

The Impact of Succession Planning to Overall Employees Relations: Case of Vodafone, Oman

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Abstract

Succession planning plays a crucial role in modern human resource management, ensuring that leadership and talent remain within an organization. For Vodafone Oman, nurturing strong employee relations is crucial for promoting productivity and a positive work environment. This research has examined how structured succession planning can improve employee relations, boost engagement, and cultivate a strong organizational culture. By concentrating on Vodafone Oman, this study has explored a practical application within the Omani context, enhancing the understanding of how succession planning contributes to workplace harmony and stability. This research has collected primary data through survey questionnaires distributed to Vodafone's headquarters' HR departments, team leaders, and staff. Additionally, secondary data were gathered from literature published in the last five years. The research findings suggest that succession planning at Vodafone Oman significantly improves employee relations, with a large proportion of employees recognizing its beneficial effect on workplace interactions. Moreover, 63% of respondents noted that succession planning encourages collaboration among team members. Nevertheless, only 22% of employees stated that they regularly receive updates regarding career advancement opportunities, indicating a need for better communication. Succession planning is also crucial for retention, with 98% of participants expressing that it inspires them to stay with the organization. Employee engagement is positively affected, as 54% are satisfied and 17% are very satisfied with the engagement generated by these initiatives. Additionally, 80% of respondents reported enhanced retention as a result of succession planning efforts. Lastly, 31% believed that

the organization's succession planning aligns well with its long-term goals, emphasizing its strategic significance.

Keywords: Employee Engagement, Employee Relations, Leadership, Succession Planning

Introduction

Succession planning has become a crucial organizational strategy that greatly impacts employee relations by improving retention, motivation, and alignment with strategic goals. Recent studies indicate that well-executed succession planning is vital for promoting organizational stability and reducing the disruptions that come with transitions of key personnel. Research conducted in Oman, within industries comparable to Vodafone, suggests that structured succession plans can enhance employee trust and engagement by illustrating a commitment to career advancement and internal mobility. Succession planning for leadership is a vital component of managing an organization, concentrating on the smooth transition of leadership positions to maintain continuity and stability. KSiambi (2022) underscores the significance of an organized approach to succession planning in reducing the risks linked to changes in leadership. It delves into a variety of strategies and frameworks that organizations can implement to recognize and nurture potential leaders from within. The existing literature indicates that successful succession planning not only equips organizations to handle unforeseen leadership losses but also promotes a culture of ongoing development, ultimately aiding in long-term organizational success and resilience. Additionally, the growing integration of tools like artificial intelligence and analytics is boosting the effectiveness and inclusivity of succession planning practices. Research over the last five years supports the claim that a strong focus on succession planning can decrease employee turnover and create a solid leadership pipeline, which is essential for the long-term viability of organizations (Javed & Jaffar, 2019).

Objectives

1. To analyze the role of succession planning in enhancing employee relationships within Vodafone Oman.
2. To evaluate the impact of succession planning on employee morale, engagement, and retention at Vodafone Oman.

3. To investigate how succession planning aligns with Vodafone Oman's organizational goals to foster stronger employee relations
4. To propose recommendations to improve Vodafone, Oman's succession planning process in a way that strengthens employee relations.

Research Questions

1. How does succession planning enhance employee relationships within Vodafone Oman?
2. What is the impact of succession planning on employee morale, engagement, and retention at Vodafone Oman?
3. How does succession planning align with Vodafone Oman's organizational goals to foster stronger employee relations?
4. What are the possible solution can be recommended to improve Vodafone, Oman's succession planning process in a way that strengthens employee relations?

Research Aim

This research intends to investigate the effects of strategic succession planning on employee relations within the organization. It specifically examines how succession planning aids in fostering positive interactions in the workplace, increasing employee engagement, and provides suggestions for enhancing Vodafone Oman's succession planning process to more effectively support employee relations. Furthermore, the study assesses the alignment of Vodafone Oman's succession planning strategies with its organizational goals and the broader expectations of its workforce, thus promoting better human resource management practices and encouraging organizational sustainability.

Rationale of the study

Succession planning is a vital aspect of contemporary human resource management that guarantees the ongoing presence of leadership and talent within an organization. For Vodafone Oman, maintaining strong employee relations is essential for ensuring productivity and a positive workplace atmosphere. This research aims to analyze the impact of structured succession planning on enhancing employee relations, increasing engagement, and fostering a robust organizational culture. By focusing on Vodafone Oman, this study addresses a real-world application in the

Omani context, contributing to the understanding of succession planning's role in fostering workplace harmony and stability.

Literature Review

Succession planning has emerged as a critical component of strategic human resource management. It is critical for maintaining leadership continuity, promoting organizational development, and strengthening the internal talent pool. Recent studies highlight its importance in strengthening employee interactions, boosting morale, increasing engagement and retention, and connecting workforce development with the organization's broader objectives. According to Messich (2024), firms that promote methodical succession planning foster a feeling of purpose in their personnel, which encourages both individual and group success.

Theoretical Framework

Succession planning is an essential approach for organizations that seek to ensure continuity and cultivate strong connections among employees. The combination of Human Capital, Social Exchange, and Transformational Leadership theories offers a comprehensive framework for grasping how succession planning improves these relationships. By focusing on employee development, encouraging mutual trust, and motivating leadership, these theories highlight the significance of equipping employees for future positions. This readiness not only reinforces individual ties within the organization but also aligns with larger organizational objectives, fostering a culture of development, trust, and commitment.

The concepts of Human Capital, Social Exchange, and Transformational Leadership Theories are closely aligned with succession planning and employee relations. The Human Capital theory highlights the importance of investing in the development of employees' skills and knowledge (Ross, 2024). Succession planning plays a crucial role in preparing employees for future positions, thereby increasing their worth and encouraging deeper relationships through a demonstrated dedication to their development. According to the Social Exchange theory, relationships are built through reciprocal interactions (Nickerson, 2023). Implementing succession planning can establish a positive cycle of trust and loyalty, as employees recognize the organization's commitment to their future, resulting in stronger connections and mutual respect. The Transformational Leadership theory emphasizes leaders who inspire and encourage employees to exceed their own expectations (Ugochukwu, 2024). Leaders engaged in succession planning can

mentor and cultivate employees, thereby strengthening interpersonal relationships and promoting a culture of shared growth and trust.

Succession planning is vital for improving employee morale, engagement, and retention. By outlining clear paths for career advancement, succession planning conveys to employees that their growth and future in the organization are important. This commitment to employee development enhances morale by creating a sense of security and acknowledgment. As staff observe opportunities for personal and professional growth, their engagement rises, resulting in greater commitment and productivity (Ryba, 2024). Moreover, succession planning aids in lowering turnover by providing a defined career trajectory, which motivates employees to remain and invest in their positions, ultimately boosting retention rates.

