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The Nexus Between Succession Planning Process and Administrative Leaders' Performance: An Empirical Studies

العلاقة بين عملية تخطيط التعاقب الوظيفي وأداء القيادات الإدارية: دراسة تطبيقية

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Abstract

The study aims to examine the relationship between succession planning (SP) and administrative leaders' performance (ALP) in Egyptian tourism companies and to measure the potential impact of SP on improving the ALP. Analytical-descriptive research methodology was used. Managers, department heads, and staff members from tourism companies in Greater Cairo were sent a questionnaire at random. The data were analyzed using SPSS V25, a statistical program. The study demonstrated that Egyptian tourism companies have high levels of SP and ALP implementation, and that SP dimensions have a favorable impact on ALP. According to the study's conclusions, senior management support and commitment are required for Egyptian tourism companies to effectively use their leadership SP unit to meet their objectives and the needs of their customers. The study also suggests that the company's vision and mission include a clear SP plan and that it works to identify key job centers before managing the business and creating career SP plans.

الملخص

تهدف الدراسة إلى فحص العلاقة بين عملية تخطيط التعاقب الوظيفي وأداء القيادات الإدارية في شركات السياحة المصرية، وقياس التأثير المحتمل للتعاقب الوظيفي في تحسين أداء القيادات الإدارية. استخدم البحث المنهج الوصفي التحليلي، كما تم اجراء الدراسة الميدانية باستخدام استمارة استبيان إلكترونية Google Form وزعت بطريقة عشوائية على عينة من المدراء ورؤساء الأقسام والموظفين بهذه الوكالات في مدينة القاهرة الكبرى. بعد تجميع الاستمارات وتجنب الاستمارات الغير مكتملة والمفقودة تم تحليل الاستمارات الصالحة للتحليل بواسطة برنامج إحصائي SPSS V25. توصلت نتائج الدراسة إلى أن شركات السياحة المبحوثة في مصر لديها مستوى مرتفع إلى حد ما في تطبيق مفهوم التعاقب الوظيفي وأداء القيادات الإدارية بها، إضافة إلى وجود علاقة ارتباط وتأثير إيجابي لعملية التعاقب الوظيفي في تحسين أداء القيادات الإدارية في شركات السياحة محل الدراسة والبحث. بناءً على ما أسفرت عنه النتائج توصي الدراسية شركات السياحة المصرية بضرورة الدعم والتفاني من قبل الإدارة العليا لفعالية وحدة تعاقب القيادة في تلبية أهداف الشركة واحتياجات عملائها، وأن تشمل رؤية ورسالة الشركة خطة التعاقب الوظيفي، وتكون واضحة للمستقبل، وكذا العمل على تحديد المراكز الوظيفية المهمة من قبل إدارة الشركة وصياغة خطط التعاقب الوظيفي، واتباع منهجية منظمة في عملية التخطيط بهدف بناء ثقافة توفر الأعداد المطلوبة للتعاقب.

Keywords: Succession planning process; administrative leaders' performance; tourism companies; Egypt

الكلمات الدالة: التعاقب الوظيفي؛ أداء القيادات الإدارية؛ شركات السياحة؛ مصر

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1. Introduction

Companies are interested in SP to increase the skills and knowledge of employees so they can handle issues and challenges brought on by the ongoing challenges in the workplace. Some businesses set aside time for leaders or those in senior leadership roles to leave their positions, whether voluntarily or involuntarily, before SP (Sambrook, 2005). The development of businesses is primarily influenced by people. No business could exist without human resources, and as a result, businesses have come to rely on these resources which have an open mind, a wealth of life experience, and high-level capabilities in increasing numbers. According to Kom (2007), SP is one of the best methods for creating key roles within an organization because it is a strategy that businesses use to meet their future needs for human resources on a consistent basis. As a result, SP must be an ongoing process with the main objective of selecting the people who will hold leadership positions in the future. Since there is fierce competition in the tourism sector for skilled human resources, the idea of the current research to investigate the nexus between SP and tourism companies ALP.

2. Literature review

2.1 Succession planning process

Henri Fayol's 1949 writings on the need for programs to plan human resources for organizations served as the inspiration for one of the management concepts known as SP. In his writings, Rothwell (2010) also noted that these writings paved the way for the creation of a precise framework and guidelines for SP as one of the power management mechanisms. it represents the efforts aimed at creating a second row of outstanding leaders to ensure the company's growth and continuity and enhance its capacity to face challenges in the future, as it is one of the efficient methods to identify, prepare, and develop the human force capable of assuming leadership positions in the future (Church, 2014). meaning that it represents the efforts aimed at developing a second row of distinguished leaders to ensure the company’s growth and continuity and improve its ability to face challenges in the future, as it is one of the effective mechanisms of action to develop intellectual capital to make it more capable of organizational development (Mokhber et al., 2017).

