

# Linking Succession Planning to Nurses' Performance Management: The Mediating Role of Career Development

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## **Abstract**

**Background:** Succession planning is essential to the long-term viability of healthcare institutions, especially in the nursing profession where qualified personnel are in great demand. Nurses' performance outcomes can be linked to succession planning activities through the use of career development programs and opportunities as mediator. Organizations can enhance the quality of patient care by improving performance management systems and offering nurses clear pathways for growth, skill enhancement, and advancement. **Objective:** Assess the performance management of nurses and the extent of succession planning. It also sought to investigate the association between the two and the intermediating function that career development plays in this association. **Design:** A descriptive cross-sectional correlational investigation was carried out. **Setting:** All Main University Hospital inpatient care units. **Subjects:** 745 nurses made up the entire population sample that we used (purposive sampling technique). **Tools:** The career development scale, performance management scale, and succession planning scale were the three instruments that were employed. **Results:** According to the study's findings, while all nurses have a moderate opinion of succession planning, the highest percentage of participants (80%) had a positive impression of performance management. Furthermore, 70.1% of nurses hold a positive perspective on career advancement. Finally, the professional development category had the highest mean score (Mean  $\pm$  SD=3.85  $\pm$  0.34). Besides, a statistically noteworthy association ( $R= 0.561$  &  $p<0.001$ ) exists between performance management and succession planning. Additionally, there is a statistically significant correlation ( $R= 0.357$  &  $p<0.001$ ) between career growth and succession planning. Career advancement and performance management have a statistically significant relationship ( $p <0.001$  and  $R = 0.514$ ). The structural equation model (SEM) model demonstrates and concludes that career development partially mediates succession planning and performance management. **Conclusions:** Healthcare organizations may prepare high-potential nurses for essential roles and overcome future talent shortages and instability by combining career development and training with succession planning. Additionally, a well-run succession planning system may advance nurses' professional growth and performance, which will ultimately result in the accomplishment of organizational and individual objectives. Nurse managers could save recruitment costs by selecting or promoting nurses from the organization's pool of qualified nursing workers.

**Keywords:** Linking, Succession planning, Performance management, Mediator, Career development, Nurses

## **Introduction**

Organizations employ the succession planning process to make arrangements for

senior personnel's ownership and/or management transition if they depart. Preparing for succession is distinct from preparing for replacement. On the other hand, succession planning adopts a more

established and thorough strategy for key personnel replacement and training (Lo, & Hu, 2023). This expands succession planning's purview to include whatever work an organization has done to encourage individual advancement and knowledge intended for the forthcoming. The primary goal of succession planning is an organization's conscious and systematic effort to maintain and foster leadership stability and continuity in key roles (Gabriel, Biriowu, & Dagogo, 2020).

According to Ndinjiakat (2019), a significant aspect of succession planning is identifying and developing the most suitable candidate for the leadership post. When selecting a successor, it's critical to consider how the candidate aligns with the organization's mission and can articulate its vision. Understanding the predecessor's vision is essential to maintaining the organization's strategic orientation (Lo & Hu, 2023).

A pivotal point in each organization's existence is the transition of leadership from generation to generation. According to Alradhi et al. (2020), executive succession planning promotes longevity in high-performing institutions and creates a pool of exceptionally skilled healthcare professionals, particularly nurses, who can assume leadership roles in the future. When succession planning is absent, organizations can only balance their business operations and broaden their strategy. (Chapple, 2022).

Johnson et al. (2018) mentioned that Succession planning allows organizations to offer superior services and gives them a competitive advantage. Webb et al. (2017) confirmed that succession planning is essential to operative professional expansion that immediately boosts individual performance. From the standpoint of job needs and resources, Ali and Mehreen (2020) revealed that succession planning leads to accumulating personal resources, including job autonomy, supervisor support, and coworker support, which in turn boosts individual productivity.