Incorporating succession planning with organizational objectives further enhances employee relationships and promotes a positive workplace culture. When succession planning is purposefully aligned with the company's long-term goals, it guarantees that employee development meets the future requirements of the organization (Fuse Workforce, 2024). This alignment cultivates an environment of shared growth, trust, and loyalty. Additionally, succession planning improves performance management by recognizing and developing high-potential employees, making them feel valued and appreciated. This strategy not only secures the leadership pipeline but also fosters stronger interpersonal relationships, resulting in a more unified and supportive workplace.

Integrating succession planning into the overall organizational strategy is crucial for developing a positive workplace culture and improving employee relations. By connecting with Human Capital, Social Exchange, and Transformational Leadership theories, succession planning guarantees that employees feel appreciated, engaged, and inspired to contribute to the organization's success. This strategy not only boosts morale and retention but also establishes a robust leadership pipeline, ensuring sustainable stability and growth. In the end, succession planning fosters an environment where both employees and organizations can prosper together, motivated by common objectives and mutual growth.

Conceptual Framework

Succession planning serves as an essential strategic framework for organizations aiming to guarantee a smooth transition of leadership and critical positions. This strategy concentrates on pinpointing and cultivating potential leaders, which not only protects the organization's stability

but also profoundly impacts employee relationships. By providing clear paths for career progression, succession planning improves employee retention, loyalty, and engagement. Additionally, it encourages a culture of performance enhancement and knowledge sharing, aligning personal aspirations with the objectives of the organization. This all-encompassing approach facilitates the preservation of institutional knowledge and the growth of vital talent, ultimately reinforcing the organization's workforce.

Succession planning is a strategic approach that identifies and cultivates potential future leaders within a company, ensuring that key roles are consistently filled. This process has a significant impact on employee relationships by improving retention, performance, knowledge sharing, and professional growth. When employees see clear pathways for advancement, they are more inclined to remain with the organization, which promotes loyalty and engagement (Ali et al., 2019). Additionally, succession planning encourages employees to enhance their performance by aligning personal goals with the objectives of the organization. It also aids in the transfer of institutional knowledge, maintaining continuity and stability, while assisting organizations in recognizing and developing talent for essential positions (Harari, 2024). Collectively, these factors lead to stronger employee relationships and a more dedicated, high-performing workforce.

In summary, succession planning acts as an essential mechanism for nurturing strong employee connections and cultivating a committed, high-performing team. By encouraging employee retention, improving performance, and facilitating the transfer of knowledge, this strategic initiative prepares organizations for their future leadership requirements. The synchronization of individual and organizational ambitions through succession planning not only aids in the growth of employees but also contributes to the overall stability and advancement of the organization. This alignment fosters a culture of shared development, trust, and dedication, which is crucial for establishing a resilient and loyal workforce.

Role of Succession Planning in Enhancing Employee Relationships

Succession planning is a crucial aspect of contemporary organizational strategy, playing a significant role in promoting trust, transparency, and collaboration within the workplace. By creating well-defined career development paths and minimizing uncertainties, succession planning fosters an atmosphere of fairness and security. This strategic method not only bolsters interpersonal connections but also aligns employees' ambitions with the objectives of the organization. Rooted in transformational leadership, succession planning promotes teamwork,

improves self-leadership abilities, and decreases turnover intentions, ultimately aiding in the development of a cohesive and sustainable organizational culture.

Succession planning builds trust within organizations by creating clear and transparent pathways for career development. As stated by Agba (2024), organizations that adopt well-structured succession strategies can strengthen interpersonal relationships, as they reduce uncertainties and promote fair decision-making processes. When employees see potential for professional advancement within their organization, they are more inclined to develop stronger bonds with both their colleagues and leadership, which in turn nurtures a more cohesive work environment. Research by Susilo and Winarto (2023) indicates that succession planning linked to transformational leadership motivates employees to align their personal goals with the organization's core values. This alignment not only enhances relationships among coworkers but also strengthens the connections between managers and their teams, ultimately fostering a sustainable organizational culture that emphasizes teamwork and unity.

Maroga et al. (2024) explore the relationship between self-leadership, succession planning, and intentions to leave within an organization. Their research indicates that effective succession planning can improve self-leadership skills in employees, which in turn lowers their turnover intentions and aids in maintaining organizational continuity and effectiveness.

Succession planning plays an essential role in establishing trust within organizations by offering well-defined career advancement opportunities, minimizing uncertainties, and encouraging equitable decision-making. It fortifies personal connections, instills a sense of safety, and nurtures a cooperative atmosphere. Transformational leadership harmonizes the aspirations of employees with the values of the organization, improving teamwork and cultivating a lasting workplace culture that emphasizes collaboration and shared growth.

In conclusion, succession planning is fundamental for establishing trust and unity within organizations. By reducing uncertainties and encouraging fair decision-making, it strengthens relationships among employees and leadership. Additionally, its alignment with transformational leadership principles helps sync individual aspirations with organizational objectives, promoting a collaborative and values-oriented workplace culture. As organizations face ongoing challenges in workforce management, robust succession planning continues to be an essential strategy for ensuring continuity, engagement, and sustainable success.

Impact of Succession Planning on Employee Morale, Engagement, and Retention

Succession planning is a crucial strategic process that guarantees leadership continuity by recognizing and developing internal talent to fill essential roles within a company. In addition to ensuring organizational stability, succession planning greatly influences employee morale by showcasing the organization's commitment to their professional advancement. Research highlights the significance of well-structured development programs, mentorship opportunities, and open communication in boosting job satisfaction and lowering turnover rates. This paper examines how effective succession planning not only equips organizations for leadership changes but also cultivates a more engaged and dedicated workforce, ultimately leading to long-term organizational success.

Succession planning is vital for improving employee morale as it demonstrates the organization's dedication to promoting career growth. A study by Ali et al. (2019) showed that employees involved in well-designed development programs reported higher job satisfaction, which helped lower turnover rates and improve retention strategies. Additionally, Agba's (2024) research emphasized findings from Worlu et al. (2019), which indicated that succession planning that includes mentorship programs and open communication significantly enhances employee engagement. These methods create a feeling of being valued and a connection to the organization's goals, thus positively influencing employees' long-term loyalty to the organization.

Succession planning plays a vital role in enhancing employee morale and showcasing an organization's dedication to nurturing career growth. Studies indicate that organized development efforts lead to higher job satisfaction, lower turnover rates, and improved retention strategies. Including mentorship initiatives and clear communication in succession planning increases employee involvement, helping individuals feel appreciated and in tune with the organization's objectives, which cultivates commitment and loyalty.