According to Pennel (2010), it represents a specific organizational effort to close the leadership gap between the present and the future at all administrative levels, enabling the business to meet challenges and upcoming changes more successfully. Future leaders are not just identified by SP; they are also prepared and given the necessary skills to take on leadership roles successfully, ensuring that the appropriate person is present at the appropriate time to complete the necessary tasks (Schachter, 2013). Also, Darvish and Temelie (2014) explained that it represents a set of activities carried out by human resources management to achieve the organization of human resources to occupy leadership positions when needed at any time, and these activities include research, development, attraction, protection, motivation, preservation, and achievement.

Also, Al-Muhaisen and Al-Kasasbeh (2021) highlighted the fact that businesses alter their plans for a variety of reasons, including retirement, promotions, serious illness, death, and voluntarily leaving the company. To deal with these changes, the business must have replacement plans. Therefore, SP is an important effort in this field for employees in key positions and is also connected to SP, which is viewed as a form of risk management. They continued by mentioning several SP models, such as (a) the SP migration model created by the company's current CEO, who transfers control to his successor gradually, and (b) Scharmer's 2007 U theory model. In it, he urged the company's senior management to adopt the career SP process, which supports the idea of Theory U and consists of five stages: initiative participation, sensing participation, leadership of the company in the future vision, creation participation, and development participation.

2.2 The importance of succession planning process

Many researchers have discussed the value of SP in businesses because it goes beyond emergency planning and is used to keep employees who have special skills and abilities in the organization so that the business can continue to lead in the future. One of the goals of the SP and management program is to increase retention rates for talented employees (Al-Mutairi and Al-Zaidi, 2021). According to Gordon and Overbey (2018), SP is essential to the health and survival of a company because it helps place the right workforce in the right place at the right time. They also noted that SP serves as a roadmap for spotting and developing talent as well as the competencies required in the future, starting today. Adebola (2019) added that SP ensures that the company's future is appropriately considered to maintain the presence of qualified and exceptional business leadership at the company level. Due to the importance of finding a successor to the current leaders in the industry, businesses should be prepared and willing to consider this option. Therefore, it is an option that companies should be willing and ready to take advantage of, and it should not be ignored because searching for an heir to the leaders in the company is a difficult task without proper policy and SP.

2.3 The stages succession planning process

Kasich (2011) indicated that SP is used to prepare succession maps, which take place within several steps, namely: (1) determining important positions in the company: by making a list of important job positions and determining when they are expected to be vacant, (2) assessing the merit of leadership: where the job description card is reviewed for these jobs and assesses the capabilities that employees need to become successful in these positions, (3) formulating a succession plan: by identifying employees who are candidates for replacement and relying on an inventory skills, preparation of development programs, and activities necessary to qualify employees nominated for replacement, (4) creating knowledge transfer strategies: This entails identifying the knowledge, expertise, and experience that the employees who are replacement candidates lack in order to perform these jobs, (5) putting in place and assessing the succession plan, which calls for using a range of tools to ensure work continuity and SP (Al-Muhaisen and Al-Kasasbeh, 2021).

While earlier demonstrated that SP stands for strategic planning of human resources for each of the leadership positions with the aim of replacing the right person in the right position at the right time and includes six stages, namely research (Al-Mutairi and Al-Zaidi, 2021; Ul Hassan, 2020; Okapiec, 2019; Gorgon and Overbey, 2018);The first stage is defining the targeted jobs, where the most important jobs are identified in relation to the company’s scope of work, The second stage is defining the competencies and skills required for job success and distinguishing them. At this stage, a list of the competencies and skills that the person applying for the targeted jobs must have is created in order to achieve the set goals, The third stage is to identify the targeted human resources, where the employees with outstanding performance and candidates for administrative positions are sorted and meet the requirements necessary for each of the vacant positions, as it is recommended to prepare a list of people working in the company and qualified for job succession for each critical job, and they are known from a database that includes The names of the talented are followed by their classification according to the skills and competencies required for each job. In the end, the names of those qualified for SP are compiled in a comprehensive list, The fourth stage is the evaluation and development of the targeted human resources: here, the gap between the competence of the available and available employees and the competencies required to be available to develop and develop their performance to assume the responsibilities and advanced roles for the purpose of making the necessary decisions about potential candidates is identified. And the internal and external work environment, which may affect the SP process, making the company more ready to make fundamental changes when required, The fifth stage is the implementation of SP strategies; it represents the process of starting and initiating the implementation of SP by handing over the vacant position to the successive person who

has the competencies and skills and who meets the required conditions and specifications, The sixth stage is evaluating the effectiveness of SP by following up on the successive people who occupied administrative positions with the aim of providing feedback on the operations they carry out and their results for the purpose of continuous improvement,