Patidar et al. (2016) examined and discovered that succession planning significantly enhances hospital financial performance. Kellner et al. (2016) recommended that a proactive succession process is required to improve individual performance. When influential executives leave, succession planning helps to keep innovative people on staff and boosts employee confidence and morale (Gabriel, Biriowu, & Dagogo, 2020). Performance should be the primary focus to accomplish organizational strategic leadership development and nurses' career development (Woolley et al., 2015).

Recently, nurses have redirected their hard work to enhance career arrangements by optimizing staff capability by expanding the range of career practice development opportunities (Schell, 2021). According to Olson and Stokes (2016), the Nursing Code of Ethics of the American Nurses Association describes the duty for professional development as the necessity of creating precise standards for assessing practice via ongoing self-evaluation and peer review procedures.

A career's development can take several forms, such as enhancing one's abilities, maintaining one's current skills, and preparing oneself for the future. Because of this, career development has recently received increased policy attention. With the increasing complexity of career and life decisions that nurses and organizations must make, career development programs have become even more crucial in nursing. It is crucial to draw attention to a few significant gaps from the background that will characterize the current study since one of managers' and boards' top business goals is finding and developing the next generation of leadership potential (Tetteh, & Asumeng, 2020).

In nursing, succession planning is a structured process used to prepare clinical nurses for leadership posts. Activities related to succession planning aid in identifying and developing talent. Additionally, those actions

help leaders strengthen aptitude inside firms, articulate talent pipelines, and evaluate and cultivate talent (Creta, & Gross, 2020).

Measuring nurses' career development, performance management, and succession planning in the contemporary Egyptian healthcare milieu is essential, and they base their belief on these theoretical foundations. Near the most significant research information and literature review, a thorough analysis of the relationship between career development as a mediating function and succession planning and nurses' performance management in an Egyptian context has yet to be done. The study aimed to fill up a knowledge vacuum in this regard. If nurse leaders know their nurses' succession planning and career development concerns and provide specific guidance and implications as needed, nurses' performance will be adequately supported.

### ***Aims of the Study***

This study aims to determine Linking Succession Planning to Nurses' Performance Management: The Mediating Role of Career Development

### ***Research question***

- What are the levels of nurses' perception about career development, performance management, and succession planning?
- What is the association between performance management and succession planning?
- Is career development act as a mediator in the link between performance management and succession planning?

## ***Materials and Method***

### ***Materials***

#### **Design:**

Descriptive correlational cross-sectional study was used to conduct this study

#### **Settings:**

All Main University Hospital inpatient care units. With 6,825 beds overall, the hospital is regarded as the most significant teaching facility and delivers various medical services to patients of diverse governorates. The

hospital also acts as a training ground for nursing and medical students and a location intended for various methodical studies.

### **Subjects:**

The researchers used a purposive sampling technique, more precisely, a total population sampling approach, to choose the study participants. All nurses who worked in those above medical, surgical, and critical care units and met the following inclusion criteria were included in our study; they also had to be available when data was collected. 745 nurses satisfied these requirements and indicated their desire to participate in the research. The study excluded any nurses who did not match these requirements.

Nurses who met the following criteria were chosen to participate in the study: 1) they had to be employed in previously chosen settings; 2) they had to have worked in the working unit for at least a year; and 3) they had to be directly providing direct care to the patient.

**Tools:** To collect the necessary data for the study three tools were used:

### **Tool one: The Succession Planning Scale**

This scale was created by Salaman (2014). The nurses who participated in the study answered 25 items on the Succession Planning Scale to gauge their opinions about succession planning in their institution. A few examples of scale items include "All key positions in my organization are taken into account in succession planning" as well as "Internship opportunities are offered internally to employees in my organization to help them advance their careers." The nurses scored each item using a five-point Likert scale, with response options ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The scale's overall score fell between 25 and 125. By Salaman's (2014) criteria, nurses considered succession planning to be implemented at a low level in their workplace if the mean values were below 33.3%. If the average values fell between 33.3% and 66.6%, then succession planning was done on

