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A Proposed Model for the Development of Job Replacement Charts in Egyptian Hotels

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نموذج مقترح لتطوير خرائط الإحلال الوظيفي في الفنادق المصرية

الملخص

تهدف هذه الدراسة إلى وضع نموذج مقترح لتطوير خرائط الإحلال الوظيفي في فنادق الخمس نجوم بشرم الشيخ. من أجل تحقيق هذه الأهداف ، تم إجراء مقابلة شبه منتظمة مع 50 من مديري الموارد البشرية في أحد فنادق الخمس نجوم بشرم الشيخ. أشارت النتائج التي تم الحصول عليها إلى أن هناك بعض الأسباب ذات الصلة بعدم اهتمامهم بتنفيذ خرائط الإحلال الوظيفي. تركز إدارة الفندق بشكل أساسي على القضايا والمتطلبات الحالية والمستقبلية. من ناحية أخرى، لا تخطط للاحتياجات والمتطلبات المستقبلية للفندق. الخوف من الإحلال الوظيفي بين القادة، بالإضافة إلى الوقت هو عائق آخر لأن التخطيط لخرائط الإحلال الوظيفي لا يمكن أن يتم بشكل فعال في حالات الطوارئ؛ كما يستغرق الأمر وقتاً طويلاً للتأكد من أن المنظمة تتحرك في الاتجاه الصحيح. بناءً على النتائج، تم اقتراح نموذج لتطوير خرائط الإحلال الوظيفي في فنادق الخمس نجوم بمدينة شرم الشيخ.

الكلمات الدالة: تخطيط الموارد البشرية، خطط التعاقب
الوظيفي،، خرائط الإحلال الوظيفي، الفنادق

Abstract

The aim of this research is to propose a model for the development of job replacement charts specifically tailored for five-star hotels in Sharm El-Sheikh. To accomplish this goal, semi-structured interviews were conducted with 50 Human Resources “HR” managers representing five-star hotels in the region. The interviews provided insights into the reasons behind the hotels' lack of interest in implementing job replacement charts. One of the main factors identified was the predominant focus of hotel management on immediate issues and short-term requirements, rather than proactive planning for future needs. Moreover, the study findings highlighted significant barriers associated with concerns regarding leadership substitution and the perceived time investment necessary for effective replacement planning. Taking these barriers into consideration, the study proposes a model to provide guidance for the development and implementation of job replacement charts specifically tailored for five-star hotels in Sharm El-Sheikh.

Key Words: Human Resources Planning, Succession Planning, Job Replacement Charts, Hotels.

Introduction

The process of job succession is a crucial aspect of organizational functioning. It entails the identification and evaluation of potential successors for key positions (Nyambura and Kamara, 2017). Job succession charts aim to prepare these successors with the necessary skills and experience to succeed in their future roles and ensure smooth transitions when current staff members depart. Well-designed succession plans in organizations are essential to ensure that replacements are adequately prepared and capable of fulfilling their responsibilities without disrupting the work of other employees (Ahmad et al., 2017; Ali et al., 2019). Neglecting this strategic planning aspect, as highlighted by Aneeq (2012), can impede a hotel's effective operations and result in unexpected departures of key personnel. To plan for job succession effectively, it is crucial to identify highly qualified employees or "key individuals" within the company (Cheng, 2016). It is not advisable to maintain an excessive number of employees in the organization solely as backups without providing them with opportunities to showcase and enhance their abilities, as this may lead to employee resignations. Failing to recognize the importance of job succession can result in the loss of talented and skilled employees in an organization (Hall-Ellis, 2015).

The present study focuses on the existing shortcomings in HR departments of hotels, particularly in relation to the lack of comprehensive strategies and succession plans, which have a negative impact on hotel performance. Therefore, the primary objective of this study is to propose a customized model for the development of job succession

charts specifically tailored to the context of five-star hotels in Sharm El-Sheikh. It is important to acknowledge that the study has certain limitations, including human constraints such as the availability of HR managers in the targeted five-star hotels in Sharm El-Sheikh. Additionally, time constraints were encountered during the period from December 7, 2022, to January 21, 2023, within which semi-structured interviews were conducted with the aforementioned managers.

Review of literature

An Overview of the Job Replacement Charts

Replacement charts serve as valuable tools in identifying potential backup employees within divisions or departments (Waruiru and Kagiri, 2015). These charts come in two types: short-term and long-term. Short-term replacement charts are particularly focused on managing workflow and ensuring uninterrupted organizational operations when key employees are on leave (Fapohunda, 2015). Temporary replacements are hired to fill the necessary positions and prevent any disruptions in work (Ngandu, 2017).