2.4 Administrative leaders' performance

Companies' administrative leaders serve as the conduit between their workforce, their plans, and the accomplishment of their objectives. They play a crucial role throughout the entire economic development of the company. Different people had different ideas about what administrative leaders were. According to Aliouh (2001), they stand for latent social influence and traits learned through education and experience. However, it is the activity that an administrative leader engages in and puts into practice when it comes to making decisions, issuing orders, and managing the work of his subordinates to (Farahat, 2012),

According to Saqr (2016), it represents the leader's capacity to coordinate and direct the efforts of his subordinates to achieve the company's goals efficiently and effectively. Elnagar and Shoib (2020) noted that performance is a result of the company's use of its available material and human resources and how to exploit them in a way that enables it to achieve its goals in the short and long terms. They also noted that there are three types of performance, namely: task performance, situational performance, and opposite performance. Jabeen (2011) and Derbali and Elnagar (2020) add that performance consists of a set of elements, including (a) knowledge of job requirements, (b) quality of work, (c) amount of work performed, and (d) perseverance. In a related context, Ahmed et al. (2020) summarized the personal qualities of the administrative leader as: social intelligence, high activity, skill, sense of decision, and intuition; and a set of administrative qualities, including planning, organizing, decision-making, achievement, and creativity-motivated work.

Gibbs (2004) defined the idea of developing ALP as a collection of operations aimed at enhancing and expanding the knowledge, abilities, and capabilities of staff members in administrative organizations. Whether there is a performance gap or not, the company is preparing for ongoing development with the goal of enhancing its quality and competitiveness. Al-Balawi (2020) defined it in the same context as a collection of intended and planned activities with the goal of enhancing the capability and effectiveness of the company's administrative leaders' apparatus to facilitate the achievement of comprehensive and sustainable development. The growth of administrative performance, he continued, is driven by a variety of factors, including: (1) global changes and their effects on business performance; (2) competitive advantage; (3) the development of management methods and techniques; and (4) the expanding role of businesses in carrying out their functions (Jabeen, 2011, Al-Balawi, 2020).

Based on the aforementioned, this research aims to achieve mainly the following objectives:

- To evaluating the extent to which the dimensions of the SP are applied in tourism companies.
- To measuring the impact of SP dimensions on developing the ALP in tourism companies.

2.5 Hypotheses and research model

H1. SP is significantly and positively related to ALP in tourism companies.

H2. SP positively influencing the ALP in tourism companies.

- H2.a Determining Target Jobs is positively influencing the ALP in tourism companies.
- H2.b Determining skills to job distinction is positively influencing the ALP in tourism companies.
- H2.c Defining Target HR is positively influencing the ALP in tourism companies.
- H2.d Evaluating & Developing Target HR is positively influencing the ALP in tourism companies.

H2.e Implementing SP Strategies is positively influencing the ALP in tourism companies.
H2.f Evaluating the Succession of SP is positively influencing the ALP in tourism companies.

