

**Topic: Effectiveness of Succession Planning Practices in the Saudi Arabia Health Sector
– The Mediating Effect of Employees' Valued Goals**

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ABSTRACT

Succession planning is a critical organizational strategy to ensure workforce stability and performance, particularly in sectors like healthcare, where skilled employees are essential. Its significance further increases in the context of emerging countries, particularly the nations that are transforming their healthcare, such as the Kingdom of Saudi Arabia under Vision 2030. This study investigates the association between succession planning practices, employee-valued goals, as well as human resource outcomes in the Saudi Arabian healthcare sector using the Resource-Based View and Goal Congruity Theories. It also examines the mediating role of employee-valued goals in this association.

Researcher used quantitative research design, using data collected from 317 healthcare workers through a structured survey. Key constructs were analyzed using linear regression and mediation analyses. The PROCESS macro for SPSS was applied to evaluate the direct and indirect effects. Succession planning practices significantly influence human resource outcomes and employee-valued goals. Employee-valued goals partially mediated the association between succession planning practices and human resource outcomes. These findings highlight the dual pathways through which succession planning impacts organizational performance, both directly and indirectly through goal alignment.

The study underscores the significance of aligning succession planning practices with employee goals to optimize engagement, retention, and performance. These insights contribute to workforce development strategies under Vision 2030, offering practical recommendations for fostering a sustainable healthcare workforce while advancing theoretical frameworks in talent management.

Keywords: Succession planning; employee-valued goals; succession planning practices; human resource outcomes; effectiveness of succession planning

INTRODUCTION

Succession planning (SP) is the method by which organizations systematically plan for their future labour needs and ensure stability in the availability of employees occupying key positions, as part of guaranteeing sustained organizational competitiveness and continuity (Samuel & Isa, 2024). The Saudi Arabia healthcare sector transformation program envisages a situation that it led to the realization of “a vibrant society,” which is one of the three pillars of the national Vision 2030 (Alasiri & Mohammed, 2022; Mani & Goniewicz, 2024). Among the transformation program’s strategic objectives are ones focused on facilitating access to healthcare services through the provision of adequate and appropriately qualified human resources (Alkhamis & Miraj, 2021).

Among the challenges faced in the implementation of the transformation program are the size, capabilities, and participation levels of the workforce (Chowdhury, Mok, & Leenen, 2021; Alasiri & Mohammed, 2022). Human capital is among the critical resources for achieving the country’s health sector goals (Alkhamis & Miraj, 2021). Challenges relating to attracting as well as retaining skilled healthcare personnel highlight the significance of SP in the sector (Hejazi, Al-Rubaki, Bawajeeh, Nakshabandi, Alsaywid, Almutairi, & Badawood, 2022).

There is, however, a knowledge gap on the efficiency of succession planning practices (SPP) focused on non-managerial qualified nurses in the Saudi health sector (Aldhafeeri, Alanezi, Alharbi, Alashammeri, Aldhafeeri, & Alanezi, 2024; Alrawili, Alanazi, Alanazi, MashujAlanazi, Alruwaili, Alanazi, & Alanazi, 2024; Lytras, Hejazi, Al-Rubaki, Bawajeeh, Nakshabandi, Alsaywid, & Badawood, 2022). Empirically based knowledge on both the practices and their effectiveness can provide opportunities for improving them as part of informing both practice and policy formulation in the health sector. Further, the knowledge can highlight some evidence-based best practices that can be adopted countrywide.

Studies on SP have largely concentrated on leadership-level succession, overlooking the need for a pipeline of capable employees at all stages of a firm (Fuentes, 2020; Rahman & Al-Borie, 2021). To succeed, an organization needs a continuously replenished pipeline of skilled personnel at all levels (Jindal & Shaikh, 2020). Middle East-focused studies are limited and have also focused on leadership succession (Etemadian, Mosadeghrad, Soleimani, & Hedayati, 2020; Hashish & Farghaly, 2021; Siambi, 2022; Vahdat, Afshari, Masoodi Asl, & Hesam, 2022). In Saudi Arabia, health sector-based studies have focused on managers and leadership (for example, Shahin & Al Sulimanm, 2022; Rahman & Al-Borie, 2021; Alasiri & Mohammed, 2022), thus creating an impression that SP only applies to managerial and leadership positions. In the health sector, the importance of SP is underpinned by difficulties in hiring leaders in the nursing profession due to challenges such as a lack of work-life balance (Waxman & Delucas, 2014; Furman, 2021).