On the other hand, long-term replacement charts are specifically designed to address the need for replacing key individuals who have been lost due to various reasons such as death, sudden resignation, or retirement (Berns and Klarner, 2017). Having a replacement chart is crucial for an organization's risk management program as it helps identify and hire suitable individuals to fill vacancies. The concept of "backup" refers to a temporary position that a manager or supervisor can temporarily occupy while actively searching for an ideal candidate. Backups are typically selected from

the same division or department. The purpose of a replacement chart is to ensure organizational continuity and initiate a succession planning process (Ali et al., 2019; Jules, 2021).

Succession planning goes beyond filling single positions, divisions, or departments and focuses on key positions that require individuals with specific skills (Harrell, 2016). Succession planning encompasses more than just senior executive positions and extends to the replacement of employees and key positions at all levels (Earls and Hall, 2018). The fundamental distinction between succession planning and replacement hiring lies in their respective goals. Succession planning focuses on filling key positions to meet the organization's future needs and requirements (Fusarelli et al., 2018), while replacement hiring is concerned with immediate or temporary replacements. To facilitate succession planning, organizations utilize the organizational chart to identify potential successors for key positions. This involves identifying and prioritizing the talent pool at each level and providing them with appropriate training to prepare them for future roles. By adopting this approach, organizational structure and performance are preserved (Oliver, 2015), while potential successors are presented with career progression opportunities (McKee and Froelich, 2016). The goal of succession planning is to ensure that the organization's talent is identified and groomed for positions of power. (Hoitash and Mkrtchyan, 2018). Succession planning is a process that aims to prepare employees for higher-profile positions and increase their responsibilities. It involves identifying key motivators and developing a supportive work environment.(McKee et al., 2019).

Job Replacement Charts Models

Replacement charts vary depending on the size and complexity of organizations, and there is no universally accepted model. Scholars have proposed different models to guide best practices in replacement charts. Notable models include Rothwell's "Seven-pointed star model" (Rothwell, 2016) and Ohio's "talent tomorrow and beyond succession planning model." The literature review highlights several theories and models developed by different authors and researchers. This section will review five significant models of replacement charts.

The Seven-Pointed Star Model for Systematic Replacement Charts

Rothwell (2016) introduced the well-known seven-pointed star model, which provides a systematic approach to replacement charts and management. Figure 5 depicts this model, illustrating the sequential steps required for the successful implementation of systematic replacement charts and management within an organization.

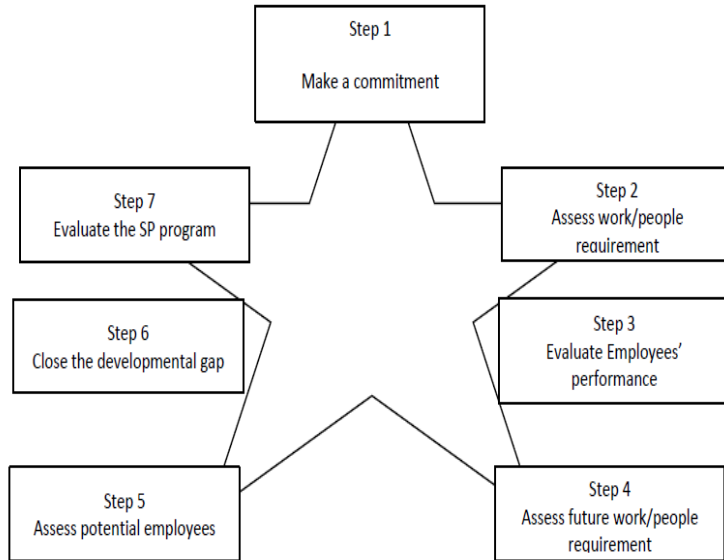


Figure 1: The Seven-Pointed Star Model for Systematic replacement charts and Management.

Source: Rothwell, (2016, p83).

- **Ohio's talent tomorrow and beyond replacement charts model**

The Ohio model, as described by Hall-Ellis (2015), Poornima et al. (2018), and Okwakpam (2019), outlines five crucial steps to ensure the success of replacement charts. These steps are as follows:

1. Step 1: Identify Key Positions

In the initial step, organizations need to identify the pivotal positions that hold significant influence over business operations. These positions play a crucial role in the

organization's success, and therefore, their replacement should be strategically planned.

2. Step 2: Assess Employee Competencies

In this step, employees are assessed against the essential competencies required for the identified key positions. It is important for management to determine the skills, knowledge, and abilities necessary for these roles to evaluate the leadership talent and potential risks associated with vacancies.