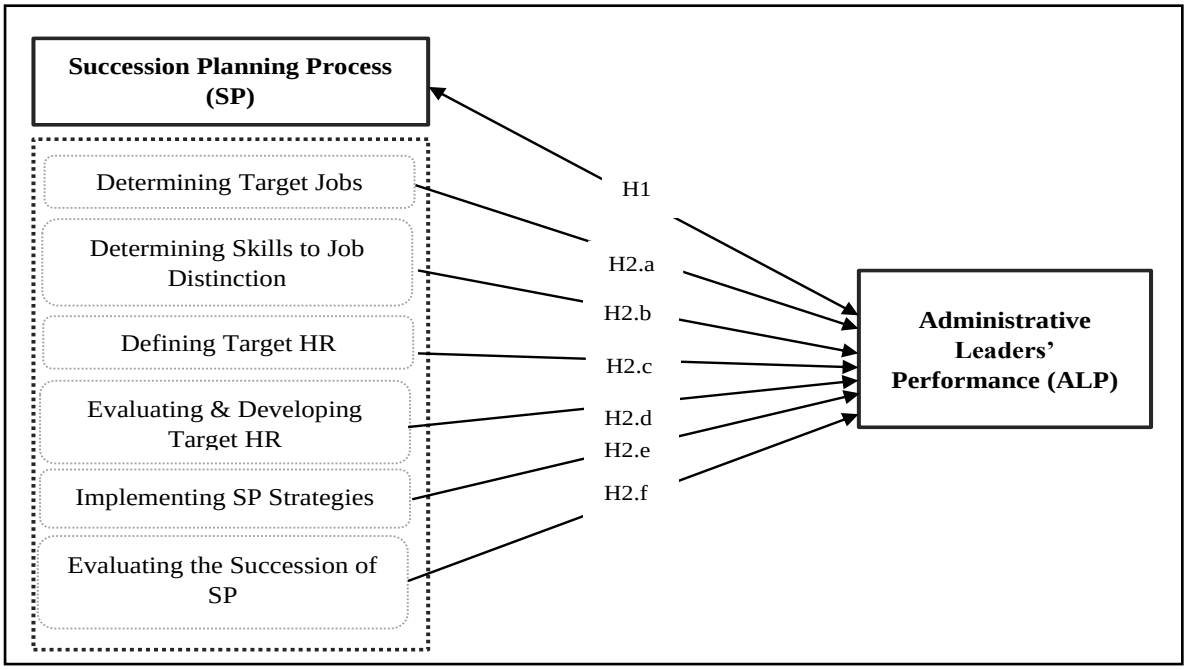

Fig. 1. Theoretical framework for the research.

3. Methodology

3.1 Sample and data collection

The descriptive-analytical approach was used in the current study to review the various concepts of SP, clarify their significance and stages in relation to earlier studies, as well as the concept of ALP and its constituent parts. The field study involved gathering primary information on search variables from the actual practices of Egyptian tourism companies and applying it to a sample of employees in tourism companies in Cairo that fell under category (A). Cairo was selected because it has the most tourism companies (32 in total), more than any other city in Egypt.

Egypt, like other countries in the world, was affected by the Corona virus, whose impact was reflected in the tourism sector, including tourism companies. This makes it difficult to distribute the questionnaires manually, so the researchers designed an electronic questionnaire form via Google Form. The link to the electronic questionnaire was sent to a group of managers, department heads, and employees from tourism companies in Greater Cairo, and 450 questionnaires; Only 293 valid questionnaires were obtained, resulting in a 65.1% response rate. Hence, the number of valid and returned questionnaires gave a good response rate, as according to Sekaran (2001), a response rate of thirty percent is acceptable for most studies.

3.2 Measurements of variables

According to the Likert scale, the research's questionnaire was divided into three sections for the purpose of gathering field data. The first part of the questionnaire included the demographic data of the employees in the surveyed tourism companies, and the second part included the dimensions of SP (determining target jobs, determining skills to job distinction, defining target HR, evaluating & developing target HR, implementing SP strategies, and evaluating the succession of SP), and this measure was used by previous studies (Al Hafeez, 2018; Al-Mutairi and Al-Zaidi, 2021; Gorgon and Overbey, 2018; Okapiec, 2019; Ul Hassan, 2020). And the third variable is the ALP, which was used by (Elnagar and Shoaib, 2020; Gibbs, 2004; Mohamed et al., 2017).

4. Results

4.1 Reliability and validity test of research scale

This section summarizes the findings of the empirical study, including model reliability and validity, as well as hypothesis testing for the proposed model. As shown in table 2, Cronbach's correlation coefficient test was utilized to assess the reliability and validity of both SP and ALP.

Table 1. Reliability and Validity of Research Scale.

Constructs	Items	Cronbach's α	Validity
Succession Planning Process		.885	.941
Determining Target Jobs	5	.882	.939
Determining Skills to Job Distinction	5	.883	.940
Defining Target HR	5	.879	.938
Evaluating & Developing Target HR	5	.874	.935
Implementing SP Strategies	5	.876	.936
Evaluating the Succession of SP	5	.872	.933
Administrative Leaders' Performance	10	.892	.944

Source: Developed by the authors.

Cronbach's alpha was used to assess the model's dependability, with values greater than 0.7 regarded acceptable, and validity, with values equal to or greater than 0.6 considered acceptable (Sekaran, and Bougie, 2013). The Cronbach's and validity indexes are considerably above threshold values, indicating that the variables are adequately reliable, as shown in Table 1.

