The relations between succession planning on organizational competitiveness and employee well-being in the UAE

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Abstract

Succession planning can be defined as identifying critical roles in a company and the core skills associated with those roles and then identifying possible internal candidates to assume those jobs when the incumbents leave, so the research aimed to analyze the relations between succession planning , organizational competitiveness and employee well-being in the UAE. This study will also contribute to determining decision-making. The current research will play an essential role in providing more detail regarding employee engagement in improving compliance. It will provide insights into influencing the performance of the talented employees and enable organizations to develop, retain, and encourage talent to meet their future and current needs in the Emirati public sector. so The context of the study is divided as follows: Part I involves the review of previous literature. Part II reviews the theoretical and conceptual framework.

Key words: Succession planning, Organizational competitiveness, Employee well-being.

1. Research problem

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. Here the planning is usually a close process so that those selected do not realize that they are on a succession list or chart (Bibi et al., 2020). Moreover, succession planning can be defined as identifying critical roles in a company and the core skills associated with those roles and then identifying possible internal candidates to assume those jobs when the incumbents leave (Krekel, Christian;Ward, Goerge;De Neve, 2019).

In authoritarian regimes, succession planning aims for continuity of leadership, preventing a chaotic power struggle by avoiding a power vacuum (Puja Khatri & Gupta, 2017; Stan, 2018). Significantly the Emirati organizations are also enhancing their competitive advantages and the satisfaction of their employees by investing in the organization's human resources besides succession planning and aligning its objectives with business strategies.

Similarly, besides succession planning, talent management is also a fundamental consideration for the United Arab Emirates (Awada et al., 2020). Researchers also argued that the impact of talent management on organizational competitiveness and its role in anticipating the variance in organizational competitiveness is of more significant concern (Atristain Suárez & Suárez, 2016). Talent management (TM) helps determine the required human capital for an organization and plans to meet those needs (Saci & Boughanbouz, 2020). The field has been growing in significance in the United Arab Emirates and gaining interest among practitioners and the scholarly debate over the past 10 years, particularly after McKinsey's 1997 research and the 2001 book on The War for Talent (Kurtessis, 2018a).

Notably, Human resource experts believe that both succession planning and talent management system are the key to the survival and sustainability of organizations in the UAE. The system includes the stages of engagement, identification, and retention of those employees who are part of the talent center in each organization. Also, they represent a small percentage of employees working at high levels within the organization.

Federal Authority for Government Human Resources (UAE)

The Federal Authority for Governmental Human Resources was established in the United Arab Emirates following Federal Decree-Law No. (11) of 2008 regarding human resources issued by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the State. It is entrusted with the general powers and responsibilities related to the management of human resources to the ministries and federal bodies subjected to this Decree-Law, to constitute "a promising future breakthrough in the field of human resources development in the ministries and federal government bodies" (UAE Government, 2020).

The authority, in particular, studies and proposes policies and legislation related to human resources at the government level, assists ministries in the proper implementation of legislation pertaining to human resources, ensures that ministries comply with the provisions of this Decree-Law. Besides, these authorities also consider the regulations issued for implementation of the Decree-Law, consider objections to the decisions of the grievance committee, and any other competencies entrusted to it by the Council of Ministers (Federal Authority for Government Human Resources, 2021).

The Federal Authority for Human Resources tasks involves studying and proposing policies and legislation related to human resources at the federal government level. Moreover, managing

the employee performance system and the training and development system in the federal government also add to the responsibilities of the relevant authority.

Additionally, it also considers the objections to the decisions of the grievance committees by the law and regulations, supports the government sector in the proper implementation of legislation related to human resources, ensures that the ministries and federal entities are committed to the Human Resources Law, its executive regulations, and complementary regulations and legislation. Other majority liabilities of Federal Authority for Human Resources involve (Federal Authority for Government Human Resources, 2021):

1. Coordination with the government sector on the financial and administrative implications of restructuring.
2. Strengthening institutional culture concepts is based on stimulating skills and encouraging distinguished suggestions and ideas.
3. Follow up the implementation of the principles of the professional conduct document and the ethics of the public job.
4. Developing training policies to ensure the preservation of trained and qualified human resources, especially citizenship.
5. Developing an integrated system for digital human resources to ensure the provision of integrated data on human resources in the government sector and contribute to supporting decision-making.