3. Step 3: Develop Talent Pool Strategies

In Step 3, the focus shifts towards developing strategies to nurture and foster the identified talent pool, taking into account the organization's specific needs and leadership potential. These strategies are designed to create a pool of qualified individuals who are ready to assume key positions when the need arises.

4. Step 4: Transfer Institutional Knowledge

Step 4 highlights the importance of transferring critical institutional knowledge and information to successors in an effective manner. Various strategies, such as job shadowing, job rotation, on-the-job training, and job enlargement, can be employed to facilitate the smooth transfer of knowledge and ensure a seamless transition for the successor.

5. Step 5: Measure, Evaluate, and Monitor

The final step highlights the significance of measuring, evaluating, and monitoring the succession planning program. It is recommended to regularly assess and monitor the efforts invested in replacement planning to determine

their effectiveness and make any required adjustments or improvements.

By following these five steps, organizations can establish a robust replacement planning program that identifies and develops future leaders while minimizing the risks associated with key personnel transitions.

- ***Position-management-based succession planning:***

According to a 2017 article by Mhlongo and Harramuwe, succession planning involves identifying potential successors for an organization. It is commonly used by chief executive officers to identify gaps in their organizations' succession plans (Johnson et al., 2018).

This approach is considered to be cost-effective and efficient since it does not require a lot of resources. However, it can also lead to corporate cloning since the potential successors may be selected based on their similarities to the existing employees (Ali and Mehreen, 2019). This method is not ideal for large organizations as the incumbent may not have the necessary knowledge about the employees of the organization (Rotich and Kiiru, 2021).

- ***talent pools:***

The model highlights the importance of senior management's involvement in identifying and selecting competent candidates for future senior management positions. Working closely with the HR department, senior management assesses and evaluates employees based on their work performance and potential, which helps in making informed decisions. Once a talent pool is identified, organizations establish a program that focuses on individual development plans. This may involve various developmental activities such as group training, mentoring,

and coaching for the selected pool of talent. This approach is considered fair as it actively engages senior management members in the selection process, ensuring a comprehensive assessment of high-potential candidates (Bano and Omar, 2018).

The top-down/bottom-up model:

The senior management team takes the lead in assessing the current and future needs of the company and identifying individuals who can fill key roles (Ahmad et al., 2017). They are responsible for developing replacement charts and career development programs for all staff members. These programs provide a comprehensive understanding of the company's goals and requirements, while also offering employees opportunities to enhance their skills and talents. The primary aim of these programs is to motivate employees to develop their abilities and make well-informed decisions about their career paths (Javed and Jaffar, 2019).

To support employees in their career development, the senior management team provides various channels for discussing goals and conducts workshops focused on identifying strengths and weaknesses. These sessions assist employees in shaping their careers and making informed decisions about their desired paths. Moreover, they equip employees with knowledge and resources to find suitable job opportunities (Pila et al., 2016). The outcomes of these workshops and development programs are documented by managers or the HR department, and senior management takes the initiative to prepare annual reports on the

individuals who have participated. These reports serve as valuable resources that provide insights and information about employees' career aspirations and how they align with the organizational requirements (Snauwaert, 2020). By keeping track of employees' progress and aspirations, senior management can make informed decisions regarding their career development and align their talents with the organization's strategic goals.

Implementation of Job Replacement Charts in the Hotel

Sector

Analyzing various aspects of a hotel organization is essential for identifying potential future changes and improvements. One crucial aspect is the selection of new leaders (Tetteh, 2015). It is crucial to achieve consensus among the workforce for the success of the replacement charts process. Talent management should focus on assessing employees' potential, and appropriate training and development programs should be implemented to ensure success (Mwabali and Egessa, 2021).

In addition, it is crucial for hotels to develop a comprehensive strategy that prioritizes the attainment of critical goals within a specified timeframe. Replacement charts serve as valuable tools in HR management, enabling informed decision-making regarding the transition of specific positions to the most qualified individuals and ensuring the continuity of business operations. By utilizing replacement charts, hotels can ensure that the right person is assigned to the appropriate position at the right time, maximizing efficiency and effectiveness in their workforce (Ammad, 2020).