a moderate scale. Lastly, nurses thought their institution implemented succession planning at a high level if the mean values were higher than 66.6%. Adapting the succession planning scale for Arabic-speaking populations followed a meticulous and systematic approach. Initially, two bilingual translators proficient in both English and Arabic independently translated the original English version of the succession planning scale into Arabic to ensure retention of its essence and meaning. Subsequently, two other independent translators, unaware of the original English version, back-translated the Arabic version into English to verify translation accuracy and address potential discrepancies. Confirmatory Factor Analysis (CFA) was conducted on the translated version following the translation and back-translation process. CFA is a statistical procedure used to validate the factor structure of observed variables and test the relationship between observed variables and their underlying latent constructs. The results of the CFA confirmed the model fit of the translated version, with the following goodness-of-fit indices reported: Comparative Fit Index (CFI) of 0.881, Tucker-Lewis Index (TLI) of 0.851, and Root Mean Square Error of Approximation (RMSEA) of 0.990.

### **Tool two: The Performance Management Scale**

It was developed by Galvin, (2015) to assess performance. There were 26 questions on it. Response options ranged from once annually (1) to three times annually (3) or not performed at all (0). Questions 1 through 10 were answered with "yes" (1) or "no" (0). On a four-point Likert scale, with answers ranging from "Strongly Disagree" (1) to "Strongly Agree" (4), responses to questions 12 through 25 were scored. In conclusion, query number 26 inquired who was responsible for the performance management procedure. Possible answers included "me," "supervisor," "line manager," and "not applicable" (Galvin, 2015). Adapting the performance management Scale for Arabic-

speaking populations followed a meticulous and systematic approach. Initially, two bilingual translators proficient in both English and Arabic independently translated the original English version of the performance management scale into Arabic to ensure retention of its essence and meaning. Subsequently, two other independent translators, unaware of the original English version, back-translated the Arabic version into English to verify translation accuracy and address potential discrepancies. Confirmatory Factor Analysis (CFA) was conducted on the translated version following the translation and back-translation process. CFA is a statistical procedure used to validate the factor structure of observed variables and test the relationship between observed variables and their underlying latent constructs. The results of the CFA confirmed the model fit of the translated version, with the following goodness-of-fit indices reported: Comparative Fit Index (CFI) of 0.815, Tucker-Lewis Index (TLI) of 0.822, and Root Mean Square Error of Approximation (RMSEA) of 0.100.

### **Tool three: The Career Development Scale**

It evaluated professional growth within the framework of organizational development and training. Hanif (2013) created this 12-item measure, asking participants to score their agreement with each item on a range of 1 (strongly disagree) to 5 (strongly agree). Nurses rated the professional development programs offered by their employer as poor if the mean score was fewer than 33.3%, moderate if the mean score was between 33.3% and 66.6%, and high if the mean score surpassed 66.6%, according to Hanif's (2013) criteria. Adapting the Career Development Scale for Arabic-speaking populations followed a meticulous and systematic approach. Initially, two bilingual translators proficient in both English and Arabic independently translated the original English version of the career development scale into Arabic to ensure retention of its essence and meaning. Subsequently, two other

independent translators, unaware of the original English version, back-translated the Arabic version into English to verify translation accuracy and address potential discrepancies. Confirmatory Factor Analysis (CFA) was conducted on the translated version following the translation and back-translation process. CFA is a statistical procedure used to validate the factor structure of observed variables and test the relationship between observed variables and their underlying latent constructs. The results of the CFA confirmed the model fit of the translated version, with the following goodness-of-fit indices reported: Comparative Fit Index (CFI) of 0.802, Tucker-Lewis Index (TLI) of 0.811, and Root Mean Square Error of Approximation (RMSEA) of 0.100.

### **Method**

The Alexandria University, Faculty of Nursing's Research Ethics Committee authorized the study protocol in December 2022.

### **Reliability**

The Cronbach's alpha coefficient test was utilized to measure the internal consistency of the items to evaluate the reliability of the three instruments at a p-value of less than 0.05. The results showed that the instruments were dependable, with alpha values of 0.90 for the Succession Planning Measure, 0.91 for the Performance Management Measure, and 0.94 for the Career Development Measure.