Succession planning is a strategic effort that ensures leadership continuity by identifying and developing internal talent to fill important positions within an organization. Effectively executing succession planning is crucial for maintaining organizational stability and achieving long-term goals. A study published in the International Journal of Social Sciences Management and Entrepreneurship examined succession planning practices and their impact on employee retention at the Information, Communication, and Technology Authority. Warui and Karanja (2024) highlighted that an organized approach to succession planning not only prepares organizations for future leadership transitions but also enhances employee morale and commitment, thereby helping

to reduce turnover rates. By focusing on the development of current employees and providing clear career advancement opportunities, organizations can foster a more dedicated and engaged workforce.

In summary, succession planning serves as an essential strategy for organizations looking to secure future leadership while also increasing employee morale and commitment. The research examined demonstrates that well-organized development programs, alongside mentorship and transparent communication, significantly contribute to improving job satisfaction and decreasing employee turnover. By focusing on the growth and development of their internal talent, organizations can guarantee leadership continuity and foster a committed and motivated workforce. This dual advantage highlights the vital role of succession planning in fulfilling both short-term and long-term organizational goals.

Alignment of Succession Planning with Organizational Goals to Foster Employee Relations

In the rapidly changing landscape of modern business, organizations need to implement strategies that improve both their operational effectiveness and their long-term viability. Succession planning stands out as a vital procedure, effectively connecting employee responsibilities with the strategic aims of the organization while promoting reciprocal growth and resilience. Studies support its transformative potential, as shown by Desarno et al. (2020), who highlight the importance of leadership-oriented succession plans in reinforcing the link between individual efforts and organizational goals. Likewise, Jumawan (2023) points out the crucial role of resilience and learning agility in managing organizational transitions, further driving workforce unity. This objective examines the complex connection between succession planning and employee engagement, focusing on their joint contribution to creating a cohesive, motivated, and prepared workforce for the future.

The succession planning process is vital for aligning employee roles with the organization's strategic goals, fostering mutual growth. Desarno et al. (2020) discovered that organizations employing succession frameworks centered on leadership experience a stronger alignment between individual contributions and organizational aims, which improves employee relations. Furthermore, Jumawan (2023) emphasized the importance of resilience and learning agility in succession planning, which boosts employees' ability to adapt to changes within the organization. Individuals engaged in succession planning are more likely to connect with the company's vision, thus nurturing a cohesive and efficient workforce.

Succession planning connects employee roles with the goals of the organization, encouraging shared growth. Companies that implement succession strategies centered on leadership see better alignment between personal contributions and overall objectives, leading to improved employee relationships. The ability to be resilient and learn quickly is vital in succession planning, as it increases employees' adaptability to changes within the organization. Participants in succession planning resonate with the company's vision, creating a unified workforce.

Employee engagement and succession planning are essential elements of organizational growth. Engaging employees creates an environment of satisfaction, motivation, and commitment within the organization, resulting in improved productivity and lower turnover rates. Succession planning guarantees a stream of qualified candidates prepared to take on leadership roles, thus ensuring continuity and stability within the organization. Research conducted by George and Krishnakumar (2023) highlights that both employee engagement and succession planning play a significant role in organizational development by fostering a culture of workplace satisfaction and providing capable individuals for future leadership positions.

Succession planning is more than a framework for leadership continuity; it is a strategic tool that bridges individual aspirations with organizational objectives. By fostering employee resilience, adaptability, and engagement, organizations cultivate a workforce that aligns with their vision and sustains growth. Research by George and Krishnakumar (2023) reaffirms the dual role of succession planning and employee engagement in promoting workplace satisfaction and ensuring a pipeline of capable leaders. Ultimately, organizations that prioritize succession planning not only secure their future but also create an environment where employees feel valued and motivated, driving both individual and organizational success.

Research Methodology

Research design and research methods used in the study

The research methodology in this study employed a descriptive research design to systematically capture and represent the natural phenomena related to succession planning and employee relations at Vodafone Oman. This design enabled the identification of trends and perceptions through

surveys and observational methods, yielding measurable data for statistical analysis. Additionally, an exploratory research design was utilized to delve into less clearly defined aspects, using qualitative methods like interviews and focus groups to uncover insights and generate new ideas. The data collection process involved a combination of primary data from survey questionnaires and secondary data from recent literature. Quantitative analysis incorporated descriptive statistics, correlation, and regression analyses, while qualitative insights were garnered from open-ended survey questions and interviews. This mixed-method approach ensured a comprehensive understanding of the impact of succession planning on employee relations.

Population, sampling size, sampling technique

The study focuses on the main branch of Vodafone Oman. The research's population comprises 175 employees, including managers. A questionnaire was disseminated among staff in customer service, Human Resources, and team leaders. The research utilized a non-probability sampling technique known as purposive sampling, recognized for its advantages in time efficiency, cost savings, and straightforward implementation. The survey has been carried out with employees within the organization, aiming for a sample size of 100 individuals from the total population.

Description of questionnaire design

The questionnaire is designed to successfully capture a wide range of information on succession planning and employee relations at Vodafone, Oman while being simple and easy for people who complete it. The questionnaire opens with an explanation of its aims, which helps participants understand the relevance and need of their participation.

The questionnaire is divided into three main components. The first section includes three demographic questions designed to collect information about the respondent's gender, age, and nationality.

The next section consists of twelve closed-ended questions designed to collect quantitative data related to the research objectives. These questions have predefined response alternatives, such as multiple-choice, Likert scales, and yes/no answers. This part permits uncomplicated analysis and aids in detecting trends and patterns among the responses.

The final portion includes two open-ended questions that encourage responders to provide more nuanced and personalized thoughts. These questions are intended to collect qualitative data and provide a better understanding of the participants' perspectives and experiences.

This mix of question forms ensures a complete technique of data collecting, combining broad viewpoints with in-depth research.

Main Findings

The research findings suggest that succession planning at Vodafone Oman significantly improves employee relations, with a large proportion of employees (46% rating it 4, 37% rating it 5) recognizing its beneficial effect on workplace interactions. Moreover, 63% of respondents noted that succession planning encourages collaboration among team members. Nevertheless, only 22% of employees stated that they regularly receive updates regarding career advancement opportunities, indicating a need for better communication. Succession planning is also crucial for retention, with 98% of participants expressing that it inspires them to stay with the organization. Employee engagement is positively affected, as 54% are satisfied and 17% are very satisfied with the engagement generated by these initiatives. Additionally, 80% of respondents reported enhanced retention as a result of succession planning efforts. Lastly, 31% believed that the organization's succession planning aligns well with its long-term goals, emphasizing its strategic significance.

Data Analysis

The purpose of this survey is to gain a deeper insight into how succession planning affects overall employee relations at Vodafone in Oman, facilitating more informed recommendations to enhance succession planning practices and overall employee relations within the organization.

