



## Impact of Career Succession Planning on the Preparation of Future Leaders

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### ABSTRACT

The aim of this research is to identify the impact of career succession planning (determining key positions, defining tasks and responsibilities for key positions, nomination of future leaders, preparation of a training plan for candidates, adoption of the replacement and appointment of acting candidates) on the preparation of future leaders at the Customs Affairs department in the Kingdom of Bahrain. A hundred and seventy four employees were surveyed through a random sample method. The analysis is based on the outcomes of the questionnaire survey that was given out to a representative sample of employees of the Customs Affairs department. The researchers hypothesized that there is a positive significant impact for the career succession planning on the preparation of future leaders at the Customer Affairs department in the Kingdom of Bahrain.

The findings revealed that there is a positive significant impact for the career succession planning on the preparation of future leaders at the Customs Affairs department in the Kingdom of Bahrain. Moreover, the results indicated that there are no statistically significant differences relating to the impact of the career succession planning on the preparation of future leaders at the Customs Affairs department in the Kingdom of Bahrain due to demographic (gender, age, qualification, years of experience and position).

### KEYWORDS

Career Succession Planning, Future Leaders, Key Positions, Acting Candidates, Replacement Plan, Kingdom of Bahrain.

### 1. INTRODUCTION

The planning of career succession processes by the human resources department in any organization, especially for leaders, is considered as an administrative and methodological philosophy. Through this process, it is possible to identify and enhance the administrative capabilities and expertise possessed by employees in the organization in order to take leadership positions, in which an advanced performance appears that contributes to the excellence of the performance, and outputs of the organization (P. Northouse, 2016).

The implementation of practices through which career succession can occur in the organization, especially for leadership positions, has a role that cannot be underestimated. This role is represented in attracting talent and encouraging potential leaders from within the organization to stay in it, because this means for them that the human resources management has ambitious plans to develop them and improve their leadership skills to give them more value (Abdeldayem et al., 2021; Helena, et al. 2019).

The rest of this paper is organized as follows: Literature review is presented in section (2). Section (3) introduces the methodology. Discussion and results of statistical analysis are explained in section (4), while conclusions are in section (5).

## **2. THEORITICAL FRAMEWORK & LITERATURE REVIEW**

### **2.1 Definition of career succession planning**

It is a set of human resources management activities that work to achieve the systematization of distinguished human resources to take leadership positions when needed at any time which includes research and development activities attracting, motivating, and maintaining these human assets (Groves, 2019). It is also known as a strategic proactive approach that aims to develop employees' skills and talents, so that they can take leadership responsibilities in the future within the organization (Zulqurnain & Mehreen, 2019).

### **2.2 Importance of career succession planning for preparing future leaders**

The process of succession planning enables human resources management to contribute to enhancing leadership skills and career path planning skills, thus achieving long-term growth for the organization (Al Mutairi & Al Zaidi, 2021). Succession planning also leads to the development and improvement of the skills and knowledge of the employees, especially candidates to targeted leadership positions in the organization, which enhances its position in the future motivates employees and increase their loyalty and commitment (Al Marqtn, 2021; Al-Sanjary & Khalifa, 2021). In addition, succession planning contributes to transforming the organization into a learning, training and development environment, which contributes to replacing the competent employee within the organization when needed and provides safety for promotions for leadership positions within the organization (Al Sayed, 2019; Mohamed, 2021).

### **2.3 Aims of career succession planning for preparing future leaders**

- Improving levels of long-term institutional growth.
- Providing efficient leadership alternatives.
- Continuing the organizational performance effectively within the organization.
- Providing a high level of readiness for human resources when needed.
- Motivating employees in the organization and increasing their loyalty and commitment (Chaho & Aswad, 2021: Donner, et al. 2017).
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### **2.4 Stages of career succession planning for preparing future leaders**

- Determining key positions.

- Defining tasks and responsibilities for key positions.
- Nomination of future leaders.
- Preparation of a training plan for candidates.
- Adaptation of the replacement plan.
- Appointment of acting candidates (AlMutairi & Al Zaidi, 2021).