### **Pilot study**

Pilot research was done on 10% of the nurses (n = 75) in the formerly described location to verify the items' practicability and clarity, find any obstacles or problems that might occur during data collection, and gauge how long it will take to finish the tools. The researchers had to clarify a few topics, but no changes were required. It is significant to note that the final research sample did not include any pilot study participants. Before the researchers departed the study area, they

carefully examined the completed questionnaires to ensure they were accurate and comprehensive.

### **Data collection**

Nursing staff members were given study questionnaires individually, and the questionnaires were distributed over three months, from May 2022 to August 2022, to collect data for the study. As a thank-you for their involvement, participants received minor incentives, and the researchers answered any queries or concerns they had.

### **Ethical considerations:**

All study participants gave their informed consent after being informed of the study's objectives. Each questionnaire was given a unique code number to guarantee anonymity and confidentiality, and nurses were reassured that their information would be kept private and used exclusively for research. Additionally, the researchers stressed that participants were unrestricted to withdraw from the study next to a moment and would not face any aftermaths. Participants were informed of this right before they finalized the study instruments.

### **Statistical Analysis**

The data was coded before being integrated into IBM SPSS version 25. We looked at the normalcy of the data. ANOVA and the student's t-test are examples of inferential statistics used to compare nurses' performance management and succession planning based on socio-demographic traits. Quantitative statistics were employed to measure the demographic and work-related attributes, including means, frequencies, standard deviations, and percentages. The relationship between career development, performance management, and succession planning was investigated using the correlation coefficient. The SEM was used to determine whether career development may act as a buffer between nurses' performance management and succession planning

### **Results**

Table 1 reveals that 42% of nurses are younger than 30 years old, and 82.6 percent of nurses are female. Moreover, 30.5%, 42.4%, and 27.1% are employed in internal medicine, surgery, and critical care units. 38.7% of nurses have a secondary nursing school qualification. The average number of years spent as a nurse is  $13.09 \pm 7.56$ . Over half of nurses have worked in their units for fewer than five years.

Table 2 clarifies that most nurses (80%) have high perceptions of performance management, and most nurses have moderate perceptions of succession planning. Furthermore, a mainstream of nurses (70.1%) hold a positive perspective on career advancement. Finally, professional growth had the highest mean score (Mean  $\pm$  SD=3.85  $\pm$  0.34).

Table 3 provides a correlation matrix of the relationships between succession planning, performance management, and career development based on a sample size of 745. The results show that all correlations were statistically significant at  $p = 0.05$ . Succession planning positively correlated with performance management ( $r = 0.561$ ) and career development ( $r = 0.357$ ). This suggests that improvements in succession planning are associated with improvements in performance management and career development. Performance management and career development also positively correlated ( $r = 0.514$ ), indicating that they tend to improve together. The overall correlations for succession planning, performance management, and career development are 0.875, 0.842, and 0.673, respectively, suggesting strong positive relationships between these variables.

Table 4 and Figure 1 present the direct and indirect effects of succession planning, performance management, and career development. Succession planning (independent variable) directly affects career development (mediator). This is represented by the path coefficient of .357 ( $p < .001$ ). Career development (mediator) directly

affects performance management (dependent variable). This is represented by the path coefficient of .359 ( $p < .001$ ). Succession planning (independent variable) directly affects performance management (dependent variable). This is represented by the path coefficient of .433 ( $p < .001$ ). The indirect effect of succession planning on performance management through career development is calculated by multiplying the coefficients of both direct effects ( $.357 * .359 = .128$ ). This means that for each unit increase in succession planning, we would expect a .128 unit increase in performance management through the mediating effect of career development. The model fit parameters (CFI = 1.00, IFI = 1.00, RMSEA = .079) suggest the model fits the data well. The Chi-square value relative to the degrees of freedom ( $X^2/df = 516.139/3$ ) measures the discrepancy between the data and the model. A smaller value indicates a better fit. The Comparative Fit Index (CFI) and Incremental Fit Index (IFI) are 1.00, indicating a perfect fit. The Root Mean Square Error of Approximation (RMSEA) is .079, below the commonly accepted threshold of .08, indicating a reasonable approximation error. These indices collectively suggest that the model represents the observed data well.