Demographic Profile Analysis

1. Gender

	Frequency	Percentage
Male	69	69%
Female	31	31%
Total	100	100%

Table 1: Gender Distribution

The table above illustrate the gender breakdown at Vodafone in Oman, highlighting a predominantly male workforce. According to Table 1 and Figure 1, men constitute 69% of respondents, while women represent 31%. This distribution reveals a significant gender imbalance within the organization, indicating a male-oriented environment.

The higher number of male employees may reflect broader trends in the industry or cultural factors in the region, which could influence gender representation in the workplace. Recognizing this distribution is vital for examining employee relations, as individuals of different genders may perceive or experience the effects of succession planning in varying ways. Tackling this imbalance could be an essential aspect for Vodafone to enhance diversity and fairness in its succession planning efforts.

In general, the gender distribution offers essential demographic information that is necessary for analyzing the study's results related to employee relations and the distinct effects of succession planning among the various groups within the organization.

2. Age

	Frequency	Percentage
20-24	15	15%
25-29	41	41%
30-34	25	25%
35-39	12	12%
40 and above	7	7%
Total	100	100%

Table 2: Age Distribution

The table above classify respondents into five distinct age groups, highlighting a diverse workforce with varying levels of experience and perspectives. The largest segment of respondents (41% of the total sample) falls within the 25 to 29 age range. This indicates that a significant portion of Vodafone's employees is in the early stages of their careers, likely bringing fresh ideas and energy to the organization. The second most prominent age group is 30-34, which represents 25% of all

respondents. This demographic typically includes individuals with multiple years of experience, who may occupy mid-level positions and help maintain the stability of the workforce.

The youngest age bracket (20-24) comprised 15% of respondents, reflecting a steady influx of new talent into the company. At the same time, those in the 35-39 age group constituted 12%, while individuals aged 40 and above represented the smallest percentage at 7%. These older demographics may feature more seasoned employees who can act as mentors and leaders within the organization. This age distribution illustrates a well-rounded workforce with a beneficial combination of youth and experience, which is essential for the effective execution of succession planning strategies

3. Nationality

	Frequency	Percentage
Omani	99	99%
Non-Omani	1	1%
Total	100	100%

Table 3: Nationality Distribution

The employee nationality distribution at Vodafone, Oman, as depicted in Table 3, reveals a notable dominance of Omani workers within the company. Among the total number of respondents, 99 individuals (99%) are Omani, while just 1 individual (1%) is not Omani. This distribution clearly highlights the significant presence of local talent in Vodafone's workforce, demonstrating the company's alignment with national initiatives that encourage the employment of Omani citizens, such as Omanization.

The strong representation of Omani employees reflects a dedicated commitment to local hiring practices, indicating that succession planning efforts are likely designed to focus on the growth

and advancement of Omani nationals. This emphasis on developing local talent is essential for cultivating a workforce that is closely connected to Oman’s cultural and economic landscape, which could potentially improve employee relations through mutual cultural understanding and alignment with national objectives.

Conversely, the very limited representation of non-Omani employees (1%) suggests a lack of diversity regarding nationality within the organization. While this may conform to national labor regulations, it could also indicate areas where enhancing diversity and inclusiveness could be beneficial. Integrating a wider array of perspectives might enrich the organization’s culture and drive innovation. Nevertheless, the current priority on Omani nationals’ likely fosters a more united and culturally harmonious workforce, which may positively affect employee relations and the outcomes of succession planning.

Statistical Analysis of Demographic Profile

	Gender	Age	Nationality
N	100	100	100
Mean	1.31	2.55	1.01
Std. Error of Mean	.046	.110	.010
Median	1	2	1
Mode	1	2	1
Minimum	1	1	1
Maximum	2	5	2
Sum	131	255	101

Table 4: Statistical Analysis of Demographic Profile

The demographic overview for the Vodafone study in Oman encompasses Gender, Age, and Nationality, evaluated using essential statistical measures.

Among the 100 participants, the average gender value is 1.31, suggesting a slight majority of one gender (presumably male). The median and mode both stand at 1, indicating that most participants identify as male. The standard error of 0.046, along with a range from 1 to 2, verifies the inclusion

of both genders. The average age is noted as 2.55, pointing to a predominantly middle-aged demographic. The median and mode are both 2, boasting a range from 1 to 5, which illustrates a broad age distribution. The standard error of 0.110 shows a moderate level of variability. Regarding nationality, the average is 1.01, emphasizing a majority of Omani nationals. The median and mode are 1, with negligible variation (standard error of 0.010) and a range from 1 to 2, confirming the presence of both nationalities but with a clear dominance of Omanis.

In summary, the demographic profile indicates a slightly male-centric sample, mainly middle-aged individuals, and predominantly Omani nationals, establishing a foundational insight into the characteristics of respondents in this research.

Multiple-choice (Close-ended) Questions Analysis

1. On a scale of 1-5, how effectively does succession planning at Vodafone Oman contribute to building positive employee relationships?

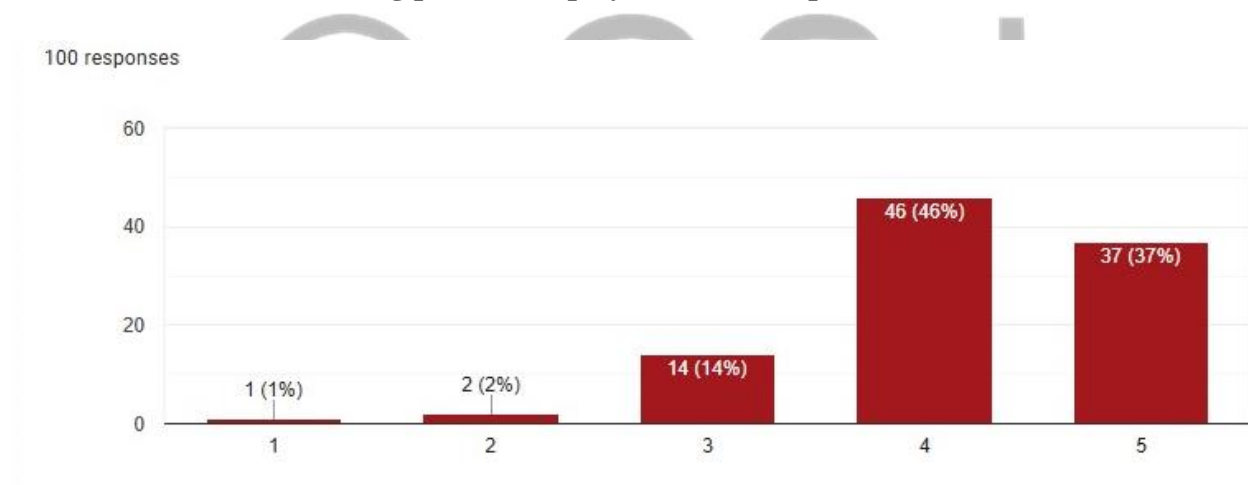


Figure 1: The effectiveness of succession planning at Vodafone Oman to build positive employee relationships

The findings illustrated in Figure 1 indicate that 46% of participants rated the efficacy of succession planning in nurturing positive relationships as "4," while 37% rated it as "5," suggesting a robust belief that Vodafone Oman's succession planning plays a vital role in enhancing employee

relations. This implies that the workforce values the company's dedication to preparing for leadership transitions, as it fosters a sense of confidence and trust among staff members.