Adopting succession planning practices in companies in general and small and medium-sized companies is essential, especially when these companies face challenges such as employees leaving an organization in particular. Also, employees are not advancing in their careers and do not have meaningful functions. According to (Bolander et al., 2017), adopting effective succession planning practices help to retain employees, and thus, to fill a gap that may exist while employees leave at an inappropriate time.

In this regard, (Aina & Atan, 2020) argued that organizations are increasingly considering strategic approaches to increase their productivity and performance due to increased organizational challenges caused by globalization, global market competitiveness, and technological modifications. For this purpose, focusing on the resources, revenue, product and service quality, unique resources, including the workforce, is now of more significant consideration for organizational managers and policymakers. Organizations that are somewhat focusing on their human resources are comparatively stronger, successful, and competitive. It is widely witnessed that growth, success, and good reputation add to an organization's competitiveness and are mainly attained by focusing on employee wellbeing. Precisely speaking, successful organizations consider their talent as their asset and pay particular consideration to talent management (Chih et al., 2017).

To further validate the role of succession planning, (Frick-Becker, 2015) cited an example of family business revival. As argued, retirement and suspension of employees is an ongoing phenomenon. Especially after retirement, many family business organizations feel it challenging to find new leadership for the employees. To counteract against such a situation, succession planning is a strategic approach. After the retirement of a senior colleague, heirs can be selected as their replacements as they are taught and trained accordingly. (Frick-Becker,

2015) further represented a report where the retirement of senior employees is replaced or sorted out accordingly. In 84% of the cases, senior bosses do not quit until they find it hard to work anymore. In 77% of cases, children or heirs are trained and taught accordingly, besides the are also assigned role based on their ages, and 73% of cases also showed many conflicts among the heirs due to poor succession planning.

2. Significance of research

This study will also contribute to determining decision-making in , succession planning, employee welfare, and its impact on organizational competitiveness. The current research will play an essential role in providing more detail regarding employee engagement in improving compliance. It will provide insights into influencing the performance of the talented employees and enable organizations to develop, retain and encourage talent to meet their future and current needs in the Emirati public sector organizations.

3. Structure of research

The context of the study is divided as follows

Part I: involves the review of previous literature.

 Part II: reviews the theoretical and conceptual framework.

Part I: previous literature and related studies

Succession planning works as a strategic approach and an integral part of organizational competitiveness. As argued by (Akinyele et al., 2015), succession planning in organizational terms is an essential factor in assessing the perceived risks, minimizing the possibility of risks, recognizing, assuring, and maintaining the successors by selecting training and preparing the highly talented employees. Despite succession planning being mainly applied to a few key executive positions, it can be expanded according to the needs of an organization.

Moreover, succession planning entails developing internal people with the potential to fill key business leadership positions in the company (Crane, 2016; Hamilton Skurak et al., 2018b). Effective succession or talent pool management stays concerned about building a series of feeder groups up and down the entire leadership pipeline or progression (Hamilton Skurak et al., 2018b). In contrast, replacement planning is focused narrowly on identifying specific backup candidates for given senior management positions (Hamilton Skurak et al., 2018b).

Notably, thought should be given to the retention of key employees and the consequences that the departure of key employees may have on the business (Keeman et al., 2017). Fundamental to organizational development, the succession-management process is an underlying philosophy that argues that top talent in the corporation must be managed for the greater good of the enterprise (Keeman et al., 2017). For example, Merck and other companies argue that a "talent mindset" must be part of the leadership culture for these practices to be effective (Jamil, 2018).

Furthermore, talent management is another leading concept in the current research. According to (Vito et al., 2018), talent management is a strong predictor of employees' organizational commitment and improved performance. Existing literature also witnesses the role of talent management in improving the employees' job performance, which further leads to achieving the organizational goals. Notably, every individual has the capabilities to work and confront challenges. Providing them with relevant tasks, managing challenges, and supporting them is an integral part of talent management that further determines their leadership capabilities. As

noted by (Kamau & Sammy, 2018), everything is done to recruit, retain, develop, reward, and make people perform forms a part of talent management and strategic workforce planning. Hence, it is proposed that the talent-management strategy should link to business strategy and to the local context to function more appropriately.

