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THE MEDIATING EFFECT OF SOCIAL NETWORK ON THE RELATIONSHIP BETWEEN LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

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ABSTRACT

The purpose of this research is to examine the influence of social network as mediating variable on the relationship between leadership development and succession planning systems. Succession planning and leadership development are significant due to they tied in essential objective which is it, attracting the right person to the right place. The study conducted in Education ministry in Bahrain which they are working hard to prepare the safe replacement of leaders who are leaving their positions due to retirement, illness or moving to other government institutions. The Ministry of Education deliberately set a plan of training and development with opportunity of decision making participation to allow the mid-level leaders close to the decision making process. The study findings acknowledge that the indirect effect of leadership development successfully mediating the relationship with succession planning. It is recommended that the Ministry of Education in Bahrain, identify the potential vacancy dates for all officer positions within the organization. In addition, the reorganizing of the acting officers' pool to accommodate the rotating of individuals through the positions, to expand their knowledge and experience about a particular position would also address the issue of obtaining a broad experience base. Knowing when positions could possibly become vacant allows internal candidates to plan their career path development and avail themselves of all opportunities provided.

INTRODUCTION

Succession planning is increasingly become an important issue for enterprises due to some reasons such as or retirement or moving to better work opportunity and difficulties in finding substitutions.

Leadership development and succession planning are considerable sources of competitive advantage in the modern business world. The problem is not just that the fitting of the substitute employees, but the programmed planning for right successors are rare in organization. As flattening organizations with a decreased the number of mid-level managers, smaller professional development budgets in an economically challenging environment, and an aging number of experienced professionals converge.

Many of the CEOs report their worry about the shortage of bench strength in their organizations. They are afraid from the absence of sufficient "ready" well prepared candidates to replace justified and unjustified lay off of key leaders. Therefore, this problem constantly forming tense and affecting organizational performance. During the succession planning conference that organized by Abu Dhabi University in 2013, there was a great asserting on the leadership important. They illustrate the role of planning the replacement of leadership in different level and there are lack of applying the planning process. HR practitioners asserted that 15% of companies in Middle East don't have clear plan for coming leadership. In addition, the plan rotate around the highly performed employees and ignore the talented employee with high capabilities which possible to develop them to be within the human capital for future. The conference focus in the idea of the importance of succession planning to guarantee the organization sustainability.

Whilst a solid body of research illustrates the regularities that exist in leadership. However the question also arise here, are the leadership development programs crucial to bring adequate leaders which represent successful replacement process. In similar vein, we can borrow the traditional argument, are the leaders born or made. To answer this question, there is need to follow the traces of the term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership. The great man theory of leadership became popular during the 19th-century. The mythology behind some of the world's most famous leaders such as Abraham Lincoln, Julius Caesar, Mahatma Gandhi and Alexander the Great helped contribute to the notion that great leaders are born and not made. Sociologist Herbert Spencer (1896) suggested

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that the leaders were products of the society in which they lived. In The Study of Sociology, Spencer wrote, "you must admit that the genesis of a great man depends on the long series of complex influences which has produced the race in which he appears, and the social state into which that race has slowly grown....Before he can remake his society, his society must make him". Bennis Warren (1989) in his book on becoming a leader, contended that Leaders are made rather than born and he stated "The most dangerous leadership myth is that leaders are born, that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true". Prominently, there is no doubt that leaders develop their leadership skills through life learning experience, training, coaching, mentoring and hardworking.

Sally, 2005 defined succession planning as "Succession planning can be defined as the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirements, death, serious illness or promotion, and any new positions which may be created in future organization plans".

Captivating stock of an organization's internal human resources gives the organization the ability to determine if there are potential successors available. Tichy (1989) reported that "Grand companies such as General Electric's (GE) Coca Cola, arrange comprehensive development program in which executives and managers at all levels are largely responsible for teaching the curriculum and delivering a range of leadership development activities".

This research aims to well understand how organizations in Bahrain efficiently combine leadership development and succession planning systems though linking management staff in the procedure. Succession planning and leadership development are significant due to they tied in essential objective which is it, attracting the right person to the right place. This research conducted in Education ministry in Bahrain which they are working hard to prepare the safe replacement of leaders who are leaving their positions due to retirement, illness or moving to other government institutions. Therefore the making of leaders to step up and take the place of present leaders is a necessity strategic process.

