importance associated with training programs

   ....

   ....

   ....

15. Suggest on- the- job training programs to be introduced so as to minimize costs in an organization

   ....

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   ....