4.2 Demographic characteristics of the research sample

Table 2 shows the distribution of the research sample according to demographic variables (gender, age, education, and work experience).

Table 2. Demographic Profile of Sample

Demographics	Items	Frequency	Percentage %
Gender	Male	186	63.4
	Female	107	36.6
Age	30 and less	92	31.4
	30-45 year	135	46.1
	More than 45 years	66	22.5
Education	Undergraduate	103	35.2
	Bachelor	141	48.1
	Postgraduate	49	16.7
Work experience	5 years and less	112	38.2
	5-10 years	152	51.9
	10 years and more	29	9.1

Source: Developed by the authors.

Table 2 indicates that that there is a big difference in the number of male employees 186 (63.4%) compared to 107 (36.6%) of female employees. According to age, most of the employees are young people between 30-45 years 135 (46.1%) followed by 30 years and less 92 (31.4). As for education, most proportion of the employees has a bachelor's degree 141 (48.1%), followed by undergraduate

103 (35.2%). Also, the table shows that most of the employees in the sample have between 5-10 years of experience 152 (51.9%). This contributes to obtaining accurate responses.

4.3 Hypotheses testing

We estimated the means, standard deviations, skewness, kurtosis, and correlation of all variables before considering research hypotheses.

Table 3 shows:

- The total degree of the respondents' responses to the dimension of identifying the target jobs was medium to high, but it is increasing. The company has outstanding performance to ensure the achievement of the desired goals (μ=3.62) at rate of 72.4%, while the item that states, “the company has practical plans to conduct an analysis of future needs for leadership positions" received the fewest responses from employees” (μ=3.38) at rate of 67.6%.

- The total degree of the respondents' responses to the questions pertaining to the dimension of determining the target human resources is medium, and this dimension ranked fourth (μ=3.38) at rate of 67.7%. The highest answer came for the question that reads, "candidates for succession are determined according to their competence and practical qualifications” (μ=3.46) at rate of 69.2%. while the lowest responses of employees came to the item that states, “the company has an employment policy that helps provide the required competencies at the right place and time” (μ= 3.24) at rate of 64.8%,

- The overall degree of the respondents’ responses to the items related to the dimension of evaluation and development of targeted human resources is high, and this dimension ranked second (μ=3.47), a rate of 69.6%. future human resources on a regular basis (μ= of 3.63) at rate of 72.6%, while the lowest responses of employees came to the item that states, “The company works to develop the competencies of employees to meet its current and future needs” (μ=3.35), at rate of 67%.

- The total degree of the respondents’ answers on the items related to the succession strategies dimension is medium, and this dimension ranked fifth (μ=3.31) at rate of 66.3%, and the highest answer came for the item that states, “All employees are provided with equal opportunities for career advancement” (μ= 3.47) at a rate of 67.4%, while the lowest responses of employees came to the item that states, "Pre-prepared plans are used to avoid emergency situations when some managers are absent or leave their positions” (μ= 3.19) at rate of 63.8%,

- The total degree of the respondents’ responses to the items related to the SP effectiveness dimension is medium, and this dimension ranked last, (μ=3.29) at rate of 65.7%., to notify them of their strengths and weaknesses, and to encourage them to develop” with (μ=3.43) at rate of 68.6%, while the lowest responses of employees came to the item that states (SP evaluation process is flexible” (μ=3.18) at rate of 63.6%.

Also, the previous table shows that the value of the standard deviation of the SP dimensions ranged between .494 and 1.01, which are acceptable percentages. The skewness value ranged between 0.351 and 0.903, which is acceptable. The kurtosis value ranged between 0.178 and 0.736, which is acceptable.

Also, it is evident from the same table that the general mean for the career SP variable was 3.40, or 67.9%, and this means that the degree of application of this variable is high. These results indicate that the employees in the Egyptian tourism companies acknowledge that the managements of these companies seek to apply the concept of career SP by following a set of steps and stages that include identifying the target jobs, identifying the competencies and skills required for the success and excellence of the jobs, identifying the targeted HR, and evaluating and developing those resources. targeted HR, implementation of SP strategies, and evaluation of SP effectiveness.

Table 4 shows that the total degree of the responses of the respondents working in tourism companies on the items related to the variable of ALP was high, with (μ=3.53) at rate of 70.6%, with a standard deviation of 0.688, the skewness coefficient of 0.750, and the kurtosis coefficient of 0.445. All of which are acceptable percentages, and the highest response came to the item that states, “I am not afraid to take risks” (μ=3.82) at rate of 76.4%.