Likewise, (Kamau & Sammy, 2018) also emphasized employee well-being and its role in improving overall organization performance, including competitiveness. Workforce well-being is related to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, working environment, the climate at work, and work organization. Workplace well-being aims to complement Occupational Safety and Health (OSH) measures to ensure workers are safe, healthy, satisfied, and engaged at work (Cokely et al., 2018).

Workers' well-being is crucial in determining an organization's long-term effectiveness. Many studies show a direct link between productivity levels and the general health and well-being of the workforce. Enterprises and organizations increasingly recognize the need to take the well-being of their workers under serious consideration (Miao & Cao, 2019).

The progressive organizations focus much on employees' well-being as they appreciate that their most important resources are human capital. Other organizations are also beginning to address well-being issues as it is becoming increasingly clear that many workplace problems draw from a lack of commitment to the needs of their workers (H. Li et al., 2020).

A lack of recognizing workers' well-being as a crucial factor may raise workplace problems, such as stress, bullying, conflict, alcohol, drug abuse, and mental health disorders (Cirrincione et al., 2020; Jeung et al., 2020; Sharma et al., 2017). Potential solutions, such as leadership, communication, and a focus on learning and development, are essential for anyone committed to making the workplace a more decent and satisfying place (N. R. K. N. R. Khan et al., 2019).

Part II: Theoretical and conceptual framework

1. Succession Planning and Organizational Competitiveness

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. Succession planning increases the availability of experienced and capable employees that are prepared to resume these roles as they become available (Aina & Atan, 2020; Al-lozi et al., 2017; Ali Almohtaseb et al., 2020; Alzbaidi, 2020; Anlesinya et al., 2019). The term "replacement planning" for prominent roles is considered the heart of succession planning. According to researchers that have studied succession planning, they discovered that succession planning has a positive impact on enhancing organizational competitiveness (Ahmed, 2020; Damer, 2020; Farley, 2020; Flores-rivera, 2020; Flöthmann et al., 2018; Frick-Becker, 2015; Gilding et al., 2014; Groves, 2019; Harun et al., 2020; HASSAN & SIDDIQUI, 2020; Jena et al., 2018; Preeti Khatri et al., 2010; Khokher & Raziq, 2017; Omotunde & Alegbeleye, 2021; Rothwell, 2011; Suwaidi et al., 2020). Moreover, succession planning leads to a better work environment, leading to better organizational competitiveness (Jinda & Shaikh, 2020; K. E. Johnson, 2020). Based on that, the researcher expects a significant impact of succession planning on organizational competitiveness in UAE public sector organizations. Thus, the proposed hypothesis is compatible with other hypotheses proposed by other local and international studies (Aymen et al., 2019; Bibi et al., 2020; Bolander et al., 2017; Brannick et al., 2007; Damer, 2020; HASSAN & SIDDIQUI, 2020; Kwon, 2021; A. S. Lee &

Jacobs, 2021; Mamun & Hasan, 2017; Marouf, 2017; Masri & Jaaron, 2017; Meyers, 2020; Moustaghfir et al., 2020).

2. The Concept of Employee Well-being

If a task indicates that the organization, manager, and subordinates are important sources to support high-quality performance, they have an impact on employee welfare. Moreover, people, who are most involved in their work, have a set of effective emotions that lead to creative thinking (Byrne et al., 2017).

On the other hand, individuals perceive well-being when they contribute to additional suitable tasks in the organization. These concepts are consistent with the notion that employee participation depends on high levels of employee mental health, according to the various positive influences and behaviors (Byrne et al., 2017). Individuals with higher levels of psychological well-being behave differently, which can be expected through increased employee participation and an increased importance of employees in an organization (Jena et al., 2018). Thus, it is important to value each employee's well-being to understand what makes the employee experience enjoyable and increases their workplace participation (Ibrahim et al., 2020).

Workplace well-being interventions aim at reducing stress among employees. Moreover, the scientific evidence regarding activities about well-being includes the importance of social relationships, physical activity, awareness, learning, providing variety, choice, and self-direction in one's daily life (Le et al., 2021). According to (Carolan et al., 2017), developing social connections and support benefits as social relationships promote well-being and protect against mental health issues. Through this support system, employees feel valued by other people as a fundamental human need that contributes to functioning.