Saudi Arabia has a critical dearth of trained healthcare professionals, along with heavily depends on an overseas workforce (Al-Hanawi, Khan, & Al-Borie, 2019; Albejaidi & Nair, 2021). This, together with Vision 2030 projected increase of 2:3 from 1:3 Saudi-to-foreigner workforce ratio, heightens the need for SP that cuts across various levels of seniority within the healthcare sector. In a context where there is a general lack of expert labors, it is critical to stay ahead of the recruitment curve through proactive SP (Collings & Mindeava, 2021; Alnowibet, Abduljabbar, Ahmad, Alqasem, Alrajeh, Guiso, & Varanasi, 2021).

So, this study is intended to bridge this gap by undertaking a quantitative study using a combination of the Resource-Based View (RBV) along with Goal–Congruity Theory (GCT) as frameworks for analyzing the effectiveness of SPPs prevailing in the health sector of Saudi Arabia.

Research Question

How do succession planning practices (SPPs) influence human resource outcomes (HROs) in the Saudi Arabian healthcare sector, and what role do employee-valued goals (EVGs) play in mediating this relationship?

Research Objectives

1. To evaluate the association between succession planning practices and key human resource outcomes, including engagement, turnover intentions, and role performance in the Saudi Arabian healthcare sector.
2. To assess the extent to which employee-valued goals, such as career advancement aspirations and job security, are influenced by succession planning practices.
3. To examine the mediating role of employee-valued goals in the association between succession planning practices and positive human resource outcomes.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

According to the RBV, firms use an assortment of accessible resources to execute distinct strategies that give them a competitive advantage (Barney, 1991). Employees are part of the critical resources developed by the firm and contribute their knowledge, capabilities, and skills toward organizational performance (Armstrong & Taylor, 2014; Miller, 2019). While having a continuous supply of the right skills, besides capabilities to fill strategy-perilous sites at all levels, is essential for business continuity, reaching such a stage depends partly on a worker's willingness to become part of the organization for a long (Gibson, Gibson, & Webster, 2021).

Goal Congruity Theory posits that people prefer to engage in roles that facilitate them to attain their valued goals (Diekmann et al., 2017). In that regard, the ability of a firm's SP to constantly supply the right human resources (which is its effectiveness) partly depends on the human

resources' perception of congruence between their personally valued goals and the organization's (Yang & Yasmin, 2022; Obeng & Atan, 2024).

This study proposes that effective SP is indicated by human resources outcomes in the area's worker engagement, low turnover intentions (Mehreen, 2018), and role performance (Sweeney, 2013), reduction in turnover (Mehreen, 2018) and is mediated by the SPPs as well as employee-valued goals (profession aspirations and job security).

Succession Planning Practices

Essential elements of SP include demonstrated commitment, clarity on business current and future human resources needs, communication of expectations, transparency in evaluating individual performance and assessing future potential, developing individualized career progression and development plans, and full integration with organizational objectives (Rothwell, 2005 cited in Estedadi & Hamidi, 2015; Desarno, Perez, Rivas, Sandate, Reed, & Fonseca, 2021). Commonly cited SPPs include career planning, performance assessment, besides employee growth (Ali, Mahmood, & Mehreen, 2019; Mehreen & Ali, 2022; Salleh, Omar, Aburumman, Mat, & Almhairat, 2020).

Human Resources Outcomes

Succession planning has been correlated with positive organizational outcomes for instance, ensuring a constant supply of qualified employees to fill strategy-critical positions (Desarno et al., 2021), enhancing employee engagement (Ali & Mehreen, 2020; Bano, Omar, & Ismail, 2022; Martin & O'Shea, 2021; Al-dwan, 2021), reduction of turnover intentions (Ali & Mehreen, 2019), and role performance (Ali et al., 2019; Wainright, York, & Wyant, 2021).

With respect to the health division in Saudi Arabia, it is therefore hypothesized that:

Hypothesis 1: Succession planning practices are related to positive human resources outcomes (specifically, optimal staffing levels, employee engagement, low turnover intentions, and role performance).

Succession Planning and Employees' Valued Goals

At the individual employee level, SP has been associated with the realization of employee-valued goals regarding career aspirations and a sense of career security (Ali & Mehreen, 2019; Mehreen & Ali, 2022; Salleh et al., 2020). Where there is a link amid SPPs and a worker's valued goals, there are likely to be positive perceptions of the possibility of attaining individual career aspirations and job security (Jackson & Dunn-Jensen, 2021; Desarno et al., 2021). It is therefore hypothesized that:

Hypothesis 2: There is a relationship between succession planning practices and employee-valued goals (Career aspirations and Job security).