## Discussion

The workforces of healthcare organizations ought to be enthusiastic about what they do, and opportunities for professional growth and perspective-taking should be provided by succession planning, performance management, and career development. For a limited number of positions, succession planning promises that the business has adequate human capital to meet its longstanding ambitions. An organization's development strategy must include performance management, succession planning, and career development (Bedwawi et al., 2023).

The study outcomes confirmed that most nurses had a high perception of performance management. This might be explained by the

idea that nurses have access to a range of learning opportunities, receive feedback on their performance, and feel that their evaluations are reasonable and equitable. This result is consistent with the study by Ibrahim and Abdelaziz (2019), which discovered that nurses had favorable opinions of performance management. Owing to their consciousness of the reputation of staff development in expanding their knowledge and abilities and helping them adapt to changes in the healthcare business, two-thirds of nurses have positive impressions of the discipline. This outcome is identical to the research of Yu et al. (2022), which discovered that nurses had an optimistic attitude on the way to ongoing professional development.

This study also discovered that most nurses have moderate perceptions of succession planning. This may be related to their need for more awareness of the prerequisite to engaging in succession planning, as it is essential to their job security and professional prospects. This result is consistent with that of Pila et al. (2016), who found that nurses see succession planning favorably.

The results of this study showed that all correlations were statistically significant. Succession planning positively correlated with performance management and career development. This suggests that improvements in succession planning are associated with improvements in performance management and career development.

Performance on the job was correlated with succession planning. This finding implies that succession planning is one of the leading indicators of staff performance. This can be rationalized by Social exchange theory, which states that succession planning affects how employees view their own growth as social exchange and also impacts other employee behaviors like performance. The theory explains how employees see their social exchange ties with the organization and supports the claim that succession

planning improves worker performance. Employees allowed to grow professionally give back to their employers by striving toward achieving group objectives. This result is in line with the study conducted by Ahmad and colleagues (2017). They looked at the relationship between career development and succession planning and discovered that career development led to better individual performance through succession planning. Furthermore, Nikpeyma et al. (2013) contended that succession planning will help assess employee performance after implementing career development and performance appraisal procedures.

Furthermore, the results of this study displayed career development as a mediator between succession planning and career advancement. The organization implements a succession plan outlining the future leadership roles and the skills required. Employees, aware of the succession plan, focus on their personal development. They acquire new skills and knowledge that align with the future roles outlined in the succession plan. As employees develop the necessary skills and demonstrate their learning capabilities, they become suitable candidates for career advancement within the organization. This conclusion may result from When an employee is aware of the organization's succession plans for the future thanks to a well-organized and implemented development plan; they are urged to focus on their development and show that they can pick up new skills and information. This result is consistent with research by Ali et al. (2014), who found that career development improved individual performance and looked into the connection between succession planning and career development. Moreover, Pila et al. (2016), who reported the study's results, agree with others who said that training, development, and performance management are crucial components.

Similarly, career development and performance evaluation were favorably correlated with succession planning. Career

development (mediator) directly affects performance management (dependent variable). This aligns with research by Amundsen (2015), who looked at succession planning and other employee development initiatives. He discovered these initiatives fostered good career views, enhancing individual and organizational performance. According to Van Dijk and Schodi (2015), companies should offer a collaborative learning environment and possibilities, such as succession planning, to guarantee employee engagement in performance reviews and retain qualified personnel to run organizational activities efficiently.

Also, this may be explained by the fact that once employees are thoroughly aware of their advantages and disadvantages, they are more likely to decide how best to build a career that plays to those attributes. To promote better career advancement, A range of training and development initiatives can be used to close any knowledge and skill gaps that may exist with the help of performance management.

This research confirms the findings of Ramola and Rangnekar (2021), who found that an effective performance management system facilitates a company's succession planning process. Furthermore, according to Ali et al. (2014), succession management strategies, including training and development, can improve performance management.