Noticeably, succession planning refer to the essential order enable the institution to provide necessary replaces from internal candidates. However, this research attempt to configure the features that contribute to a leader's victory or failure and answer the big question, what is the influence of leadership development program on succession planning system in education ministry in Bahrain. Literature review reveals that organizations do succeed in developing strong bench strength by giving priority to succession planning.

Research into social networking suggests that people can on average manage a maximum of 150 strong connections and a much larger number of weak connections (Dunbar, 2010). Strong connections tend to be characterized by a higher quality and frequency of communication, greater trust, greater sense of shared purpose in one or more areas, and more likelihood of putting oneself out for the benefit of the other party. Studies of company networks show that geographical separation is not a major impediment to the creation and nurturing of informal networks. (Casper & Murray 2002). Man is a social object and it is difficult to be detached from his social nature. However, it is possible to restrict the wide social spaces. Every person has a specific scope for social relations, and there are those who believe that social relations should not be restricted. Is a basic desire so that he can continue to live, it is natural to have a desire to create social relationships and this is due to the personality and way of thinking of each person and the nature of the environment in which he lives. Some employees think that their close and friendly relationship with their managers, enables them to use this relationship in breaking the laws and non-compliance with them, therefore it is important to explore to what extent this social relations lead to step up in higher positions. Personal relations in the elimination of some practical things, although they are illogical and illegal; such as running a person who is not qualified in a position is incompetent and ignore the experience and qualification. This study use social network as mediating variable to test its effect on the relationship between leadership development and succession planning.

Employees may use their strong connections in other firms either to identify career opportunities directly, or to gain access to these people's own strong or weak connections. Although there is little empirical evidence to support the proposition, anecdotal evidence suggests that people, who devote time and energy to building career-oriented social networks experience faster career progress.

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There seem to be five main reasons why people build social networks around their job and career needs:
1. Task information – what you need to know to be effective in your current roles
2. Task achievement – support in doing your current roles
3. Career – Linking with people, who can play an active role in furthering your career objectives
4. Development – meeting people, who can help with your personal growth
5. Mutual support/ kinship – the comfort and confidence that comes from knowing that there are other people who share the same issues and concerns as you do, and who can offer mutual help and learning

THEORETICAL MODEL AND RESEARCH APPROACH

The purpose of this study is to empirically investigate the influence of leadership development program on succession planning in Ministry of Education in Bahrain. In addition, discover the mediating effect of social network on the relationship between leadership development program and succession planning.

Wolfe (1996) states that succession planning is "a defined program that an organization systemizes to ensure leadership continuity for all key positions by developing activities that will build personnel talent from within" (p. 4). More relevant the definition of Austin Community College (2005) "Professional development is the continuous process of acquiring new knowledge and skill that relate to one's profession, job responsibilities, or work environment, and plays a key role in maintaining trained, informed and motivated employees regardless of job classification" (p. 1). Lowther and Dexter (2002) write that *"leadership development* is a long-term solution addressing the needs of the firm ... as part of a strategic plan" (p. 16).

The research model as introduced in Figure 1 reviews the research framework to show how organizations combine leadership development and succession planning processes. Besides, what is the mediating role could be played by social network. There is solid literature refer to the two measure used are Bench Strength which mean the percentage of "ready now" candidates and Pipeline Utilization which mean the percentage of time we use a candidate from the succession plan to fill a vacant management position. Therefore, to measure the leadership development, this research use three dimensions training, study opportunity and promotion (Bass, 1990; Avolio, 2005; Bass and Avolio, 1994; Byrne and Rees, 2006, Cantor, 2005).
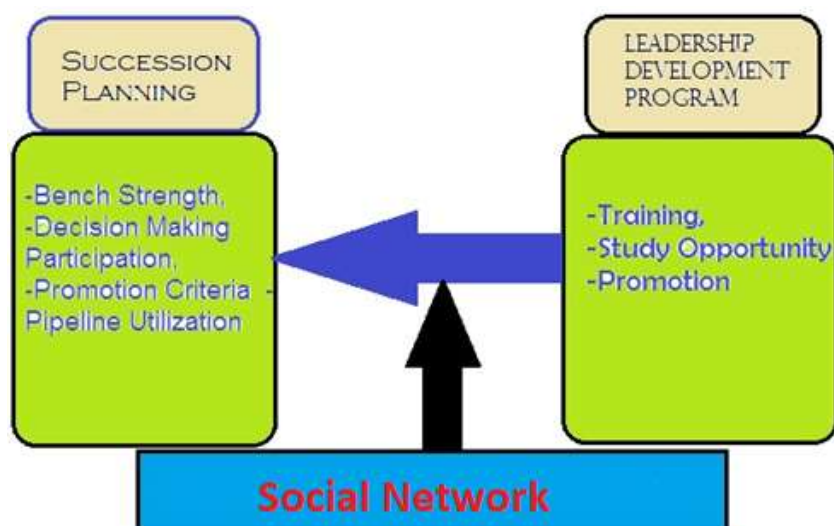