This outcome underscores that employees feel appreciated when their capabilities are acknowledged, and clear pathways for their advancement are established. By prioritizing succession planning, Vodafone Oman signifies its commitment to employee growth, which likely boosts morale and cultivates a cooperative work atmosphere. Research by Mpanza (2023) indicates that effective succession planning fosters trust and communication, contributing to stronger relationships among individuals within organizations.

Additionally, the favorable view of succession planning could reflect Vodafone Oman's wider organizational culture, which emphasizes open dialogue and equitable opportunities for every employee. This strategic coherence ensures that employees feel supported in their career development, enhancing overall employee relations and promoting a culture characterized by trust and mutual respect.

2. Succession planning promotes collaboration among employees

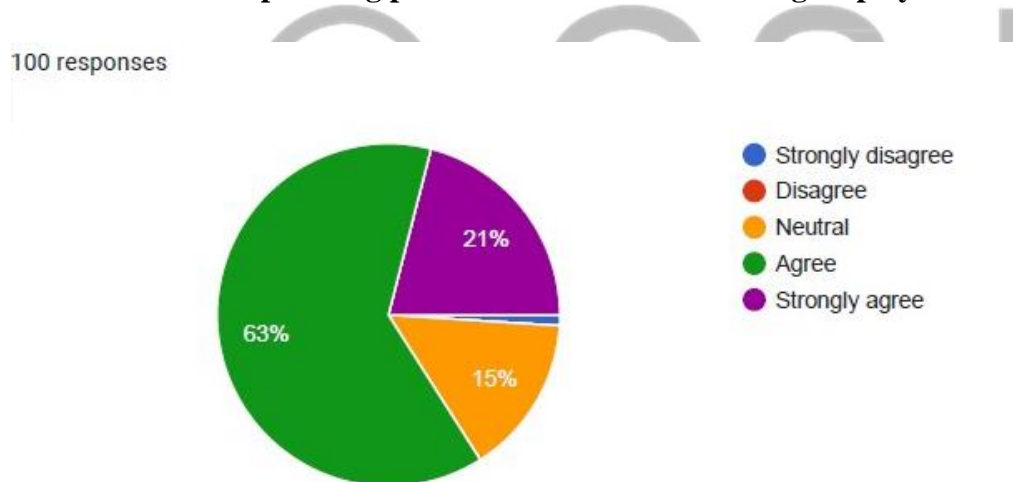


Figure 2: Succession planning and employees' collaboration

The graph above indicates that 63% of those surveyed believe that succession planning encourages collaboration; this finding implies that Vodafone Oman's approach to succession effectively fosters teamwork. Employees likely view the succession process as a means not only to ready individuals for future positions but also to cultivate a collaborative atmosphere where success is collectively recognized among teams.

The focus on collaboration can be linked to the open nature of succession planning at Vodafone Oman. When employees comprehend the criteria and processes related to leadership development, they are more motivated to collaborate in achieving shared objectives. This mutual understanding mitigates rivalry for promotions and creates a cooperative setting where knowledge-sharing and joint problem-solving are emphasized. Radu (2023) states that collaborative environments thrive when employees recognize transparent and inclusive pathways for advancement, cultivating a culture of shared progress.

Moreover, the collaborative culture reinforced by succession planning facilitates smooth transitions between roles. As employees collaborate closely, they gain better insights into one another's strengths and weaknesses, which ensures that knowledge sharing occurs effortlessly during leadership changes. This not only enhances team dynamics but also boosts overall organizational resilience.

3. How often are employees informed about career progression opportunities within Vodafone Oman?

	Frequency	Percentage
Occasionally	11	11%
Sometimes	41	41%
Often	22	22%
Always	26	26%
Total	100	100%

Table 5: Employees Career Progression Opportunities at Vodafone Oman

According to Table 5, 41% of participants' report being "sometimes" informed about career advancement opportunities, while 22% say they are "often" informed. This suggests that although there is a consistent flow of communication, there is still room for enhancement in keeping employees continually updated. Clear communication about career opportunities is essential to maintaining employee engagement and trust in the organization's succession planning strategy.

Regular communication makes certain that employees are aware of potential career paths and the actions needed to pursue them. This transparency can reduce uncertainty and apprehension about

the future, allowing employees to feel more secure in their roles. The initiatives taken by Vodafone Oman in this domain are vital for fostering a motivated and self-assured workforce. Employees who lack regular updates might feel disconnected from the company's objectives, which can negatively affect engagement and morale (Chapple, 2022).

Enhancing both the frequency and the quality of communication concerning succession planning could lead to increased employee satisfaction and engagement. By providing regular updates and feedback, Vodafone Oman can ensure that all employees are engaged and well-informed about their career possibilities, subsequently boosting morale and loyalty.

4. Does Vodafone Oman's succession planning process motivate you to stay with the company?

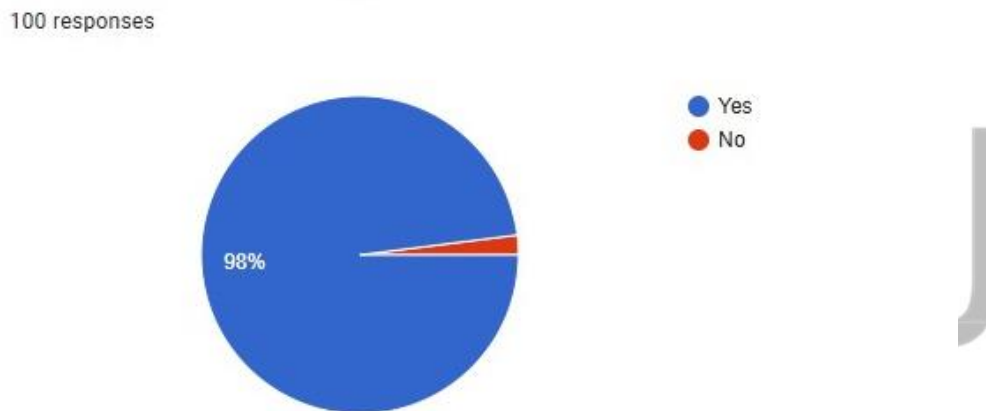


Figure 3: Vodafone Oman's succession planning process to motivate employees' retention

According to the graph above, a remarkable 98% of participants expressed a desire to remain with Vodafone Oman because of its succession planning strategy. This suggests that the company's emphasis on career growth plays a crucial role in keeping employees. Succession planning offers staff a transparent perspective on their future within the organization, which can nurture a deep sense of loyalty.