The following six steps are proposed for implementing replacement charts:

1. Understanding strategic direction: Assess the current state of succession planning and its alignment with the organization's strategic direction. A solid foundation in understanding the organization's core values, mission, and vision helps identify its competitive advantage and improve efficiency (Musyoki, 2019).
2. Adopt a competency/potential-based approach: It is essential to identify and define the competencies needed for various roles, encompassing knowledge, skills, and abilities. A thorough understanding and evaluation of the competencies and potentials within the organization are pivotal for achieving its vision (Rothwell, 2016).
3. Identify and assess candidates: Develop competency profiles for key positions and identify individuals who possess or can develop the required competencies. Assessment tools can be used to evaluate the potential of the identified candidates (Rothwell, 2016; Ali and Al Zubaidi, 2020).
4. Develop potential successors: Utilize the assessment and identification process to create a roadmap for learning and development, including job rotation, training, and other growth opportunities (Rothwell, 2016).
5. Facilitate knowledge transfer: Allocate sufficient time for departing employees to mentor and transfer their knowledge to incoming successors. Effective knowledge

transfer is vital for ensuring a seamless transition (Rothwell, 2016; Makhamara et al., 2016; Cavanaugh, 2017).

6. Evaluate and monitor: Regularly assess key indicators such as vacancy rates, ratios of external/internal hires, bench strength, performance ratings, and employee engagement to evaluate the effectiveness of the replacement charts. Make necessary adjustments based on the evaluation findings (Harrell, 2016; Hoitash and Mkrtchyan, 2018; Schepker et al., 2018; Rotich and Kiiru, 2021).

Research methodology

To accomplish the research objective, a survey was conducted with HR managers from five-star hotels in Sharm El-Sheikh. A total of 50 semi-structured interviews were carried out between December 7, 2022, and January 21, 2023. The interviews were carefully analyzed after the completion of the questionnaire. The questionnaire comprised two sections. The first section aimed to gather demographic information about the managers. The second section aimed to assess the hotels' perspective on job replacement charts. The respondents were asked a combination of closed-ended and open-ended questions to obtain their input.

Results and Discussion

The results involved two main stages. Descriptive analysis was used to discover participants' responses, and qualitative analysis was used to understand in depth the

topic of the study. The results obtained were computed and analyzed in the following:

Table 1: Demographic Data of HR Managers (N=50)

Demographic Data	Attribute	Statistics		Rank
		Freq.	%	
Gender	Male	41	82	1
	Female	9	8	2
Age	Less than 30 years	0	0	4
	From 30 – 39 years	23	46	1
	From 40 – 50 years	19	38	2
	More than 50 years	8	16	3
Educational level	University Degree	39	78	1
	Postgraduate (Diploma - Master – PhD)	11	22	2
Years of experience in the same position	Less than 5 years	19	38	2
	From 5 – 9 years	28	56	1
	From 10 – 15 years	3	6	3
	More than 15 years	0	0	4

The previous table (Table 1) provides insights into the demographics of the surveyed HR managers. Out of the 50 respondents, 41 (82%) were male, while 9 (18%) were female. This indicates that the majority of HR managers in the investigated hotel were male.

Almost half of the respondents, 48%, identified themselves as belonging to the 30-49 years age group. The next largest age group was the 40 to 50 years group, accounting for 38% of the respondents.

Most HR managers have university degrees, with 22% having postgraduate degrees. The survey also revealed that most of them have between 5 and 9 years of experience working in the same position. Around 38% of them have less than 5 years of work experience. The smallest group consisted of individuals with 10 to 15 years experience.

Table (2): Does the hotel have a job replacement chart?

	Frequency	Percent	Rank
yes	37	74	1
no	13	26	2
Total	50	100.0	----

*N=50

- ✓ Table 2 illustrates the presence or absence of job replacement charts in hotels. The findings indicate that the majority of hotels (74%) have implemented job replacement charts, while 25% of hotels do not have them. HR managers provided additional insights

regarding their job replacement charts, including the following:

- ✓ - The job replacement chart is developed through assessments conducted by the HR department, which identifies employees within the hotel and their respective roles and responsibilities.
- ✓ - The job replacement chart is documented as an action plan resulting from the assessments. Questionnaires are distributed to managers and executives to identify alternative individuals who can fill positions or act on their behalf in case of their absence, aiming to mitigate any potential void or risks.
- ✓ - The job replacement chart is considered a formal and documented tool used for employee replacement.
- ✓ - Regular updates to the job replacement chart are necessary, particularly after promotions or movements within the organization. Hotels typically revise the chart based on monthly, quarterly, semi-annual, or yearly assessments of key performance indicators (KPIs). When an employee or manager departs due to retirement, dismissal, or resignation, the job replacement chart is actively updated.
- ✓ - The job replacement chart is treated as a confidential document and should not be shared among

employees or departmental managers. Access to the chart is limited to top-level management, such as the general manager and assistant general manager, who have the authority to review and make modifications based on job requirements. The HR manager presents the chart during leadership meetings to gather input and guidance from managers.