Figure1:Theoritical Model

The drawn model portrays the effect of the social network in the relationships in the workplace. Succession planning consist of four dimensions which are they, bench strength, decision making participation, promotion criteria and pipeline utilization. While the social network represented as one dimension in the model. In order to measure leadership development program, the study assign three dimension which are they, training, study

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opportunity and promotion. High successful leaders who able to practice the managing role before taking charge of leadership. Giving opportunity of training and study considered as the critical part to making the future leaders. In addition, managers should give effort to discover talented people and giving them the chance to express their abilities in the work environment.

RESEARCH METHODOLOGY AND SAMPLE POPULATION

The study is quantitative and cross-sectional and used questionnaires that include the three dimensions of leadership development program and four dimensions to measure succession planning in addition to several questions to test the social network variable. The study conducted in Ministry of Education and the population were consist of 2500 employee as Bahraini citizens. Then, the sample seize was choose randomly to become 250 Participants (165 male and 85 female) selected from secondary schools from range levels.

Reliability test conducted by Cronbach's alpha indicate that 50 items reliable (.817). Apparently, validity and reliability of leadership development program and succession planning scales show high-level scores (House et al., 2004). The participants was applied the survey by paper-based format by distributing the questionnaire personally which considered the short and assured way to reach participants (Aldulaimi, 2016). Out of 250 participants received the questionnaire. Completely 244 were usable. Unfortunately, due to incomplete responses, errors and skipped questions was the biggest reason for missing data.

DATA ANALYSIS AND FINDINGS

The results were revealed after entering data which analyzed using the SPSS 21, the first procedure of data analysis start with the preparing the data for analysis process, the second phase including the descriptive demographic profiles of the sample populations. Lastly the univariate analysis (mean, standard deviation, and frequencies) was used to characterize the sample.

Demographic analysis encompasses gender, age, years of formal education, job and the long of working. The majority of participants were male 66% and 33% female. More than 36% percent of the participant's ages were between 30-39 years old and 28% between 40-49 years old. The majority of the respondents 74% testified they have high level of education (13 years or over). For marital status, 21% labeled themselves as single, 78% as married, 16% as divorced. The majority of the respondents 44% were in senior position. The respondents long of working with current organization was 40% between 1-4 years , 23% between 5-9 years and 24% over 10 years in their present position, which reflected the professional knowledge and working experience also contributes to the worth of their participants.

To investigate the responds of the leadership development program in Ministry of Education in Bahrain, the mean, standard deviation, variation and frequencies were calculated for the 15 questions. As shown in Table 1, it seems that mean the 15 items was 2.91 with standard deviation 0.93 and the most proper question was "there is clear training plan in your organization" which get higher mean (3.50), while the second item mean score was (3.31). In contrary, the lower phrase mean score (2.10) for the phrase of "the organization offering the proper support and encourage to pursue your education". To investigate the results of the second variable succession planning. The mean, standard deviation, variation and frequencies were calculated for the 25 questions. It is appear that the mean of this variable was 1.32 with 1.01 standard deviation. The higher level phrase was "the organization give opportunity to employees to replace the current leaders". The most strong phrase was "the organization provide the opportunity to be real substitutions for current leaders" and the mean score 2.65. While the mean score of the phrase "the organization have clear plan to teach the successors the adequate skills to take the leadership positions" was 2.65. In contrary, the lower score of the phrase "it happens that there are employees act against the organizational regulations because they believe that there is no commitment to promotion criteria". Clearly, there is medium influence of Leadership Development on Succession Planning

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Table 1: Statistics of mean and SD for the study dimensions