These results indicate that employees in Egyptian tourism companies see that managers seek to implement the SP process through the implementation of the six stages of the SP process: identifying target jobs, identifying competencies and skills required for job success and distinguishing them, identifying target HR, and evaluating and developing resources. Targeted HR, implementation of SP strategies, and evaluation of SP effectiveness This result is consistent with a study carried out by Al Hafeez (2018) and applied to the Royal Commission for Jubail and Yanbu in the Kingdom of Saudi Arabia.

Table 3. Descriptive analysis for SP.

Dimensions	Items	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Determining target jobs		3.53	.885	.832	.142	.247	.284
	The top management in the company identifies the jobs that have the most impact.	3.57	.231	.561	.142	.786	.284
	The company identifies the basic competencies and skills needed by the target jobs.	3.68	.427	.780	.142	.551	.284
	The company identifies people with outstanding performance to ensure the achievement of the desired goals.	3.62	.799	.346	.142	.458	.284
	The company has practical plans to conduct an analysis of future needs for leadership positions.	3.38	.433	.751	.142	.991	.284
	Tracking the percentage of managers who plan to retire in the next five years on a regular basis.	3.41	.295	.369	.142	.203	.284
Determining skills to job distinction		3.39	1.12	.903	.142	.540	.284
	The company applies job enrichment by assigning new responsibilities to distinguished people to deepen their experiences and refine their skills.	3.40	.453	.742	.142	.665	.284
	The company has plans that reduce the gap between current work requirements and those required in the future.	3.29	.622	.601	.142	.331	.284
	The company is working to determine the knowledge and skills required for key positions.	3.52	.736	.446	.142	.252	.284
	The company has a clear structure that shows current competencies and future requirements.	3.41	.435	.802	.142	.339	.284
	The company has a database to develop the skills and qualifications of the workforce.	3.32	.171	.269	.142	.712	.284
Defining target HR		3.38	.809	.351	.142	.567	.284
	Authority is delegated to outstanding employees to take on new tasks.	3.40	.258	.772	.142	.842	.284
	Candidates for succession are identified according to their competence and practical qualifications.	3.46	.362	.885	.142	.537	.284
	The company has a recruitment policy that helps provide the required competencies at the right time and place.	3.24	.909	.921	.142	.391	.284
	Preparing and promoting leaders from within the company is part of the company's philosophy.	3.37	.787	.660	.142	1.01	.284
	The employees of the company shall have priority in filling the vacant leadership positions.	3.45	.550	.891	.142	.944	.284
Evaluating & developing target HR		3.47	.993	.654	.142	.178	.284

	The company works to develop the competencies of employees to meet its current and future needs.	3.35	.662	.447	.142	.299	.284
	Company leaders pass on their acquired knowledge and experience to succession candidates before their departure.	3.50	.425	.326	.142	.753	.284
	The process of evaluating the company's future human resource needs is carried out periodically.	3.63	.651	.633	.142	.675	.284
	The company allocates part of its budget to implement the competency management strategy.	3.49	.992	.769	.142	.740	.284
	Career development programs are part of the company's plan and are linked to job succession.	3.42	.720	.988	.142	.922	.284
Implementing SP strategies		3.31	1.01	.667	.142	.736	.284
	The company's management supports the SP process.	3.30	.880	.711	.142	.692	.284
	The administration follows up on the implementation of the career succession plan on a regular basis.	3.38	.630	.551	.142	.830	.284
	The company's management is keen on providing employees with the skills required for managerial positions.	3.23	.320	.456	.142	.370	.284
	Equal opportunities are provided to all employees for career advancement.	3.47	.552	.176	.142	.199	.284
	Pre-prepared plans are used to avoid contingencies when some managers are absent or leave their positions.	3.19	.225	.154	.142	.409	.284
Evaluating the succession of SP		3.29	.494	.885	.142	.655	.284
	The SP evaluation process is flexible.	3.18	.880	.870	.142	.601	.284
	The results of the performance evaluation of the company's managers are the basis for amending the job succession process.	3.20	.770	.760	.142	.957	.284
	The company has an accurate system for measuring the performance of employees to track their career development.	3.26	.447	.511	.142	.745	.284
	The effectiveness of the succeeding person will be evaluated during his transition to the new position.	3.36	.833	.450	.142	.889	.284
	The employees are given feedback on the process of evaluating their performance to inform them of their strengths and weaknesses and to encourage them to develop.	3.43	.779	.377	.142	.324	.284

Source: Developed by the authors.

Table 4. Descriptive analysis for ALP.