- ✓ There are two kinds of job replacement charts that hotels use: long-term and short-term. The latter helps them make decisions when there are unexpected vacancies, such as during emergencies. HR personnel then manage the process of replacing employees during their leaves or vacations.
- ✓ Short-term charts are used to organize the various operations of a hotel in the absence of key staff members. On the other, long-term charts help the hotel's strategic plans by replacing key individuals who have passed away or are retiring.
- ✓ - The primary objective of job replacement charts is to establish the job background for all hotel employees and foster their skill development and alignment with the hotel's policies and strategies through comprehensive training programs. These programs aid in identifying whether an employee will be transitioned to another position or remain in their current role, thereby enhancing job efficiency.

- ✓ - The succession process encompasses multiple stages and steps. The initial step involves the HR department identifying key positions and employees in the hotel. The next step entails designing questionnaires and evaluation forms for candidates, which are distributed to relevant personnel for completion. Subsequently, the questionnaire responses are analyzed, and risks associated with the absence of each official, as reported by the officials themselves, are identified. Candidates for succession, along with their strengths, weaknesses, and training needs, are then determined. Approval for the replacement plan is sought from the board of directors as the fifth step, followed by the preparation of a training plan for second-tier candidates to ensure their readiness in assuming duties in case of a manager's departure. The sixth step involves allowing main managers to take leave for a specified period and entrusting their responsibilities to their deputies. A committee chaired by the general manager evaluates the performance of the deputies. If a deputy fails to meet expectations in managing the work, they are excluded from the plan, and an alternative is sought. If there is no alternative candidate for a manager, this is noted in the plan, and suggestions from outside the company, potentially known to them from competing organizations, may be considered.

Why you are not considered implementing a job replacement chart?

There are various reasons why HR managers do not want to implement job replacement charts.

Most of the time, hotel managers focus on immediate needs and do not consider the future needs of the hotel.

One of the main reasons why managers do not want to implement replacement schemes is fear of leadership change. This fear can prevent them from planning effectively for the future.

One of the biggest obstacles to implementing replacement plans is the implementation costs. Many of the activities involved in planning for succession can be costly, and most hotels would not be able to afford them.

Another reason why managers do not want to implement replacement schemes is the lack of focus on professional coaching. Instead, replacement schemes should feature high-impact programs that are designed to help participants develop their skills.

Besides cost-effective implementation, another reason why managers are not interested in implementing replacement plans is due to the personal characteristics of their leaders. For instance, if a leader is unwilling to share power, this can prevent them from effectively implementing replacement schemes.

How does the hotel usually replace personnel in executive roles?

The question aimed to identify the methods that the hotels are use usually to replace personnel in executive roles.

Table (3): How does the hotel usually replace personnel in executive roles?

	Frequency	Percent	Rank
Externally	28	56%	1
Internally	22	44%	2
Total	50	100.0	----

*N=50

- ✓ Table (3) provides an overview of the methods commonly used by hotels to replace personnel in executive roles. The results indicate that hotels employ both internal and external methods to recruit employees for vacant positions. Specifically, 56% of recruitment for vacant positions is done externally, while 44% is conducted internally within the hotel. The HR managers shared some insights regarding these methods, including:
 - ✓ - Employees often choose not to wait for the replacement process and instead opt to transfer to another hotel that offers higher salaries or more advanced positions.
 - ✓ - The nature of work in the hotel industry does not lend itself to long-term stability in the same position or hotel, resulting in higher employee turnover rates.
 - ✓ - The replacement process is more suitable for managerial-level positions than executive roles. Managers tend to seek stability within the hotel and

aspire for promotions, while executive employees may display less interest in internal advancement.

- ✓ - The lack of employee loyalty makes external recruitment easier and faster compared to developing internal employees.

What are the main obstacles (internally – externally) that affect the hotel job replacement process?

- ✓ The HR managers stated some main obstacles (internally - externally) that affect the hotel job replacement process as follows:
- ✓ Elements of "founder syndrome" can emerge, in which those behind an innovative approach or decision may engage in a power struggle over "ownership" of the decisions made. Other potential barriers to replacing schemas are overlaps in personal and work identity, lack of outside interest, difficulty letting go, and an inability to imagine life after leaving work.
- ✓ Where there are previous personal links with the manager at work, employees who have been personally loyal to the organization and senior management will be considered first. Personal introductions may be preferred over impersonal resumes. Therefore, choosing based on patronage rather than being the most

appropriate one is a critical impediment and danger to succession planning.