Employees' Valued Goals and Human Resources Outcomes

Attainment of valued goals by employees has been associated with some human resources outcomes. Employee sense of job security has been linked with their sense of engagement (Firdaus, Ujianto, & Slamet, 2023; Hur & Perry, 2019), and with low turnover intention. Further, the inability of employees to perceive a link between their career advancement aspirations and the work they do has been associated with a lack low engagement, motivation, and performance (Coetzee, Schreuder, & Tladinyane, 2014; Lartey, 2021), and with quitting intentions. It is therefore hypothesized that:

Hypothesis 3: There is an association between employee-valued goals (Career advancement and Job security) and human resources outcomes (Engagement, Turnover intentions, and role Performance).

Succession Planning Practices, Employee-Valued Goals, and Human Resources Outcomes

Whether a firm's SPPs are effective depends on the extent to which the practices address or are in line with employees' valued goals (Bano et al., 2022). The effectiveness of SP can be measured by the extent to which it enables the organization to fully utilize its human resources to derive a competitive advantage (as per the RBV) (Abdullahi, Raman, & Solarin, 2022; Batool, Usmani, & Rizvi, 2022). An organization's human resources have individually valued goals relating to career advancement aspirations and job security, which if not addressed can result in a lack of engagement, reduced performance, high turnover, and ultimately threaten the realization of organizational objectives, thus rendering SP ineffective (Latan, Chiappetta Jabbour, Lopes de Sousa Jabbour, Ali, & Pereira, 2022; Al Awadhi & Muslim, 2023; Bano et al., 2022; Yasmeen Bano & Ismail, 2022). It is therefore hypothesized that:

Hypothesis 4: Employee-valued goals mediate the association between succession planning practices and positive human resource outcomes.

The study's hypotheses are conceptually summarised in Figure 1.

Insert Figure 1 here

METHODS

The purpose of this research was to evaluate the role of SPPs in influencing EVGs and HROs within the Saudi Arabian healthcare sector. This study targeted 317 healthcare professionals, specifically first-line nurse managers and non-managerial qualified nurses, as these groups are directly impacted by succession planning practices and play a vital role in patient care and organizational outcomes.

Data were collected from healthcare professionals working in public hospitals across Saudi Arabia. In view of the demanding nature and unpredictability of healthcare roles, data collection from the total population was not possible (Golzar, Noor, & Tajik, 2022). Therefore, the research study involved a non-probability sampling technique, convenience sampling. Convenience sampling was highly applicable since it allowed for the selection of participants who were more willing and available to respond, considering the nature of their working environment (Diab Ghanem Atalla, Ahmed Mohamed Mostafa Elbassal, & Abdelaziz Mahmoud Elseesy, 2024). This approach also ensured that participants were selected based on specific characteristics relevant to the study, such as their involvement in SP practices (Rahman, 2023).

A structured questionnaire based on the scales from the literature was designed and transformed into an online format using Google Forms. The online survey was chosen because of its feasibility and efficiency in reaching participants across the widely dispersed healthcare facilities in Saudi Arabia. It is an approach recognized to be effective in collecting quantitative data from large sample sizes. The survey remained open for eight weeks, with follow-up reminders to optimize the response rate.

A total of 350 questionnaires were distributed, out of which 317 were completed and valid, while the response rate was as high as 90.57%. The large sample size significantly enhances the reliability and generalizability of the results. Ethical approval for this research was obtained from the King Abdulaziz University College of Business Board. They were informed of their rights, which included voluntary withdrawal at any stage of the participation and making sure that their responses remain confidential. Data was stored on a password-protected computer and anonymized to protect participant identities and maintain ethical considerations.

Measures

The SPPs were assessed using the scales adapted from Rothwell (2005) and Ali et al. (2019), with a focus on important areas including career planning, performance appraisal, as well as employee development. For instance, statements such as "My organization has well-marked pathways through which employees progress into careers" underlined how successfully such procedures prepare workers for future roles and responsibilities in firms.

To measure EVGs, the scale was adapted from Mehreen & Ali (2019) and Salleh et al. (2020). It contained items intended to assess how well organizational practices supported employees' career aspirations and job security. For example, "I am satisfied that the career goals exactly match my present role," exhibiting the extent of coherence between individual and organizational objectives.