Variable	Items	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
Administrative leaders' performance		3.53	.688	.750	.142	.445	.284
	The manager has knowledge of the vision, mission, and goals of the company.	3.51	.209	.504	.142	.551	.284
	The manager is familiar with the latest technical and procedural developments in the field of his company's tasks.	3.44	.231	.390	.142	.770	.284
	The manager can conduct effective dialogue and present opinions clearly and effectively.	3.55	.799	.177	.142	.659	.284
	The manager works on developing the fastest and optimal solutions to work problems and applying procedures that are repeated in the company.	3.64	.338	.338	.142	.221	.284
	The manager can take the right decision at the right time.	3.57	.770	.566	.142	.534	.284
	The manager can formulate and prepare reports clearly and effectively.	3.42	.144	.620	.142	.727	.284
	The manager can lead the work team and achieve its goals.	3.54	.185	.340	.142	.606	.284
	The manager uses the powers conferred on him effectively and in a timely manner.	3.47	.440	.224	.142	.993	.284
	The manager is keen to develop the performance and excellence of the employees.	3.59	.556	.190	.142	.523	.284
	Understands and responds to messages and situations and is curious about customer feedback.	3.55	.662	.440	.142	.441	.284

Source: Developed by the authors.

The Pearson correlation coefficient "R," a measure of the strength of the linear link between two variables, was measured between SP and ALP to evaluate these assumptions, as shown below. The existence of a substantial and positive association between all dimensions of SP and ALP was supported by "R" values (r> 0, P<0.01). However, it's vital to note that the significance and degree of this association varied between the dimensions. Table 5 indicates that there is a substantial and strong positive link between SP and ALP (P<0.01, correlation rate of 78.3%), implying that the primary hypothesis (H1) is validated.

Table 5. Correlation matrix among research variables (Pearson's R correlation).

	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
Succession Planning Process (1)	1							
Determining target jobs (2)	.803	1						
Determining skills to job distinction (3)	.791	.812	1					
Defining target HR (4)	.750	.665	.693	1				
Evaluating & developing target HR (5)	.882	.684	.756	.874	1			
Implementing SP strategies (6)	.729	.635	.605	.706	.771	1		
Evaluating the succession of SP (7)	.651	.746	.781	.763	.725	.650	1	
Administrative leaders' performance (8)	.783	.916	.825	.884	.893	.864	.672	1

All Correlations are significant at the 0.01 level.

Table 5 further reveals that all SP dimensions are favorably related to ALP (r>0, P<0.01). Therefore, all the sub-hypotheses were confirmed. Evaluating & developing target HR (P<0.01, with a correlation rate of 88.2%) is the most closely related dimension to ALP, followed by determining target jobs of menu items (P<0.01, with a correlation rate of 80.3%), determining skills to job distinction (P<0.01, with a correlation rate of 79.1%), defining target HR (P<0.01, with a correlation rate of 75%), implementing SP strategies of menu items (P<0.01, with a correlation rate of 72.9%), and finally evaluating the succession of SP of menu items (P<0.01, with a correlation rate of 65.1%). This result agrees with numerous prior studies have discovered a strong positive correlation between SP and many administrative factors. For example, Al-Sayed (2019) found a positive relationship between succession planning and enhancing innovative performance, and Al-Muhaisen and Kasasbeh's study from 2021 found a positive relationship between succession planning and talent retention in Orange Jordan.

Through the results Table 5 there is a positive correlation between the variables which mean SP process was positively correlated with ALP. The findings of the path analysis demonstrate that a positive relationship was found.

Table 6. The impact of SP dimensions on ALP.

Variables	Administrative leaders' performance (ALP)				
	β	**T**	**Sig.**	**F**	**Sig**
Determining target jobs	.483	3.45	.001	28.72	.000
Determining skills to job distinction	.710	4.38	.001		
Defining target HR	.566	3.77	.000		
Evaluating & developing target HR	.130	4.31	.000		

Implementing SP strategies	.337	3.36	.001
Evaluating the succession of SP	.127	10.70	.000
		R^2= .615	

Source: Developed by the authors.

Table 6 reveals that the F value is 28.72, and the model's significance (P<0.01 and R^2 model of 61.5%) was validated at the level of significance. SP dimensions are favorable to ALP. As a result, the H2. SP is positively influencing the ALP in tourism companies is accepted.