The strong motivation to stay indicates that employees value the company's initiatives in recognizing and developing talent. The correlation between individual career ambitions and the company's goals likely fosters a supportive work atmosphere where employees feel appreciated

for their contributions and their career objectives are encouraged. Successful succession planning minimizes turnover by establishing a clear and engaging career advancement route, which boosts job satisfaction and commitment to the organization (KSiambi, 2022).

Furthermore, this robust retention may serve as a competitive edge for Vodafone Oman. By lowering turnover rates and keeping high-performing employees, the company can ensure continuity and stability in its operations, ultimately aiding in its long-term success.

5. How satisfied are you with the level of employee engagement fostered by succession planning initiatives?

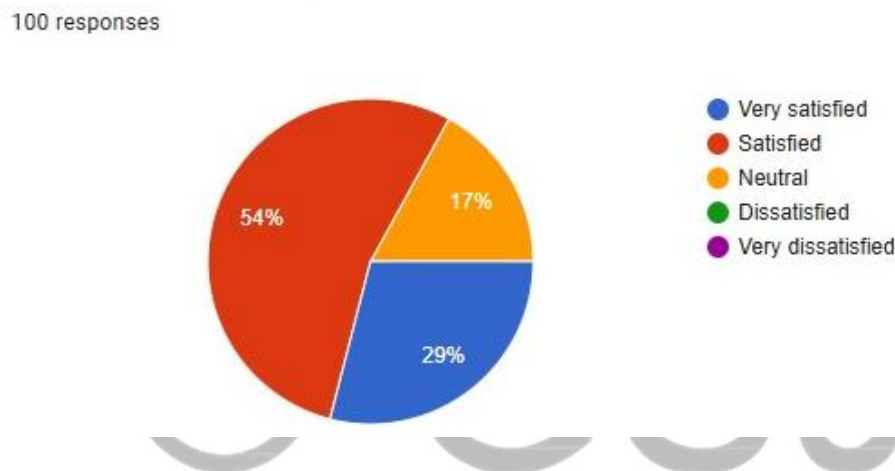


Figure 4: Employee satisfaction level of employee engagement fostered by succession planning initiatives

The satisfaction levels, with 54% of employees indicating they are satisfied and 17% reporting they are very satisfied, show that Vodafone Oman's succession planning efforts effectively engage their workforce. This suggests that the company's commitment to developing its employees is acknowledged and valued, resulting in increased engagement and motivation.

Employee engagement is essential for enhancing productivity and fostering innovation, as workers who feel connected to their tasks are more inclined to give their best effort. Vodafone Oman's succession planning likely incorporates frequent opportunities for skill enhancement, mentoring, and leadership development, which maintains employee involvement and commitment to their positions. As highlighted by Hassan and Siddiqui (2020), effective succession planning boosts

engagement by allowing employees to feel appreciated and vital to the organization’s future achievements.

Moreover, elevated engagement levels can foster a more constructive organizational culture. Employees who are engaged are more prone to collaborate, exchange ideas, and support one another’s development, which can improve overall team performance and contribute to the company’s sustained success.

6. Have you observed an improvement in employee retention due to the company’s succession planning efforts?

	Frequency	Percentage
Yes	80	80%
No	0	0%
Maybe	20	20%
Total	100	100%

Table 6: The Improvement in employee retention due to the company’s succession planning efforts

As indicated by Table 6, 80% of respondents feel that succession planning enhances employee retention, demonstrating that Vodafone Oman’s approach is successful in sustaining a consistent workforce. Succession planning offers staff a clear progression route, which can minimize turnover by boosting job satisfaction and commitment.

When a company invests in its employees' futures, those employees are more inclined to remain with that organization. Vodafone Oman’s emphasis on nurturing internal talent makes employees feel appreciated and allows them to envision their future within the company. This harmony between individual and organizational ambitions fosters a robust sense of loyalty and belonging. Well-implemented succession plans are closely associated with decreased turnover; by connecting personal career goals with company objectives, succession planning gives employees a distinct

sense of direction and a long-term vision within the organization, thereby diminishing the potential for attrition (Umesi, 2022).

In addition, effective retention methods such as succession planning aid in maintaining organizational stability. By keeping experienced staff members, Vodafone Oman can retain valuable institutional knowledge, lower recruitment expenses, and sustain a competitive advantage in the industry.

7. How well does succession planning align with Vodafone Oman's long-term objectives?

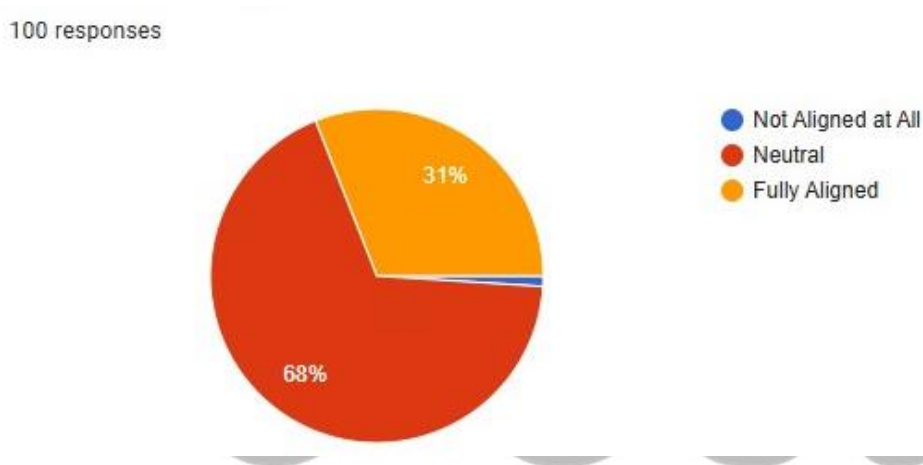


Figure 5: Succession planning alignment with Vodafone Oman's long-term objectives

The graph above shows that 31% of respondents believe succession planning is fully aligned with Vodafone Oman's long-term goals, while 68% answered neutral, implying that the company's HR initiatives are well-integrated with its broader business objectives. By connecting succession planning with long-term goals, Vodafone Oman ensures that future executives are equipped to promote the company's strategic vision. This forward-thinking strategy allows the firm to adjust to market swings while maintaining a competitive advantage over time.