- ✓ The lack of employees loyalty makes the external recruitment is easier and faster than developing the internal employees.
- ✓ Hotel management mainly focuses on current and future issues and requirements. On other hand, do not plan for future needs and requirements of the hotel.
- ✓ Fear of substitution among leaders, plus time is another barrier because planning for replacement schemes cannot be done effectively in emergency situations; instead, it takes a lot of time to ensure that the organization is moving in the right direction.
- ✓ Replacement schemes require significant implementation cost. Most succession planning activities are based on training and workshops, but often, these programs are not cost effective, they require a large amount of funds, which is not feasible for most hotels.
- ✓ The lack of focus of alternative schemes on professional coaching skills is another drawback. Replacement schemes should include potential, high-track programs such as employee development skills training, cross-cultural placements and other learning

interventions so that participants can be motivated to become part of the process.

- ✓ The personal characteristics of individuals are considered a reason for non-application. For example, finding the next candidate from the leaders requires sharing of power by the existing leaders, as the leader must change his patterns for life. However, when the leader refuses to share his authority, this situation creates a barrier to the effective substitution schemes.
- ✓ Cultural differences can also be a barrier to successful replacement schemes. In a culture where employees learn from their managers as they would from a father figure, this is more valuable than formal training.

How can overcome the obstacles that affect the hotel job replacement process?

- ✓ In order to help HR professionals overcome the various obstacles that can prevent them from successfully finding suitable candidates for vacancies in hotels, they have identified several key tools.
- ✓ The importance of institutional decisions and the hotel's governance is acknowledged. This can help overcome the issue of employee turnover.
- ✓ The goal of merit-based promotion criteria is to develop a set of principles that can be used to promote employees to higher positions. They should also

prioritize the fair evaluation of workers and avoid making decisions based on nepotism.

- ✓ To boost employee loyalty, a variety of incentives and training programs can be implemented. These can help improve job conditions and reduce turnover rates.
- ✓ The hotel industry is expected to undergo significant changes, and it is crucial that the management prioritizes the industry's future requirements and issues by formulating strategic plans that reflect this reality.
- ✓ Job replacement charts should be organized and have timelines that are aligned with emergencies. They should also feature case studies to help facilitate a smooth transition.
- ✓ Succession planning is also a cost-effective method. It can be very costly to implement replacement schemes that involve workshops and training. You should look for alternatives that are more cost-effective.
- ✓ Coaching skills can be developed within different schemes. To help individuals improve their abilities, training institutions should offer cross-cultural placements, competency assessments, and other interventions.
- ✓ The senior management team should partner with the HR department to identify and develop the ideal candidates for various management positions. This involves conducting evaluations and assessments of employees to ensure that they are competent and contribute to the company's success.

- ✓ - Embracing change in leadership: Encourage leaders to be open to change and willing to share their authority. This shift in mindset and behavior paves the way for effective job substitution schemes.
- ✓ By implementing these tools and strategies, hotels can address the challenges associated with job replacement processes and foster a more efficient and successful transition of employees within the organization. Matching the cultural differences can also be a solution to successful replacement schemes. In a culture where employees learn from their managers as they would from a father figure, this is more valuable than formal training.

How does the hotel identify candidates for succession?

The HR managers stated some specific criteria followed in selecting the successor as follows in table (4):

Table (4): How does the hotel identify candidates for succession?

	Frequency	Percent	Rank
Qualifications	9	18%	3
Experience	13	26%	2
Expertise	5	10%	4
Performance	20	40%	1
Tenure	1	2%	6
Others	2	4%	5
Total	50	100.0	----

*N=50

Table (4) demonstrates the specific criteria followed in selecting the successor. The result shows that (40%) of the hotels select the successor based on their performance. This is followed by the (25%) of hotels select the successor based on their experience. Then (18%) of the hotels select the successor based on their qualifications, and (10%) of the hotels select the successor based on their expertise. Finally, (2%) of the hotels select the successor based on their tenure. In this sense, 4% sets others criteria followed in selecting the successor such as communication skills and technical competencies.

What is the hotel plan or process in place to develop the next generation for the hotel?

The HR managers have identified several processes to develop the next generation of hotel employees. These processes include:

- Job rotation: Promote job rotation as a positive concept through continuous dialogue between managers and employees. Avoid using it as a form of punishment and highlight its benefits to encourage employee acceptance.
- Job enrichment: Prepare employees for job enrichment to minimize apprehension about changing roles. Provide necessary training and resources to support skill development.
- Training and coaching: Offer specialized training courses for employees who undergo job transfers or replacements. Equip them with the knowledge and skills needed for their new positions.