	Dimension	Mean	Standard Deviation	Variation Coefficient
1	Training	3.23	0.939	0.32
2	Study opportunity	2.65	0.925	0.37
3	Promotion	3.35	0.923	0.31
4	Bench Strength	2.65	1.010	0.27
5	Decision-Making Participation	1.17	0.980	0.34
6	Promotion Criteria	1.154	1.054	0.40
7	Pipeline Utilization	2.58	1.005	0.31

Table 2: Statistics of regression

	Dimension	Mean	Regression
1	Training	3.49	1.55
2	Study opportunity	3.61	1.33
3	Promotion	3.54	1.39
	Leadership Development	3.18	1.31
4	Bench Strength	3.19	1.36
5	Decision-Making Participation	3.16	1.23
6	Promotion Criteria	3.18	1.25
7	Pipeline Utilization	3.22	1.43
	Succession Planning	3.54	1.42

T test used to investigate the difference between the means on two variables attributed to gender. The results show no big difference between male and female as shown in Table 3. The age intervening variable doesn't make difference between the results of the effect of independent variable on dependent variable. Obviously, the qualification make difference where the holder of degree tend to make difference in the results of the effect. F value was 1.09 with 0.34 significant and this exceeding the level of 0.05. To test the hypothesis of this study the results in Table 4 show that the bench strength of employees was the most affected by leadership development program. While the decision making participation and pipeline utilization doesn't influenced by the leadership development program.

Table 3: Statistics of T test

	Dimension		Mean	S.D	T	df	Sig
1	Leadership Development	M	3.74	0.564	0.564	228	0.553
		F	4.35	0.428			
2	Succession Planning	M	3.37	0.644	0.261	248	0.553
		F	4.19	0.428			

Table 4: Statistics of Multiple regression and variance with F value.

	Dimension		B	Multiple R	Variance $\dot{R}2$	$\dot{R}2$	F value	Sig
1	Bench Strength	72.88	-6.722	.266	.087	.087	62.053	.000
2	Decision-Making Participation	101.785	-.324	.324	.120	.032	44.258	.000
3	Promotion Criteria	113.987	-5.014	.375	.138	.018	34.464	.000
4	Pipeline Utilization	124.443	-3.757	.354	.156	.018	29.887	.000
5	Training	134.491	-3.043	.412	.169	.013	26.259	.000
6	Study opportunity	134.201	-3.031	.324	.157	.025	22.122	.000
7	Promotion	128.254	3.654	.420	.178	.007	22.915	.000

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MEDIATING EFFECT OF SOCIAL NETWORK

In order to test the mediation, it involves establishing presence of several conditions tested using three steps and each step presents a regression model. First condition is that the relationship between the dependent variable (Leadership Development) and independent variable (succession planning) must be statistically significant. Secondly, there must be a statistically significant relationship between the mediating variable (social network) and the independent variable (Leadership Development). Thirdly, the mediating variable (social network) must be statistically related to the dependent variable (succession planning). To assess the mediating effect of the social network on the relationship between the Leadership Development and the succession planning, the following null hypothesis was formulated;

H02: social network does not significantly mediate the relationship between Leadership Development and succession planning.

To test the hypothesis the aggregate mean of growth strategy measures was regressed on the aggregate mean of Leadership Development variables while controlling for the effect of social network on the succession planning. The standardized coefficients in Table 5 for the indirect effect pathways indicate that the indirect effect of leadership development on succession planning through the social network is the largest at 0.153.

Table 5: Standardized indirect effects of Leadership Development on Succession Planning.

Dimension	Beta	R2	F
Leadership Development	0.410	0.168	24.266
Succession Planning	0.153	0.024	10.277
Social network	0.572	0.328	46.078

CONCLUSIONS AND RECOMMENDATIONS

Succession planning concentrate on top positions in the organizational structure whereas, leadership development typically start execute the preparation programs of the middle management. The results seems interesting especially when it refer to the weak link of leadership development on succession planning. The succession planning need specific types of training.

This study supported that leadership development are positively indirectly influences succession planning through social network. Therefore, the mediating effects of social network partly explain the relationship between leadership and succession planning. The standardized regression coefficients indicate that the path of indirect effect through social network is good enough. For many organizations, the main engagement with employee social networks is to mine Facebook pages for potential employees. . A more practical and socially acceptable strategy is to create platforms, on which work-related forums can evolve naturally and organically, with the minimum of observation and control by the organization. The role of the leadership and HR in such forums is to cast the seed – for example, by sharing issues and concerns and asking people for comment – then to step back and let it grow. It's important to allow evolution to take its own course: if a topic doesn't take off of its own accord, it can't be forced. The ultimate accolade is when these networks welcome and ask for participation by leaders.