### **Limitations of the study**

While the goals of this study have been met, there are still certain restrictions. First, because this study was conducted at a single hospital, its generalizability to other healthcare environments may be constrained. Furthermore, career development acted as a mediator in the interaction between nurses' succession planning and performance management, which was the sole focus of the current study. Future studies can assess aspects other than career advancement that impact performance management. Data entry and cleaning for the paper-based

questionnaire also took great work. Lastly, there is no causal relationship between the variables in this study. Its goal is to investigate the relationship between various factors.

### **Conclusion**

According to the study's findings, most nurses had high perceptions of performance management, while all nurses had moderate perceptions of succession planning. Furthermore, two-thirds of nurses think highly of job advancement. Additionally, a statistically significant correlation exists between performance management and succession planning. Additionally, there is a statistically significant correlation between career development and succession planning. A statistically significant and substantial correlation between career advancement and performance management has been observed. The SEM model demonstrates and concludes that career development is a mediating factor in the relationship between succession planning and performance management.

As core competencies among Egyptian nurses, succession planning, performance management, and career development have been the subject of recommendations from earlier Egyptian studies for all nurse leaders, managers, and nurses (Atalla et al., 2022; Atalla et al., 2022 & Atalla et al., 2022).

### **Future research implications**

Upcoming studies should comprise health care, nurse managers, and nurses from various healthcare subdivisions to better understand the nursing population. Focus groups and in-depth interviews with nurses and nurse supervisors from various healthcare settings can yield comprehensive information. Future studies should look into succession planning's difficulties, connections to nursing, and effects on the organization. Studies must be replicated in different contexts to support the generalization of the research findings and enable comparison design. Identifying the best practices for improving performance management, career development, and succession planning for nurses is necessary.



**Table (1): Distribution of the studied nurses according to demographic data (n = 745)**

<b>Demographic data</b>	<b>No.</b>	<b>%</b>
<b>Sex</b>		
Male	130	17.4
Female	615	82.6
<b>Age (years)</b>		
<30	313	42.0
30 –40	219	29.4
41 –50	156	20.9
> 50	57	7.7
Min – Max.	20.0 – 59.0	
Mean ± SD.	34.37 ± 10.32	
Median	32.0	
<b>Unit</b>		
Internal medicine	227	30.5
Surgical	316	42.4
Critical	202	27.1
<b>Educational level</b>		
Secondary nursing school diploma	288	38.7
Technical Nursing Institute	191	25.6
Bachelor science in nursing	266	35.7
<b>Years' experience of nursing</b>		
<5	112	15.0
5–<10	205	27.5
11-20	217	29.1
>20	211	28.3
Min – Max.	1.0 – 24.0	
Mean ± SD.	13.09 ± 7.56	
Median	13.0	
<b>Years' experience of unit</b>		
<5	446	59.9
5–<10	188	25.2
11-20	37	5.0
>20	74	9.9
Min – Max.	1.0 – 24.0	
Mean ± SD.	6.30 ± 6.29	
Median	4.0	

SD: Standard deviation

**Table (2): Distribution of the studied nurses according to their levels and mean percent score of succession planning, performance management and career development (n =745)**

	Low (<33.3%)		Moderate (33.3 – <66.6%)		High (≥ 66.6%)		Total score	% score	Mean score
	No.	%	No.	%	No.	%	Mean ± SD.	Mean ± SD.	Mean ± SD.
<b>Succession planning</b>	0	0.0	745	100.0	0	0.0	82.37 ± 8.29	57.37 ± 8.29	3.29 ± 0.33
<b>performance management</b>	0	0.0	149	20.0	596	80.0	73.50 ± 5.73	70.89 ± 8.56	2.83 ± 0.22
<b>career development</b>	0	0.0	223	29.9	522	70.1	46.21 ± 4.07	71.27 ± 8.49	3.85 ± 0.34
<b>Overall</b>	<b>0</b>	<b>0.0</b>	<b>374</b>	<b>50.2</b>	<b>371</b>	<b>49.8</b>	<b>202.1± 14.82</b>	<b>64.69 ± 6.90</b>	<b>3.21 ± 0.24</b>