### 3. METHODOLOGY

#### 3.1 Research problem

Based on various studies, that confirmed the importance of the career succession planning and its positive effects on the preparation of future leaders. The researchers wanted to identify the impact of the career succession planning (determining key positions, defining tasks and responsibilities for key positions, nomination of future leaders, preparation of a training plan for candidates, adoption of the replacement and appointment of acting candidates), on preparation of future leaders, at Customs Affairs department, in the Kingdom of Bahrain. The problem of the research could therefore be expressed in the following key question:

“What is the impact of the career succession planning (determining key positions, defining tasks and responsibilities for key positions, nomination of future leaders, preparation of a training plan for candidates, adoption of the replacement and appointment of acting candidates) on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain?”

The main question results in the following sub-questions:

- What is the reality of the career succession planning at Customs Affairs Department in the Kingdom of Bahrain?
- What is the reality of the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain?
- What is the reality of the relationship between the career succession planning and the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain?
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#### 3.2 Importance of the research

This study addresses on of the important topics in the field of business administration which is the career succession planning that can have a significant impact on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain. This study will lead to recommendations and suggestions to increase the effectiveness of this process and thus benefit decision-makers at the organization in question in activating the positive impact of the career succession planning on the preparation of future leaders.

#### 3.3 Research Objectives

- Identify the reality of the career succession planning Customs Affairs Department in the Kingdom of Bahrain.

- Identify the reality of the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain.
- Identify the impact of the career succession planning on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain.
- Identify the statistically difference with regards to the impact of the career succession planning on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position).
- Make some recommendations and suggestions to increase the effectiveness of the impact of the career succession planning on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain.

### **3.4 Research hypotheses**

#### **Main hypothesis 1**

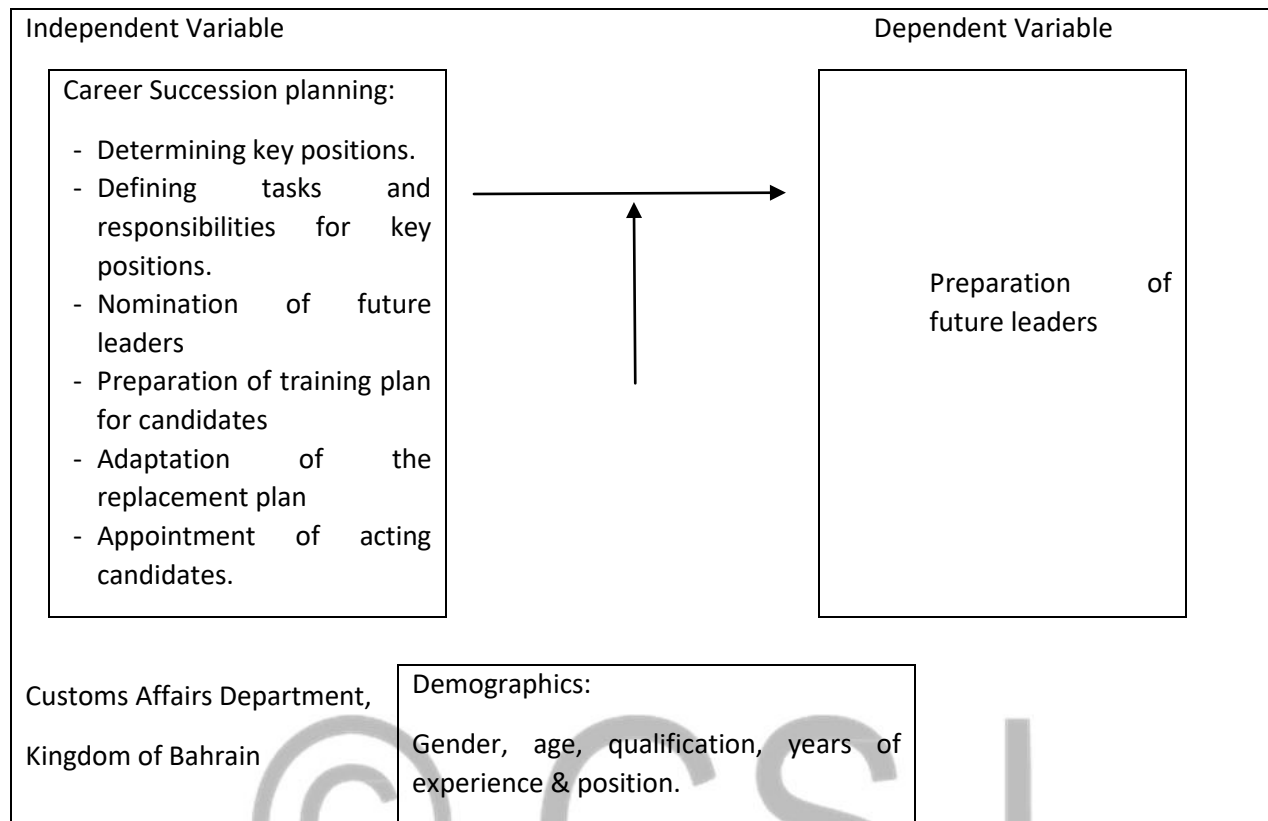
H1: There is a positive significant impact for the career succession planning (determining key positions, defining tasks and responsibilities for key positions, nomination of future leaders, preparation of a training plan for candidates, adoption of the replacement and appointment of acting candidates) on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain.