There is no doubt that organizations meet unbelievable difficulties in formulating managerial staff to take up future leadership places. This article aimed to produce a practical model for join in the leadership development and succession planning process by building optimum application of directors. Therefore, the organization can able to perform efficiently to shape their leadership pipeline by several tasks such as design the organization's mentor network through engaging all managers in mentoring relationships; confirm energetic manager contribution in the organization's system of recognizing top talented candidates; giving opportunity for managers to participate at all levels in leadership development activities; ensure a natural flow of succession planning process and constantly updating lists of high talent persons according to appraisal and performance; create a supportive organizational culture through energetic managers payment systems that strengthen managerial

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commitment; and appraise the effectiveness of leadership development practices through growth of practical researches.

Whitmell (2005) noted that "while not all staff aspire to hold supervisory or management positions, you can encourage all staff to excel in their work and be proactive in career planning and development" (pp. 136_137). Apparently, it is quite important to build a transparent succession system to ensure the reach of talented members to step up to top management. Honestly, people are the valuable component in organization. Thus, if they aware of what they need to do to reach a specific rank, they can take initiative to do just that.

Yet, the impact on the organization runs deeper because of the potential to reduce productivity, lost time spent to recruit and train a replacement, negative morale among current employees and reduced services to the patrons (McDonald, 2014). To implement a succession plan and avoid missteps in hiring leaders, the library administrator needs to achieve maximum benefits. What steps can a library administrator take to design and implement a succession planning process?

The best practice of succession planning lie in in Japanese notion of *kaizen*, or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and participants, monitor developments in technology, and learn from other leading organizations. Certainly, the worthy succession management is applicable only in redesigning organizational culture that inspires frankness and risk taking at the decision-making level.

The study findings and literature review acknowledge that technical skills training alone are not enough to develop future leaders. Cantor (2005) also recognizes this need to diversity the experience base of possible future leaders. Cantor argues that potential leaders need the technical skills required to perform the job, the management skills necessary to be effective when working with other members of the team, and leadership skills that strengthen one's ability to give direction, develop a vision, and assist others in reaching their developmental goals.

It is recommended that the MOE identify the potential vacancy dates for all officer positions within the organization. Secondly, and most importantly, it notifies all employees within the organization when and where potential promotional opportunities exist. In addition, the reorganizing of the acting officers' pool to accommodate the rotating of individuals through the positions, to expand their knowledge and experience about a particular position would also address the issue of obtaining a broad experience base, as described by Cantor (2005). Knowing when positions could possibly become vacant allows internal candidates to plan their career path development and avail themselves of all opportunities provided.

The implications of the research relate first to leader development. The findings identify reasons for organizations with an interest in leader development, including companies, professional associations and business schools to consider emphasizing of social network that build leaders.

Social relations in the work environment and constructive dialogue is important in all government departments and private, explaining that by measuring the periods that a person in his life in general, we find that either in his job or student, or in his personal life daily, needs to be able to Such as time management, decision making, problem solving, self-development, the art of dealing with others, thinking and creativity, constructive dialogue, brainstorming, marketing and other skills and abilities. The person should see and learn from others the art of talking and building relationships with colleagues, joint cooperation and help in difficulties, building teamwork teams, opening dialogues, in addition to attending meetings to acquire these skills and the art of dialogue is the basis and meaningful discussions that lead to the detection of weaknesses and strengths And taking advice, through the discovery of negatives and positives, and treatment, and when he knows to speak and silence. Social relations in the work environment are different from one organization to another and from one management to the other, and some lack awareness, cohesion, question, interest, participation and confidence building, calling on organizations to earn that by making social meetings between employees every year once or twice like renting rooms in a hotel with dinner and open day, and it can also work to stimulate business participation and cooperation

between departments and identify the nature of their work, which creates a beautiful work environment creatively motivate the employee to work,

Future research may concentrate of the organizational culture and how this culture is can help and make it easy to pave the way to give the chance for future leaders and improving the succession planning process. Also research could discover which components of leadership are most encouraging to develop successions.

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