- Database establishment: Create a comprehensive database with detailed information about all hotel employees, including strengths and weaknesses. Use this information as a reference when making job replacement decisions.
- Mentoring: Implement regular and documented mentoring programs to track employee turnover rates and assess the effectiveness of job replacements in reducing turnover.
- Dedicated entity: Appoint a specific entity within the hotel, led by the hotel manager and including a representative from the HR department, to develop job replacement policies and establish controls for implementation.
- Targeted job rotation: Recommend applying job rotation to experienced administrative-level employees (department managers, sector managers) to provide opportunities for assuming higher administrative positions.
- Employee feedback: Analyze employee feedback and reactions to job replacement policies to gauge acceptance and make necessary improvements.
- Cooperative work climate: Foster a collaborative work environment among different hotel departments to encourage employees to be open to moving across departments.
- Departmental approval: Seek approval from both the transferring and receiving departments before making job rotation decisions.

By implementing these processes, hotels can effectively develop their next generation of employees and facilitate smooth transitions through job replacements.

Conclusions

Replacement charts serve as valuable tools in identifying potential backup employees within divisions or departments (Waruiru and Kagiri, 2015). Having a replacement chart is crucial for an organization's risk management program as it helps identify and hire suitable individuals to fill vacancies. The aim of this research is to propose a model for the development of job replacement charts specifically tailored for five-star hotels in Sharm El-Sheikh. The interviews provided insights into the reasons behind the hotels' lack of interest in implementing job replacement charts. One of the main factors identified was the predominant focus of hotel management on immediate issues and short-term requirements, rather than proactive planning for future needs. Moreover, the study findings highlighted significant barriers associated with concerns regarding leadership substitution and the perceived time investment necessary for effective replacement planning.

Recommendations

Based upon both the literature reviewed and the findings, the following recommendations could be suggested:

Table 5: Study Action Plan

Recommendations	Entrusted with Implementation	Implementation Mechanisms
1. Hotel governance and reliance on institutional decisions rather than individual decisions is a good solution to overcome employee replacement problems	<ul style="list-style-type: none"> - Hotel Management s - Egyptian Hotel Association (EHA) 	<ul style="list-style-type: none"> - - Establish clear principles and criteria for promotions to higher positions based on job merit, as determined by employee performance reports. This approach should eliminate any favoritism or nepotism in the decision-making process. - - Hotel management should prioritize addressing future issues and requirements. This entails developing strategic plans that

		<p>anticipate and cater to the future needs of the hotel.</p> <ul style="list-style-type: none"> - Implement well-organized job replacement charts that align with timeframes and include case studies for emergency situations. This proactive approach will ensure preparedness for unexpected events and facilitate smooth transitions when personnel changes occur.
<p>2. Increasing the employees' loyalty</p>	<ul style="list-style-type: none"> - Egyptian Hotel Association (EHA) - The Ministry of Tourism and Antiquities - Hotel Management - HR Management 	<ul style="list-style-type: none"> - Enhancing job conditions: Take measures to improve the overall working conditions and environment within the hotel. This includes addressing any areas of concern or dissatisfaction that may exist among employees. - Revamping

		<p>training programs and incentives: Invest in upgrading training programs to ensure they are comprehensive, effective, and aligned with employees' professional development needs. Additionally, consider implementing attractive incentives to motivate employees to actively participate in training initiatives.</p> <p>- To help employees develop their coaching skills, consider implementing alternative schemes that place emphasis on training them. This can involve the use of various methods such as cross-</p>
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		<p>cultural placements and employee development courses. These schemes should also encourage participants to actively participate in the process..</p>
<p>3. The senior management team is responsible for selecting and assessing suitable candidates for future leadership roles within the organization.</p>	<ul style="list-style-type: none"> - Hotel Management - HR Management 	<p>Through a collaboration with the HR department, we can evaluate and assess the performance of our employees.</p> <p>The process of decision-making is then carried out after the talent pool has been identified.</p> <p>A program that focuses on developing individual growth plans can be created.</p>
<p>4. The leader must change</p>	<ul style="list-style-type: none"> - Hotel Management 	<p>The authority of a leader should be</p>