Furthermore, engagement in physical activity increases self-efficacy perceived ability, provides a sense of mastery, and thereby promotes overall well-being (Abbasi et al., 2020; Alaqla, 2020; Bernerth et al., 2021; Brannick et al., 2007; D'Annunzio-Green, 2018; Keller, 2017; K. Kobayashi et al., 2018b; Leicht-Deobald et al., 2019; Maryam Lashari et al., 2016; Nwafor, 2019).

3. Subjective Well-Being at Work

The assertion that context-specific measures of well-being are necessary to capture the subtleties, complexities, variation of employees' cognitive and affective experiences at work has been made by several authors. For example, (Keeman et al., 2017) and (Rahman et al., 2016) aligned their propositions with the Abstract-Specific Hypothesis, which claims that respondents attend to asked questions concerning the quality of their lives is dependent on how abstract or specific the mode of measurement is (Suárez & Suárez, 2016).

People do not thoroughly evaluate all aspects of their life when answering global or abstract questions such as 'How satisfied are you with your life as a whole? Instead, they make relatively quick decisions via cognitive shortcuts called heuristics. For example, (Nafei, 2017) found that people rely on their current mood when responding to well-being assessments. As for question specificity increases, individuals like to attend the specific domain regarding the question, such as that of work. They rely less on heuristic judgments, such as current mood (M. Ahmad et al., 2020; Cismaru & Iunius, 2020; Damer, 2020; Dyment & Green, 2018; Korpela et al., 2017; Lauzon, 2018; Le et al., 2021; J. C. Lee & van der Waldt, 2020; Maryam Lashari et al., 2016).

Notably, utilizing both work-related and general well-being measures is likely to yield more accurate assessments of employee well-being than when using SWB measures alone (Alanazi et al., 2021). Several context-specific measures and models exist that specifically assess happiness at work. However, existing approaches are recently criticized for an inadequate operationalization of happiness at work (Anlesinya et al., 2019). The latter authors argued that researchers should replace specific job satisfaction measures with measures of dispositional effect. (Solsona & Eriksson, 2021)

However, rather than measuring employees' general or dispositional effect, (Anlesinya et al., 2019) assessed employees' work-related effects. They asserted that such a measurement was a more specific assessment of well-being at work than measures of the general effect. In recent years, authors such as (Abdulai Sawaneh & Kanko Kamara, 2019) have employed a multi-measure approach. Both researchers operationalized employee well-being as consisting of both positive negative effects (termed morale and distress respectively) and cognitive evaluations of job satisfaction (Ahumada-Tello et al., 2018b; hristian Krekel et al., 2019; Johennesse & Chou, 2017; Karim et al., 2019; Koon & Ho, 2021; Kovero, 2019b; Krajcsák, 2018; Kristinsson et al., 2019; Kuriakose et al., 2019; TABATABAEE et al., 2020).

Therefore, employee well-being can be measured through SWB (conceptualized as life satisfaction, positive and negative affect), PWB, work-related affect, and job satisfaction. Although a large body of research has not supported job satisfaction as a valuable predictor of positive organizational criteria such as performance, a recent study by (Damer, 2020) gives a more optimistic account regarding its predictive validity (N. R. Khan et al., 2019; May & Stahl, 2017). Taking a new approach to the happy/productive worker thesis, these authors found that job satisfaction was a valid predictor of performance. However, this effect was moderated by employee well-being, which they operationalized as the context-free effect. Taken together, these results provide preliminary support for the inclusion of job satisfaction as one of the dimensions of employee well-being (Parejo et al., 2018; Zuñiga-Collazos et al., 2019b).

Evidence suggests that work-related effects would also aid the prediction of employee well-being. Two work-specific models of development are posed by (Warr, 2014) and (Daniels, 2000). Warr's model of affect describes affective well-being in terms of two diagonal axes of the circumplex model; that is, anxious-content (tense, uneasy, worried, calm, contented, relaxed) and depressed-enthusiastic (depressed, gloomy, miserable, cheerful, enthusiastic, optimistic) (Mäkikangas et al., 2007; Štrukelj et al., 2020; Venkateswaran et al., 2021). The question preceded the job-related items: "Thinking of the past few weeks, how much of the time has your job made you feel each of the following?" (Warr, 2014) argued that his model of affective well-being was more relevant to the context of work than the PANAS due to the specific focus of the preface and the item content (Ostadi Iraj & Soleimon Pouromran, 2017; Ottonicar et al., 2018).

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