#### **Main hypothesis 2**

H1: There are significant differences relating to the impact of the career succession planning ((determining key positions, defining tasks and responsibilities for key positions, nomination of future leaders, preparation of a training plan for candidates, adoption of the replacement and appointment of acting candidates), on the preparation of future leaders at Customs Affairs Department in the Kingdom of Bahrain. This is due to the demographics, (gender, age, qualification, years of experience and position).

## Research Framework

**Figure 1 (Below illustrates the research framework and shows the variables of the research)**



**Figure 1 (Illustration of the research framework)**

### Data Collection

A five-point Likert scale was used to collect questionnaire survey as follows:

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| 5              | 4     | 3       | 2        | 1                 |
| Strongly agree | Agree | Neutral | Disagree | Strongly disagree |

A number of 258 questionnaires were circulated and 179 were collected, five of them were incomplete, so they were discarded. 174 questionnaires were considered with a response rate of 67%.

## 4. Research Findings and results

### 4.1 Pearson correlation co-efficient

Table (1) below shows that all correlation co-efficient are significant at the level of (0.01) which indicates the validity of the scale.

Table 1 Pearson correlation co-efficient

| <b>First Axis</b>                 |                                 |   |                                 |                                     |                                 |  |                                 |   |                                 |                    |                                 |
|-----------------------------------|---------------------------------|---|---------------------------------|-------------------------------------|---------------------------------|--|---------------------------------|---|---------------------------------|--------------------|---------------------------------|
| <b>Career succession planning</b> |                                 |   |                                 |                                     |                                 |  |                                 |   |                                 |                    |                                 |
| <b>Determining key position</b>   |                                 | <b>Defining tasks and responsibilities of key positions</b> |                                 | <b>Nomination of future leaders</b> |                                 | <b>Prepare a training on a plan for candidates</b> |                                 | <b>Adaptation of the replacement plan</b> |                                 | <b>Appointment</b> |                                 |
| <b>Statement</b>                  | <b>Correlation Co-efficient</b> | <b>Statement</b>  | <b>Correlation Co-efficient</b> | <b>Statement</b>                    | <b>Correlation Co-efficient</b> | <b>Statement</b>                                   | <b>Correlation Co-efficient</b> | <b>Statement</b>                          | <b>Correlation Co-efficient</b> | <b>Statement</b>   | <b>Correlation Co-efficient</b> |
| 1                                 | 0.736                           | 1   | 0.858                           | 1                                   | 0.822                           | 1  | 0.555                           | 1   | 0.832                           | 1                  | 0.756                           |
| 2                                 | 0.685                           | 2   | 0.637                           | 2                                   | 0.830                           | 2  | 0.563                           | 2   | 0.750                           | 2                  | 0.452                           |
| 3                                 | 0.839                           | 3   | 0.752                           | 3                                   | 0.800                           | 3  | 0.878                           | 3   | 0.608                           | 3                  | 0.652                           |
| 4                                 | 0.734                           | 4   | 0.781                           | 4                                   | 0.725                           | 4  | 0.563                           | 4   | 0.821                           | 4                  | 0.758                           |
| 5                                 | 0.785                           | 5   | 0.819                           | 5                                   | 0.433                           | 5  | 0.563                           | 5   | 0.511                           | 5                  | 0.687                           |
| 6                                 | 0.798                           | 6   | 0.821                           | 6                                   | 0.603                           | 6  | 0.639                           | 6   | 0.678                           | 6                  | 0.819                           |
| 7                                 | 0.803                           | 7   | 0.734                           | 7                                   | 0.684                           | 7  | 0.595                           | 7   | 0.756                           |                    |                                 |
| 8                                 | 0.734                           | 8   | 0.858                           | 8                                   | 0.517                           | 8  | 0.698                           | 8   | 0.677                           |                    |                                 |

