

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Males	147	84.5%
Females	27	15.15%
Total	174	100%

It is clear from the analysis of the research sample by gender (table 3) that the ration of males (84.5%) is higher than the ratio of females (15.5%).

4.3.2 Age variable

Table 4 Distribution of the research sample according to age

Variable	Number	Percentage
Less than 30 years	16	9.2%
30 and less than 45 years	64	36.8%
45 and less than 60 years	82	47.1%
60 years and above	12	6.9%
Total	174	100%

It can be seen from table (4) that there is a difference between the number of age groups of employees and the largest group was on (45 and less than 60 years) by (47.1%) of the total research sample, and the lowest number for the age groups was (60 years and above) by (6.9%) which explains that the company depends on employees belonging of middle age and not elderly.

4.3.3 Qualification variable

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
High school and less	4	2.3%
Bachelor	142	81.2%
Post studies	28	16.1%
Total	174	100%

Table (5) indicates that the largest percentage hold a Bachelor's degree by (81.2%) followed by Post studies (16.1%), and holders of High school qualification (2.3%).

4.3.4 Years of experience variable

Table 6 Distribution of the research sample according to years of experience

Variable	Number	Percentage
Less than 10 years	11	6.3%
10 and less than 15 years	10	5.7%
15 and less than 20 years	141	81%
20 years and above	12	6.9%
Total	174	100%

Table (6) reveals that the staff with years of experience (15 and less than 20 years) were the highest with a percentage of (81%) followed by those of (20 years and above) with a percentage of (6.9%), then those of (less than 10 years) with a percentage of (6.3%), and finally (0 and less than 15 years) with a percentage of (5.7%).

4.3.5 Position variable

Table 7 Distribution of the research sample according to position

Variable	Number	Percentage
Supervisory jobs	147	84.5%
Non-supervisory jobs	27	15.5%
Total	174	100%

Table (7) shows that the vast majority of the research sample were related to supervisory jobs with a percentage of (84.5%), followed by those who were related to non-supervisory jobs with a percentage of (15.5%).

4.4 Analysis of answers to the questionnaire variable

4.4.1 Table (8) Analysis of the research sample answers to the questionnaire variable (Career succession planning, determining key positions dimension)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The Customs Affairs department continuously identifies vacancies in leadership positions.	3.49	0.670	8	Neutral
2	There is a clear plan in the Customs Affairs department based on which replacement for leadership positions are determined	4.25	0.647	3	Agree
3	Managers usually nominate individuals they deem to be able to succeed them in their leadership positions in Customs Affairs department.	4.05	0.683	6	Agree
4	The extension policy for managers after retirement age can be applied in the Customs Affairs department	4.28	0.637	1	Agree
5	The heads of the departments participate in the selection process for the nomination of suitable people for administrative positions.	4.22	0.684	4	Agree
6	It is possible that the Customs Affairs department will encounter some problems in choosing the appropriate alternative in leadership position.	3.95	0.779	7	Agree
7	Usually, there is an employee to whom	4.29	0.649	2	Agree

	the duties of the director are delegated when he is absent from work at the Customs Affairs department.				
8	High performing customs officials are selected and equipped to replace leaders when they retire.	4.17	0.638	5	Agree
Total		4.08	0.673		Agree

Results presented in table (8) show that the general average of the variable (career succession planning, determine key positions dimension) reached (4.08), which shows that the opinions of the research sample were high of this dimension.

4.4.2 Analysis of answers to the questionnaire variable

Table (9) Analysis of the research sample answers to the questionnaire variable (Career succession planning, defining tasks and responsibilities for key positions dimension)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	There is an accurate and clear description of the tasks of each administrative position for which career succession is being planned at the customs Affairs department	3.02	1.335	8	Neutral
2	The requirements for leadership position at the Customs Affairs department are codified based on a specific approach that contributes to achieving certain goals.	4.20	0.711	2	Agree
3	The tasks of leadership positions and what is required of them are determined without quantifying outputs of the jobs	4.17	0.663	3	Agree
4	There are specific criteria for judging the efficiency of each person nominated to the leadership positions at the Customs Affairs department	3.60	0.980	7	Agree
5	There are cards designed for the tasks and responsivities of each leadership position at the customs affairs department.	4.23	0.690	1	Agree
6	The description of the duties of leadership position at the customs affairs department focuses on the capabilities and skills of the individuals who are nominated.	3.71	0.809	6	Agree
7	When choosing a person for a leadership position, the relationship between this position and other positions at the Customs Affairs	3.88	0.741	5	Agree

	department must be determined.				
8	When selecting a person for a leadership position at the Customs Affairs department, the job description specifies the required experiences and education qualifications.	4.00	0.635	4	Agree
Total		3.85	0.825		Agree

Results displayed in table (9) show that the general average of the variable (Career succession planning, defining tasks and responsibilities for key positions dimension) reached (3.85), which shows the opinions of the research sample were high on this dimension.