HROs were evaluated employing the scale based on the works of Ali & Mehreen (2020) and Bano et al. (2022). This scale emphasized constructs like employee engagement, role performance, as well as turnover intentions. Items like "I am committed to achieving my role's objectives" demonstrated how effectively organizational practices promote engagement, retention, and overall performance.

RESULTS

Demographic Analysis

The results in Table 1 indicated that the study sample predominantly consists of middle-aged professionals, with the majority aged 35–44 years (50.8%) and a smaller proportion in younger (2.5%) and older (0.6%) age groups. The gender distribution is skewed towards males (59.9%), reflecting potential gender disparities in the healthcare workforce.

Participants are highly educated, with most holding a master's degree (43.5%) or a bachelor's degree (41%), indicating a well-qualified workforce. Regarding experience, 58.7% have 3-5 years, while 30.9% have 6-10 years, showing that the sample primarily comprises mid-career professionals. This profile of well-educated, experienced, and predominantly male participants provides a valuable understanding of SP practices, aligning with the findings' focus on workforce development in Saudi Arabia's healthcare sector.

 Insert Table 1 here

Reliability Analysis

The findings of reliability analysis for the study's constructs in Table 2 explained high internal consistency across all variables, with Cronbach's alpha values exceeding the extensively accepted limit of 0.70 (Nunnally & Bernstein, 1994). Specifically, SPPs, Career Advancement Aspirations, and job security each gave Cronbach's alpha of 0.904, revealing strong consistency. Besides, the result of the effectiveness of HROs showed 0.898, while that of Role Performance showed 0.914, which shows internal consistency to be excellent. The highest was that of Turnover Intentions, which had a reliability of 0.968, hence very strong.

The results hereby assure that items within each set consistently measure what they are supposed to measure, and these reassure credibility and increase validity for subsequent analysis (George & Mallery, 2018). Results indicate that the measurement scales are adequate for the exploration of workforce dynamics and SP in a healthcare context, in that they are reliable in capturing subtle aspects of the perspectives of respondents.

 Insert Table 2 here

Descriptive Statistics

The descriptive statistics in Table 3 indicate that the constructs exhibit strong central tendencies and reasonable variability, reflective of the sample's responses. SPPs had a mean of 3.82 (SD = 0.795) with moderate variance (0.632), while EVGs displayed the uppermost mean at 4.04 (SD = 0.771) and similar variance (0.595), suggesting positive perceptions regarding these practices and goals among participants. The effectiveness of HROs reported a mean of 3.81 (SD = 0.638), with a lower variance of 0.408, indicating consistent responses on this construct.

The skewness values for all variables were negative, particularly for EVGs (-1.984), signifying most of the responses at the higher end of the scale, while the results of the kurtosis test, such as 3.386 for the same variable indicate a sharper distribution peak (Diab Ghanem Atalla et al., 2024). These outcomes indicate a normally favorable evaluation of SPPs as well as their results, with participants stating alignment between organizational practices and their personal goals, which is significant for workforce engagement and retention in the healthcare segment.

Insert Table 3 here

Correlation Analysis

Understanding the strength and direction of relationships between variables is a key part of research, as it helps uncover how different elements influence one another (Saunders et al. 2019). The findings in Table 4 highlight meaningful positive correlations among the study variables, shedding light on the strong connections between SPPs, EVGs, and HROs.

SPPs exhibited a strong association with EVGs ($r = 0.826$), suggesting that well-structured SP supports closely with employees' ambitions as well as a sense of job security. Likewise, SPPs

correlated moderately with Effectiveness ($r = 0.492$), proposing that these practices positively impact organizational results.

Remarkably, EVGs also implied a moderate connection with HROs ($r = 0.523$), highlighting the mediating role of employee alignment in improving the perceived success of succession strategies. These results are consistent with prior research, which emphasizes the significance of goal resemblance in leading employee engagement and organizational effectiveness (Diekman et al., 2017; Collings & Mellahi, 2009; Armstrong & Taylor, 2014; Miller, 2019).

Insert Table 4 here

Hypotheses Testing

Hypothesis 1 of the research stated that SPPs and human resources outcomes are directly and positively associated. To test this hypothesis, linear regression using SPSS was run (Tables 5, 6, and 7). The regression analysis shows that SPPs significantly predict positive human resources outcomes ($\beta=0.395$, $p<0.001$), with an adjusted R^2 value of 0.240, representing that 24% of the variance in human resources outcomes is explained by SPPs. This relationship aligns with studies in the literature, such as Yang & Yasmin (2022), Obeng & Atan (2024), and Mehreen & Ali (2022), which underscore the importance of SPPs as a strategic tool for improving workforce stability and performance. Furthermore, it supports the RBV, which positions human capital as a critical organizational asset for competitiveness (Barney, 1991). These findings reinforce the role of structured succession planning in creating a resilient and high-performing workforce.