| <b>Second Axis</b>                   |                                 |
|--------------------------------------|---------------------------------|
| <b>Preparation of future leaders</b> |                                 |
| <b>Statement</b>                     | <b>Correlation Co-efficient</b> |
| <b>1</b>                             | 0.555                           |
| <b>2</b>                             | 0.563                           |

|           |       |
|-----------|-------|
| <b>3</b>  | 0.878 |
| <b>4</b>  | 0.563 |
| <b>5</b>  | 0.563 |
| <b>6</b>  | 0.711 |
| <b>7</b>  | 0.824 |
| <b>8</b>  | 0.450 |
| <b>9</b>  | 0.674 |
| <b>10</b> | 0.723 |
| <b>11</b> | 0.711 |
| <b>12</b> | 0.687 |
| <b>13</b> | 0.894 |
| <b>14</b> | 0.800 |
| <b>15</b> | 0.684 |

## 4.2 Reliability

The data were analyzed using SPSS and statistical results of Cronbach Alpha are as follows:

Table 2 Cronbach's Alpha

| <b>Reliability</b>            |                         |
|-------------------------------|-------------------------|
| <b>Dimensions</b>             | <b>Cronbach's Alpha</b> |
| Career Succession planning    | 0.811                   |
| Preparation of future leaders | 0.947                   |
| <b>Total</b>                  | <b>0.879</b>            |

Table (2) indicates that the Cronbach's Alpha is **0.879**.

Table (2) indicates that the Cronbach's Alpha is (0.879). This result indicates a high level of internal consistency for the research questionnaire.

## 4.3 Analysis of the demographic variable of the research

### 4.3.1 Gender Variable

**Table 3 Distribution of the research sample according to gender**

| Variable     | Number     | Percentage  |
|--------------|------------|-------------|
| Males        | 147        | 84.5%       |
| Females      | 27         | 15.15%      |
| <b>Total</b> | <b>174</b> | <b>100%</b> |

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%        |
| <b>Total</b>              | <b>174</b> | <b>100%</b> |

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%       |
| <b>Total</b>         | <b>174</b> | <b>100%</b> |

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%        |
| <b>Total</b>              | <b>174</b> | <b>100%</b> |



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%       |
| <b>Total</b>         | <b>174</b> | <b>100%</b> |

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        |
| <b>Total</b> |   | <b>4.08</b> | <b>0.673</b> |   | <b>Agree</b> |

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        |
| <b>Total</b> |   | <b>3.85</b> | <b>0.825</b> |   | <b>Agree</b> |

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 |              |  |  |                |
| <b>Total</b> |  | <b>3.333</b> |  |  | <b>Neutral</b> |

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. |             |             |  |              |
| <b>Total</b> |               | <b>3.97</b> | <b>0.79</b> |  | <b>Agree</b> |

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               |
| <b>Total</b> |  | <b>3.85</b> | <b>1.03</b>        |         | <b>Agree</b>        |

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               |
| <b>Total</b> |   | <b>4.33</b> | <b>0.78</b>        |         | <b>Agree</b>        |

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          |
| <b>Total</b> |  | <b>4.31</b> | <b>0.73</b> |    | <b>Agree</b>   |

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 <sup>2</sup> | 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 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 demographic (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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