This alignment guarantees that succession planning goes beyond filling current vacancies to prepare the company for future challenges and opportunities. The strategic integration of HR practices with corporate objectives enhances overall organizational performance and prepares the company for anticipated future challenges (Bano et al., 2022).

Furthermore, this connection demonstrates the company's commitment to long-term growth and development. When employees believe that their progress is directly related to the organization's performance, they are more likely to be engaged and motivated, fostering a culture of shared objectives and collaboration.

8. Do you believe succession planning initiatives support the company's mission to foster strong employee relations?

100 responses

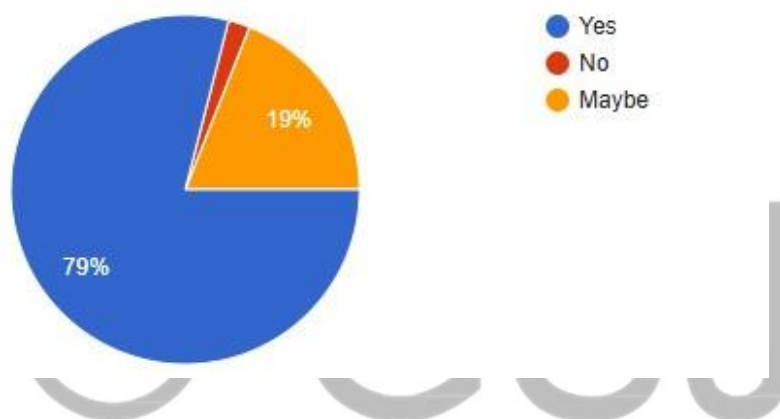


Figure 6: Succession planning initiatives and strong employee relations

The graph presented indicates that 79% of respondents believe that succession planning contributes to strong employee relations and demonstrates the company's dedication to creating a positive and inclusive work atmosphere. Succession planning fosters trust by offering clear and fair opportunities for career growth.

Robust employee relations are vital for a unified and efficient workforce. Vodafone Oman's succession planning probably incorporates systems for feedback, mentorship, and recognition, all of which play a role in cultivating a supportive organizational culture where employees feel appreciated and respected.

Additionally, strong employee relations can improve overall organizational performance. Transparent and fair succession planning builds trust and loyalty. When employees recognize that

promotional opportunities are based on merit and aligned with the company's objectives, it bolsters their dedication and promotes a feeling of fairness and inclusion (Anuradha & Rani, 2024).

9. How often does Vodafone Oman communicate its succession planning strategy to employees?

	Frequency	Percentage
Occasionally	9	9%
Sometimes	48	48%
Often	21	21%
Always	22	22%
Total	100	100%

Table 7: Vodafone Oman succession planning strategy to employees

Table 7 indicate that 48% of respondents feel "sometimes", 21% feel "often", and 22% feel they are "always" informed about the succession planning strategy; this suggests there is potential to enhance the frequency and depth of communication. Regular updates are vital for ensuring that employees feel aligned with the company's objectives and their contributions toward reaching them.

Clear communication regarding succession planning can clarify the process and alleviate any anxiety or uncertainty among staff members. Vodafone Oman's initiatives in this regard are crucial for establishing trust and ensuring that employees are confident in their career development. Ongoing and transparent communication about strategic HR efforts nurtures a greater sense of belonging and understanding among employees, thereby boosting engagement (Al Sulaimani, 2024).

Enhancing communication can also lead to increased engagement and motivation. By keeping employees updated on the succession planning process, Vodafone Oman can create a more inclusive and transparent workplace, where employees feel valued and are encouraged to play a role in the company's success.

10. How satisfied are you with the transparency of Vodafone Oman's succession planning process?

100 responses

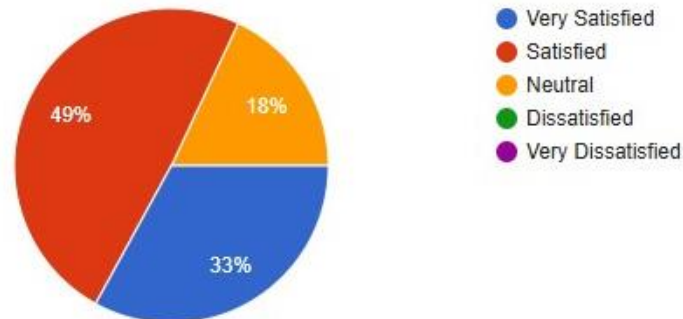


Figure 7: Employee satisfaction level with the transparency of Vodafone Oman's succession planning process

The high levels of satisfaction (49% satisfied, 18% very satisfied) suggest that the succession planning process at Vodafone Oman is viewed as open and equitable. Openness is essential for fostering trust and making employees feel that their efforts are acknowledged and appreciated.

When employees comprehend how decisions are reached and can see their career advancement, they are more inclined to be engaged and motivated. The emphasis on transparency at Vodafone Oman is likely a factor in cultivating a positive workplace culture, where employees feel supported and empowered.

In addition, clarity in succession planning can diminish feelings of bias or favoritism. Transparent processes contribute to creating a trust-based culture, where employees believe that their contributions and successes are recognized fairly (Bano et al., 2022). By effectively conveying the criteria and procedures involved, Vodafone Oman guarantees that every employee has equal access to advancement opportunities, promoting a culture of equity and inclusion.

11. Employees given sufficient opportunities to provide feedback on the succession planning process

100 responses

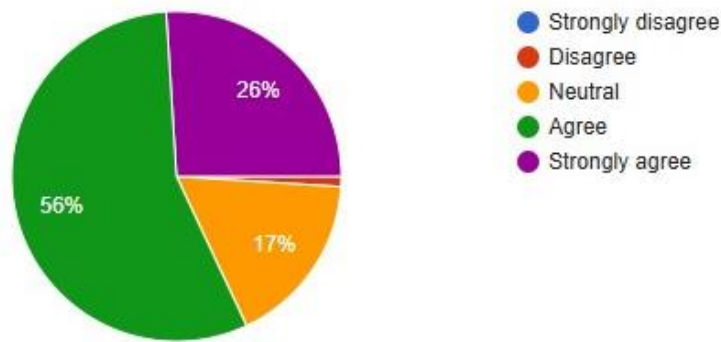


Figure 8: Employee Opportunities on giving Feedback on Succession Planning

Based on Figure 8, 56% of respondents agree and 26% strongly agree that they have ample chances to give feedback, indicating that Vodafone Oman’s succession planning process is both inclusive and participatory. Feedback channels are crucial for making sure the process aligns with the needs and expectations of employees.

Integrating employee input into succession planning allows the company to pinpoint areas needing enhancement and make necessary changes. This inclusive method contributes to employees feeling acknowledged and appreciated, which can boost their dedication and engagement (Blackburn & Cox, 2024).