Table 10 Analysis of the research sample answers to the questionnaire variable (Career succession planning, nomination of future leaders' dimension)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The process of nominating future leaders to fill leadership positions at the Customs Affairs department are among the persons who meet the specifications specified in the job card.	4.13	0.62	1	Agree
2	Interviews are conducted with all candidates for leadership positions at the Customs Affairs department to explore their future vision about working at the department.	4.00	0.81	2	Agree
3	Candidates for leadership positions at the Customs Affairs department must meet the criteria set by the human resources department at the Ministry of Interiors.	3.74	1.01	4	Agree
4	The process of nominating future leadership positions at the Customs Affairs department is based on a clear methodology to bridge the gaps in leadership positions.	3.79	0.97	3	Agree
5	Leaders are nominated leaders who are able to manage the knowledge of employees at the Customs Affairs department.	3.53	1.12	5	Agree
6	Leaders who demonstrate willingness to assume leadership positions and who are able to achieve management excellence are nominated.	3.51	0.57	6	Agree
7	Leaders who contribute to achieving leadership stability and do not allow any leadership vacuum to occur in the future are nominated	1.84	1=.31	8	Disagree
8	Leaders who are able to build effective relationship with employees at various	2.16	1.43	7	Neutral

	job levels are nominated at the Customs Affairs department				
Total		3.333			Neutral

Results presented in table (10) show that the general average of the variable (Career succession planning, nomination of future leaders' dimension) reached (3.33), which shows that the opinions of the research sample were moderate on this dimension.

Table 11 Analysis of the research sample answers to the questionnaire variable (Career succession planning, prepare a training plan for candidates dimension)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	A training plan for candidates for leadership positions at the Customs Affairs department is prepared based on the training needs identified by them.	3.89	0.635	6	Agree
2	The plan to train candidates for leadership positions at the Customs Affairs department includes all kinds of leadership skills	3.74	0.912	7	Agree
3	The plan for training candidates for leadership positions at the Customs Affairs department includes developing the personal skills of leaders.	4.15	0.617	2	Agree
4	The training plan for candidates for leadership positions at the Customs Affairs department includes the development of emotional intelligence for leaders.	4.07	0.831	3	Agree
5	Candidates for leadership positions at the Customs Affairs department can participate in preparing their own training plan.	3.96	1.17	5	Agree
6	The plan to train candidates for leadership positions at the Customs Affairs department focuses on enhancing the skills and competencies that support leaders.	4.27	0.58	1	Agree
7	The plan to train candidates for leadership positions at the customs Affairs department contributes to clarifying all leadership styles and how to choose one or more of them to apply during their work in the department	4.06	0.958	4	Agree
5	The plan to train candidates for leadership positions at the Customs Affairs department enhances the role of the leader in creating a positive	3.66	0.78	8	Agree

	work culture.				
Total		3.97	0.79		Agree

Table (11) reveals that the general average of the variable (Career succession planning, prepare a training plan for candidates dimension), reached (4.04), which shows that the opinions of the research sample were high on this dimension.

Table 12 Analysis of the research sample answers to the questionnaire variable (Career succession planning, adaptation of the replacement plan dimension)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Replacement plans are approved by senior leadership of the Ministry of the Interior	3.89	0.93	3	Agree
2	The replacement plan is approved at the Customs Affairs department based on the results of the previous stages.	3.99	0.88	1	Agree
3	The replacement plan includes the competencies that the customs affair department sees as the ability to perform the tasks of a successful leader	3.85	1.09	5	Agree
4	The adoption of the replacement plan is considered as the main step that demonstrates the ability of the customs affairs department to improve the competencies in the department	3.96	0.90	2	Agree
5	By adopting the replacement plan, the customs affairs department provides evidence of its ability to select the right individuals in the right places.	3.80	1.13	6	Agree
6	The adaptation of the replacement plan contributes to emphasizing the ability of the Customs Affairs department to develop individuals against the gaps in the jobs and collective development against the gaps related to the regulation.	3.88	0.99	4	Agree
7	The adaptation of the replacement plan at the Customs Affairs department supports management ability to strategically plan.	3.71	1.22	8	Agree
5	The adaptation of the replacement plan at the Customs Affairs department demonstrates transparent leadership selection.	3.77	1.17	7	Agree
Total		3.85	1.03		Agree

Table (12) reveals that the general average of the variable (Career succession planning, adaptation of the replacement plan dimension), reached (3.85), which shows that the opinions of the research sample were high on this dimension.

Table 13 Analysis of the research sample answers to the questionnaire variable (Career succession planning, appointment of acting candidates' dimension)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	The customs affairs department gradually integrates the selected leaders	4.37	0.82	2	Agree
2	A set of powers is delegated to the new leaders to take over the leaders that will be replaced.	4.44	0.68	1	Agree
3	The process of appointing the nominated leaders is initially on behalf of the old leaders	4.24	1.05	5	Agree
4	The acting appointment process gives new leaders more confidence in themselves by working for a term on behalf to the old ones.	4.27	0.59	4	Agree
5	Acting leaders are nominated and appropriately supported.	4.31	0.54	3	Agree
Total		4.33	0.78		Agree

Table (13) reveals that the general average of the variable (Career succession planning, appointment of acting candidates dimension), reached (4.33), which shows that the opinions of the research sample were high on this dimension.