<p>his patterns for life.</p>	<ul style="list-style-type: none"> - HR Management - The Hotel leaders. - Senior Management 	<p>shared. This allows for the effective implementation of substitution strategies.</p> <p>Cultural differences can be matched to the requirements of a replacement scheme.</p> <p>This type of learning is more beneficial than regular training in a culture where employees are taught by their managers.</p> <p>-</p>
<p>5. Preparing employees to accept the concept and policy of job rotation.</p>	<ul style="list-style-type: none"> - Hotel Management 	<ul style="list-style-type: none"> - Continuous dialogue between managers and hotel workers. - Preparing employees to accept the concept and policy of job rotation through continuous dialogue between managers and hotel workers. - Avoid applying job

		<p>rotation policies as punishment methods, because this adds stress and anxiety to hotel workers when applying the same policy in a positive way.</p>
<p>6. Job enrichment through training and coaching.</p>	<ul style="list-style-type: none"> - Hotel Management - HR Management - The Hotel leaders. - Senior Management 	<ul style="list-style-type: none"> - It is recommended to hold many seminars to explain this policy as one of the policies for developing skills and expertise. This preparation is necessary to avoid the risk of workers being afraid to change their current jobs. - Preparing specialized training courses for workers who have been transferred from one job to another before or after job replacement in order to provide him with the necessary information about

		the job he is transferred to and develop his skills in it.
7. It is desirable to combine hotel Mentoring.	<ul style="list-style-type: none"> - Ministry of Tourism and Antiquities - Hotel Management - HR Management - The Hotel leaders. - Senior Management 	<ul style="list-style-type: none"> - Establishing a database containing detailed information about all hotel employees, showing their advantages and shortcomings. - This information is useful, by reference, in confirming whether or not a job replacement decision has been taken. - Periodic, regular and documented databases must be provided on employee turnover rates and in light of the application of job replacement to verify the feasibility of applying this policy in reducing the

		level of employee turnover in the hotel.
<p>8. Appointing a specific entity in the hotel to develop a job replacement policy and set general controls for its application..</p>	<ul style="list-style-type: none"> - Hotel Management - HR Management - The Hotel leaders. - Senior Management 	<ul style="list-style-type: none"> - It is preferable for a member of that entity to be a representative of the human resources department in the hotel and to be personally headed by the hotel manager. - Recommends the application of the job rotation policy to workers in the administrative style (department manager - sector manager) who have more than fifteen years of experience so that they benefit from job replacement in being able to assume higher administrative levels. - Analyzing the impression of the

		<p>hotel workers after applying the job replacement policy in order to know their reactions and the extent of their acceptance of that policy.</p> <ul style="list-style-type: none">- Creating a cooperative work climate between the various departments of the hotel, which in turn contributes to accepting the idea of moving from one department to another.- It is necessary to obtain the approval of both departments (from which he is transferred - to which he is transferred) before making the decision to rotate the job for a specific employee.
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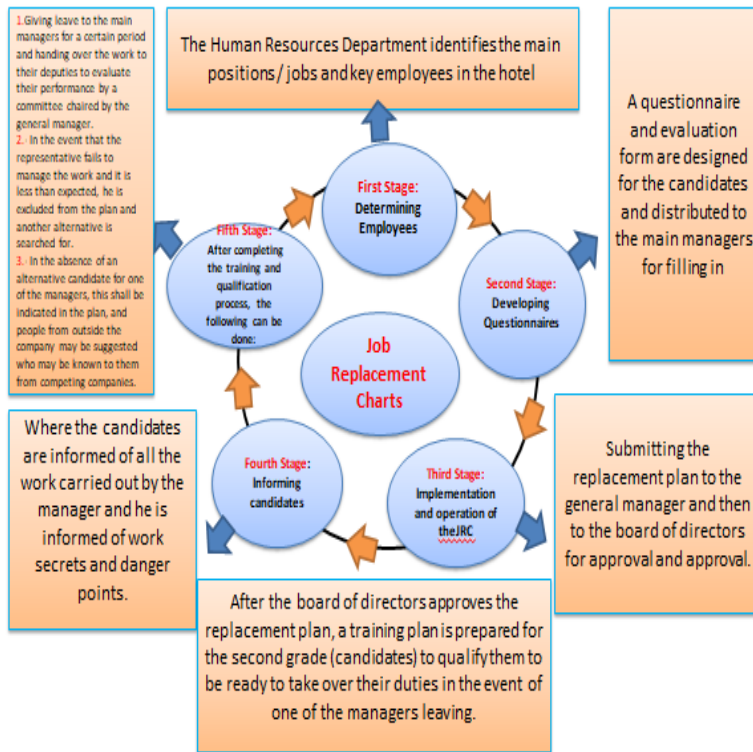


Figure 2: The Proposed Model for Systematic replacement charts and Management.

Source: Designed by the researches.

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