Insert Tables 5, 6 & 7 here

The second hypothesis of the study stated that SPPs and EVGs are positively associated. The results in Tables 8,9, and 10 reveal a strong besides significant association amid SPPs and EVGs ($\beta=0.801$, $p<0.001$), with an adjusted R^2 of 0.681, demonstrating that 68.1% of the

variance in EVGs is explained by SPPs. These results highlight that effective SPPs strongly align with employees' career aspirations and job security.

This result is in line with GCT, and Diekmann et al. (2017) note that those organizational practices that specifically align with the employees' personal and career goals promote engagement and motivation. These findings also go in line with such studies (Ali & Mehreen, 2020; Martin & O'Shea, 2021; Bano et al., 2022), where it was found that in cases of coincidence of organizational strategies and employee goals, satisfaction, trust, and long-term commitment are increased. Succession planning, when combined with employee aspirations, helps an organization maximize its available workforce and nurture a helpful work atmosphere.

Insert Tables 8, 9 & 10 here

The third hypothesis of the study indicated that EVGs and HROs are positively related. The results mentioned in Tables 11, 12, and 13 indicated that EVGs significantly predict positive HROs ($\beta=0.433$, $p<0.001$), with an adjusted R^2 of 0.272, demonstrating that 27.2% of the variance in HROs is attributable to EVGs. The findings emphasize the key role of EVGs in improving human resources outcomes.

This association aligns with the literature (including studies by Hur & Perry, 2019; Coetzee et al., 2014; Albejaidi & Nair, 2021), which emphasizes that goal alignment enhances workforce outcomes such as productivity, loyalty, and reduced turnover. The findings reinforce the idea that organizations benefit significantly from aligning their practices with employee aspirations, thus creating a motivated and committed workforce capable of meeting organizational goals.

Insert Tables 11, 12 & 13 here

The fourth hypothesis stated that EVGs mediate the relationship between SPPs and human resources outcomes. Mediation analysis using PROCESS Macro (Model 4) revealed that SPPs significantly predict EVGs ($\beta=0.8010$, $p<0.001$), explaining 68.24% of its variance

($R^2=0.6824$). Employee-valued goals, in turn, significantly predict HROs ($\beta=0.3049$, $p<0.001$), and the combined model explains 28.52% of the variance in HROs ($R^2=0.2852$). The direct effect of SPPs on human resources outcomes remained significant ($\beta=0.1508$, $p=0.0272$), but the indirect effect via EVGs ($\beta=0.2443$) was also significant, with a bootstrapped 95% confidence interval of [0.1394, 0.3761].

 Insert Table 14 here

The findings support partial mediation, demonstrating that SPPs enhance human resources outcomes both directly and indirectly through employee-valued goals. This aligns with the existing studies in literature highlighting the role of human capital as a viable resource, along with underscoring the significance of associating organizational practices with employees' personal goals (Abdullahi et al., 2022; Batool et al., 2022; Latan et al., 2022; Al Awadhi & Muslim, 2023; Bano et al., 2022; Yasmeen Bano & Ismail, 2022). The results highlight the strategic value of integrating employee aspirations into SP to optimize workforce effectiveness.

DISCUSSION

Theoretical Contributions

This study contributes to existing literature by empirically validating the direct and mediating relationships among SPPs, EVGs, and HROs in the healthcare sector. The direct relationship between SPPs and HROs, confirmed through statistical analysis, underscores the importance of SPPs in improving engagement, role performance, and reducing turnover intentions. These findings align with the RBV (Barney, 1991), which highlights the strategic value of human capital in achieving organizational success. The results are consistent with prior research, such as Ali and Mehreen (2020), which established the role of structured SPPs in enhancing workforce engagement and stability.

The mediation analysis revealed the significant role of EVGs in amplifying the impact of SPPs on HROs. This finding supports GCT (Diekmann et al., 2017), which posits that employees are more engaged and motivated when their goals align with organizational strategies. The findings extend previous studies (Mehreen & Ali, 2022), demonstrating that EVG alignment fosters trust, satisfaction, and improved organizational outcomes.