Table 14 Analysis of the research sample answers to the questionnaire variable (preparing future leaders at the customs affairs department in the Ministry of Interior in the Kingdom of Bahrain)

Sr.	Statement	Mean	Standard Deviation	Ranking	Mean Interpretation
1	Emphasis is placed on increasing the effectiveness of future leaders, so that they can achieve the objectives of the customs affairs department	3.99	1.37	13	Agree
2	The presence of a conscious leadership for the future in the customs affairs department enhance the opportunities for growth and development.	3.91	0.89	15	Agree
3	Through the presence of a conscious leadership for the future in the Customs Affairs department it is possible to interact with the environment surrounding the department	4.00	0.90	12	Agree
4	The existence of effective leadership for the future of the Customs Affairs department contributes to the implementation of the procedures through which the plans of the department can be implement.	4.17	0.66	11	Agree

5	Conscious leadership in the Customs Affairs department contributed to effectively controlling challenges	4.56	0.60	2	Strongly agree
6	The future leaders of the customs affairs department are able to leader the change int eh department.	4.54	0.55	3	Strongly agree
7	The future customs affairs department leadership can play its role in enhancing the knowledge management processes in the department	4.20	0.86	10	Agree
8	Through effective leadership to the customs affairs department, it is possible to build work teams capable of developing and modernizing the department	434	0.63	9	Agree
10	Knowledge of leaders with emotional intelligence skills enables them to intelligently deal with employees and control them.	4.61	0.59	1	Strongly agree
11	Through having the skills, character and entrepreneurial spirit of future leaders at the customs affairs department, they can increase the department's ability to develop.	4.53	0.66	4	Strongly agree
12	Through having effective leadership methods, leaders of the customs affairs department can implement the system of incentives and penalties effectively.	4.50	0.75	5	Strongly agree
13	The knowledge of future leaders at the customs affairs department of leadership styles enables them to choose the most appropriate styles for them and for the nature of the employees at the department	4.47	0.760	6	Agree
14	The presence of effective leadership at the customs affairs department ensures the implementation of the performance appraisal system in a transparent manner.	4.46	0.733	7	Agree
15	The involvement subordinates in planning is the secret of the success of the future leaders at the customs affairs department.	4.42	0.668	8	Agree
Total		4.31	0.73		Agree

Table (14) reveals that the general average of the variable (preparing future leaders at the customs affairs department in the Ministry of Interior in the Kingdom of Bahrain), reached (4.31), which shows that the opinions of the research sample were high on this dimension.

4.5 Testing results hypotheses

To make sure that the main hypothesis (1) is correct, “There is a positive significant impact for career succession planning (determining key positions, defining tasks and responsibilities for key positions, nomination for future leaders, prepare a training plan for candidates, adoption of the replacement plan and appointment of acting candidates) on preparing future leaders at the Customs Affairs department in the Kingdom of Bahrain”, multiple linear regression analysis were used where the results show the following:

Table 15 Linear regression analysis (Emotional loyalty)

Variance source	Sum of Squares	Degree of freedom	Mean of squares	Correlation Coefficient R	Adjustment R ²	T-value	Sig. Level
Multiple regression indicators	15.131	1	15.131	0.688	0.474	12.450	0.000
Rest	16.790	172	0.98				
All	31.922	173					

Dimensions	Beta	T-value	Sig. Level
1	0.222	3.732	0.000
2	0.279	4.549	0.007
3	0.160	2.652	0.219
4	0.299	7.491	0.124
5	0.32	8.110	0.001
6	0.198	2.651	0.001

According to the results presented above in tables (15), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2), “There are positive significant impact for career succession planning (determining key positions, defining tasks and responsibilities for key positions, nominating of future leaders, prepare a training plan for candidates, adoption of the replacement plan and appointment t of acting candidates) on preparing future leaders at the Customs Affairs department in the Kingdom of Bahrain due to demographics (gender, age, qualification, years of experience and position), showed that no statistically significant differences at the level of (0.05) relating to the delomorphic (gender, age, qualification, years of experience and position).

5 CONCLUDING COMMENTS

The existence of a positive and statistically significant impact for the career succession planning on the preparation of future leaders in the organization in question. In addition, there were no statistically significant differences relating to the impact of career succession planning on the preparation of future leaders in the organization in question due to the demographic (gender, qualification, years of experience and position).

In light of conclusions formulated, the following recommendations were proposed:

- The necessity of continuing in the process of identifying vacancies in leadership positions in order to prepare for what might happen in the future.
- The necessity of periodically reviewing of employees' database to ensure their orientation, loyalty and commitment levels.
- The necessity of focusing on nominating leaders who can contribute to achieving leadership stability, so that no leadership vacuum occurs in the future.
- Emphasis on enhancing the knowledge and skills of employees periodically through training programs appropriate to their needs.
- It is necessary to allocate committees with experience and knowledge to nominate leaders who are able to achieve excellence in leadership positions.

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