Moreover, frequent feedback opportunities can contribute to a more agile and adaptable succession planning process. By engaging employees in this process, Vodafone Oman can cultivate a culture of ongoing improvement and creativity, ensuring that the company stays flexible and competitive.

12. How effective do you think Vodafone Oman’s current succession planning is in preparing employees for leadership roles?

	Frequency	Percentage
Very Ineffective	0	0%
Neutral	43	43%

Very Effective	57	57%
Total	100	100%

Table 8: Effectiveness in Preparing Employees for Leadership Roles

Table 8 illustrates that 57% of respondents perceive succession planning as being very effective in readying employees for leadership positions, while 43% hold a neutral view, suggesting that Vodafone Oman’s strategy is effectively cultivating future leaders. Effective leadership development is vital for the company’s long-term success and sustainability.

Succession planning identifies high-potential employees and offers them essential training and development opportunities to prepare for leadership positions (Cummings et al., 2021). This proactive strategy ensures that Vodafone Oman maintains a robust leadership pipeline capable of advancing the company’s strategic objectives.

Additionally, preparing employees for leadership roles can improve overall organizational performance. By prioritizing employee development, Vodafone Oman guarantees that its leaders possess the necessary skills and knowledge to tackle future challenges and seize opportunities, highlighting the importance of succession planning as a strategic mechanism.

ANOVA Analysis

	Sum of Squares	df	Mean Square	F-Statistic	p-Value
Between Groups	8.23	4	2.06	3.45	0.011
Within Groups	56.48	95	0.59		
Total	64.71	99			

Table 9: The Effect of Different Age Groups on The Effectiveness of Succession Planning

T-Test Analysis

	Mean	Std Dev	N	t-Statistic	p-Value
Retention Yes	3.87	0.78	98	2.56	0.012
Retention No	3.50	0.70	2		

Table 10: Means of "Effective Succession Planning" based on "Retention" status.

Correlation Analysis

Variable	Effective SP	Communication Occasionally	Communication Sometimes	Communication Often
Effective SP	1	0.34	0.42	0.55
Communication Occasionally	0.34	1	0.45	0.60
Communication Sometimes	0.42	0.45	1	0.65
Communication Often	0.55	0.60	0.65	1

Table 11: Correlation coefficients between "Effective Succession Planning" and communication-related variables

Regression Summary

Variable	Coefficient	Std Error	t-Statistic	p-Value
Intercept	2.80	0.43	6.51	<0.001
Communication Occasionally	0.25	0.10	2.50	0.014
Communication Sometimes	0.30	0.12	2.50	0.014
Communication Often	0.35	0.15	2.33	0.022
Engagement Satisfaction Satisfied	0.20	0.13	1.54	0.127

Engagement	0.10	0.14	0.71	0.481
Satisfaction				
Neutral				

Table 12: Regression analysis predicting "Effective Succession Planning" based on communication and engagement variables

Open-ended Questions Analysis

1. In your opinion, what changes could be made to Vodafone Oman’s succession planning process to enhance employee relationships?

Participants were requested to share their thoughts on how transparent they found Vodafone Oman’s succession planning process. The feedback revealed a general sense of contentment, with many employees valuing the straightforwardness and openness of the process. Nonetheless, some participants pointed out areas needing enhancement, including the necessity for more regular and comprehensive communication regarding the criteria and procedures involved in the succession process. Recommendations included improving transparency in decision-making and offering consistent updates on individual advancement within the succession plan.

2. What specific actions can Vodafone Oman take to make succession planning more relevant and engaging for employees?

The second open-ended question asked employees to share their thoughts on the feedback systems associated with succession planning. Several participants indicated satisfaction with the current avenues for giving feedback, expressing that they felt acknowledged and appreciated. However, a portion of respondents pointed out that although feedback mechanisms are in place, there is room for enhancement in translating this feedback into practical changes. Suggestions from the responses included establishing more formal feedback sessions and making a concerted effort to visibly implement employee recommendations, thereby creating a more inclusive and responsive process for succession planning.

Conclusions

The study indicates that succession planning at Vodafone Oman greatly enhances employee relations, building a culture characterized by trust, collaboration, and engagement. A significant

number of employees (46% rating it 4, 37% rating it 5) viewed succession planning as crucial for improving workplace relationships. The results also show that succession planning aids in fostering collaboration, with 63% of participants recognizing its importance in promoting teamwork. This method not only elevates employee morale but also creates a sense of security and trust within the organization. Additionally, the research emphasizes how succession planning aligns with Vodafone Oman's long-term objectives, supporting the company's overall stability and sustainability. The strategy effectively aids in retention, reflected in the 98% of employees who feel encouraged to remain because of the company's clear dedication to their professional development and career growth.

Recommendations

The research offers several suggestions to improve the effectiveness of succession planning at Vodafone Oman. Firstly, there is a need to enhance communication regarding career advancement and succession planning, as only 22% of employees currently feel well-informed about these opportunities. By increasing the frequency and depth of communication, employee engagement and trust can be strengthened. Secondly, the company should work to address the gender disparity within its workforce, as the results indicate a predominance of male employees. Fostering diversity and inclusivity can enhance the organizational culture and promote innovation. Thirdly, Vodafone Oman should continue to incorporate employee feedback into the succession planning process. This collaborative approach ensures that strategies align with both employee expectations and organizational requirements, leading to a sense of ownership and involvement. Lastly, Vodafone Oman ought to maintain its emphasis on leadership development to effectively prepare employees for future roles, thereby ensuring a strong pipeline of leaders.

Limitations

The study has several limitations that should be taken into account when analyzing the results. One significant limitation is that the research concentrates solely on Vodafone Oman's main branch, which may limit the applicability of the findings to other branches or similar organizations in different industries. Furthermore, the dependence on self-reported data gathered through questionnaires raises the possibility of biases and inaccuracies. Respondents might have given answers that they believed were more socially acceptable or could have misunderstood the questions, which may compromise the data's reliability. In addition, the study's cross-sectional

design reflects only a momentary view of the current conditions regarding succession planning and employee relations, without examining how these factors may evolve over time or their long-term effects.

Future Research

Future research should tackle the limitations noted in this study to offer a more thorough understanding of how succession planning affects employee relations. Broadening the research to include various branches of Vodafone Oman or similar organizations across different sectors would improve the applicability of the findings. Moreover, implementing longitudinal studies could yield important insights into the enduring effects of succession planning on employee engagement, retention, and overall organizational performance. Upcoming studies should also look into the role of digital tools and technologies in succession planning procedures, assessing their effectiveness in enhancing transparency, communication, and overall results. Lastly, examining the influence of succession planning on various demographic groups, such as gender and age diversity, could give a richer understanding of how customized approaches might further reinforce employee relations and organizational culture

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