Also, Table 6 shows that SP dimensions (determining target jobs, determining skills to job distinction, defining target HR, evaluating & developing target HR, implementing SP strategies, and evaluating the succession of SP) have a positive regression on ALP. The following is the order of dimensions based on regression value:

- Determining skills to job distinction has a favorable influence on ALP, with a regression value of (β=.710), T= 4.38, where T is significant when it is ≤ 2 at level Sig. P< 0.001 and this dimension is regarded the most effective SP dimensions on ALP. H1.b Determining skills to job distinction is significantly and positively related to ALP in tourism companies is accepted.
- Defining target HR has a favorable influence on ALP, with a regression value of (β=.566), T= 3.77, where T is significant when it is ≤ 2 at level Sig. P< 0.001 and this dimension is regarded the second effective SP dimension on ALP. H1.c Defining target HR is significantly and positively related to ALP in tourism companies is accepted.
- Determining target jobs have a favorable influence on ALP, with a regression value of (β=.483), T= 3.45, where T is significant when it is ≤ 2 at level Sig. P< 0.001 and this dimension is regarded the third effective SP dimension on ALP. H1.a Determining target jobs is significantly and positively related to ALP in tourism companies is accepted
- Implementing SP strategies has a favorable influence on ALP, with a regression value of (β=.337), T= 3.36, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the fourth effective SP dimension on ALP. H1.e Implementing SP strategies is significantly and positively related to ALP in tourism companies is accepted.
- Evaluating & developing target HR has a favorable influence on ALP, with a regression value of (β=.130), T= 4.31, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the fourth effective SP dimension on ALP. H1.d Evaluating & developing target HR is significantly and positively related to ALP in tourism companies is accepted.
- Evaluating the succession of SP has a favorable influence on ALP, with a regression value of (β=.127), T= 10.70, where T is significant when it is ≤ 2 at level Sig. P< 0.01 and this dimension is regarded the fourth effective SP dimension on ALP. H1.f Evaluating the succession of SP is significantly and positively related to ALP in tourism companies is accepted.

This result is in line with previous studies, conducted by Patidar et al. (2016) indicated that SP is the process by which important positions are identified in the company, and then replacements of talented employees are prepared to assume leadership positions in it to replace employees who leave their positions voluntarily or involuntarily. In the same context, Al-Sayed (2019) stated in the same context that it includes several activities that contribute to the development, development, and protection of distinguished people within the company to ensure their readiness and readiness to assume leadership positions at various administrative levels and the continuity of the leadership process in an efficient

and effective manner, now and in the future, in order to ensure that the company achieves its goals in the short and long term.

5. Conclusion and implications

Mainly, the purpose of this research is to study the relationship between succession planning process and administrative leaders' performance. The results indicated that succession planning process leads to positive administrative leaders' performance. Hence, this study called tourism companies managers to give continuous considerations and efforts to the issues of tourism companies' succession planning; it should not be left to chance. Succession planning should be seen as an essential element strategy that should be better managed.

This research investigated significant findings and contributed theoretically and practically to the relevance of SP (determining target jobs, determining skills to job distinction, defining target HR, evaluating & developing target HR, implementing SP strategies, and evaluating the succession of SP), and their favorable impact on ALP. These results were applied to the tourism industry in Egypt. Accordingly, the research recommends encouraging managers and senior management staff to adopt the SP concept, and the senior administrative leaders' unwavering support and dedication to the leadership succession unit's effectiveness in meeting the company's goals, the needs of its clients, and connecting those with those goals in a way that supports the culture of leadership development within it.

The research also recommends that, for tourism companies to create an SP culture, company leaders must be involved in training programs for managers to alter their tendencies and attitudes toward accepting the preparation of their long-term successors, The company's vision and mission should include SP and be clear for the future, the need for corporate leaders to pay attention to the stages of implementing SP strategies and evaluating them, the necessity of defining the targeted jobs, defining the competencies and skills required for the success of the jobs, and distinguishing them by continuing to allocate sufficient time for them, in addition to defining the targeted HR, work with company management to identify important job positions, develop SP, and follow an organized methodology in the planning process in order to build a culture that provides the required number of successions.

6. Limitations and further research

Like all studies, this one had limitations that the researchers had to work around. The field study's dependence on the distribution of questionnaires to Egypt's travel agency managers is its most obvious limitation. This took a lot of time, effort, and money because the tourism companies in Egypt were dispersed over a wide geographic area. In order to overcome this limitation, researchers used Google Form to send managers of Egyptian tourism companies an online questionnaire, saving both time and money. Academics may conduct additional research on the variations in SP implementation in tourism companies and its role in promoting ALP. Researchers will soon be able to examine the impact of SP on ALP through talent management and knowledge management in hospitality SMEs and hotels.

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