SD: Standard deviation

**Table (3): Correlation between succession planning, performance management and career development (n =745)**

Study Variables		performance management	Career development	Overall
<b>succession planning</b>	<b>R</b>	0.561*	0.357*	0.875*
	<b>P</b>	<0.001*	<0.001*	<0.001*
<b>performance management</b>	<b>R</b>		0.514*	0.842*
	<b>P</b>		<0.001*	<0.001*
<b>career development</b>	<b>R</b>			0.673*
	<b>P</b>			<0.001*

r: Pearson coefficient

\*: Statistically significant at p ≤ 0.05

**Table 4: the direct and indirect effect between succession planning, performance management and career development**

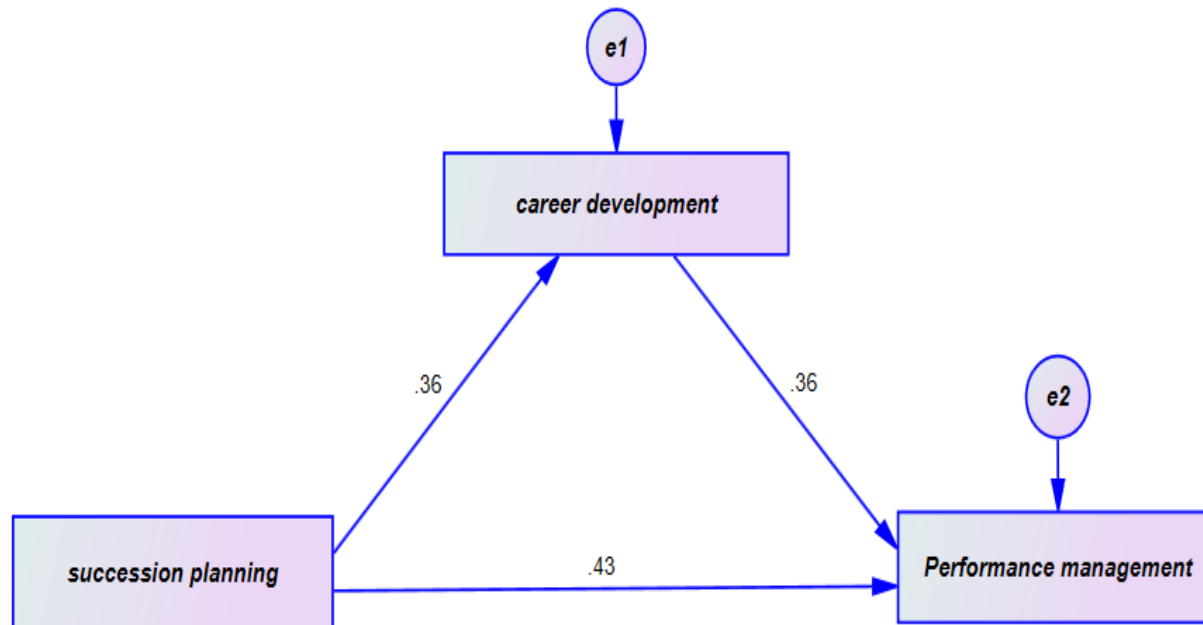
		Direct effect	Indirect effect	Estimate	S.E.	C.R.	P
<b>career.development</b>	<--- <b>succession.planning</b>	.357	000	.176	.017	10.440	***
<b>Performance.management</b>	<--- <b>career.development</b>	.359	000	.505	.042	12.076	***
<b>Performance.management</b>	<--- <b>succession.planning</b>	.433	.128	.299	.021	14.566	***

Model  $\chi^2/df$ . 516.139/3

Model fit parameters CFI; IFI; RMSEA (1.00; 1.00; 0. .079)

$p \leq 0.001$

CFI: Comparative Fit Index, IFI: Incremental Fit Index, RMSEA: Root Mean Square Error of Approximation.



**Figure 1: Path analysis of the direct and indirect effect between succession planning, performance management and career development**

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