This study holds particular relevance for the Saudi Arabian healthcare sector, where workforce localization and sustainability are critical under Vision 2030. By empirically showing how SPPs and EVGs contribute to HROs, the study provides insights into addressing challenges like expatriate dependency and high turnover rates. The findings highlight the importance of adopting employee-centric SPPs to build a resilient, high-performing workforce (Al-Hanawi et al., 2019; Salleh et al., 2020).

Along with validating current theoretical postulations, the study generates novel contributions through the application of RBV and GCT in a cross-level, context-contingent framework. Succession planning has been considered primarily in terms of top-level executives in previous studies, but through this research, it is exemplified that theoretical constructs like valued goals among employees can meaningfully function within operational levels, especially in healthcare systems in the process of structural change. In placing employee aspirations both as an outcome and a mechanism through empirical means, the research presents a qualitative reconciliation between institutional planning and agential factors. This functionally layered application presents a conceptual expansion of the theories, most notably in conceptualizing workforce realities within industries marked by expatriate dependence, localization requirements, and public sector reform. Accordingly, the study lays the groundwork for general theoretical integration between strategic SHRM and goal-theory-driven motivation theories in environments with complexity concerning labor.

Practical Contributions

This study provides practical implications for organizations and HR practitioners. The direct influence of SPPs on HROs, therefore, calls for the need to develop sound SPP frameworks in order to boost engagement, performance, and retention. Accordingly, managers and HR teams should focus on those strategies that can ensure transparency and inclusiveness toward a supportive work culture.

The mediating role of EVGs highlights the need for aligning SPPs with employee aspirations and goals. Practical initiatives, such as career pathways, mentorship programs, and personalized development plans, are crucial for enhancing trust and satisfaction. Such strategies can boost engagement, reduce turnover, and improve organizational performance.

The findings have underlined the appropriateness of Saudi Arabia-specific SPPs if the health sector were to attain the goals set out in Vision 2030. Organizations, in developing a pipeline of talent, should ensure that SPPs are properly aligned with individual career tracks for high-potential employees.

Policy Contributions

At the policy level, this study advocates collaboration between healthcare organizations and policymakers to institutionalize transparent and inclusive SPPs. National strategies should focus on promoting EVG alignment to support workforce localization and sustainability goals. Policymakers are encouraged to provide resources and guidelines to help organizations implement effective SPPs tailored to the sector's needs.

These results also show how aligning the SPP initiative of an organization with the country's objectives, like Vision 2030, can also create greater retention and less turnover. The policies that provide training to the workforce and development, locally based talent pipelines will ensure sustainability over a longer period and add resilience within the healthcare sector.

LIMITATIONS AND FUTURE DIRECTIONS

Although this study gives valuable insight, some limitations include the fact that the cross-sectional design allows limited causality to be established among the variables; thus, longitudinal studies should be conducted to confirm such relationships over time. This study focuses on the Saudi Arabian healthcare sector alone, which might limit the generalizability of the findings in other sectors or cultural contexts. Future studies may also want to investigate how these findings generalize across industries and geographies. Qualitative approaches, such as interviews or focus groups, may offer a more textured insight into EVGs and SPPs. A broader perspective on how organizational culture and leadership styles influence these dynamics may further enrich the understanding of workforce development strategies.

CONCLUSION

This study investigates the relationships between succession planning practices, employee-valued goals, and human resource outcomes in the Saudi Arabian healthcare sector. Results indicated that effective succession planning practices significantly improve human resource outcomes related to engagement, role performance, and lower turnover intentions. The relationship is further mediated by employee-valued goals in terms of career advancement aspirations and job security. Succession planning, when in line with the goals of the employees, gives a sense of direction and security that will eventually lead to better organizational outcomes.

The study further emphasizes that organizations that incorporate focused approaches by employees within the succession planning framework are those that can harvest maximum output from an employee-centric approach. Fulfillment of career aspirations and well-defined clear career prospects enable organizations to build far stronger employee commitment and engagement, with consequent retention of employees. The following insights are particularly

critical for Saudi Arabian healthcare institutions, where localization and sustainability of the workforce is an overriding imperative under Vision 2030.

The findings indicate that the need for making succession planning practice transparent and inclusive is as significant as the effort an organization puts into tuning itself up with the aspirations of its employees. Such would be a dual-way approach leading to a motivated resilient workforce, which can deliver against dynamic demands in healthcare. Managers and policymakers may use such insights to optimize their workforce strategies in ways that ensure immediate operational efficiency and long-run organizational competitiveness.

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APPENDIX

FIGURE 1

Theoretical Framework

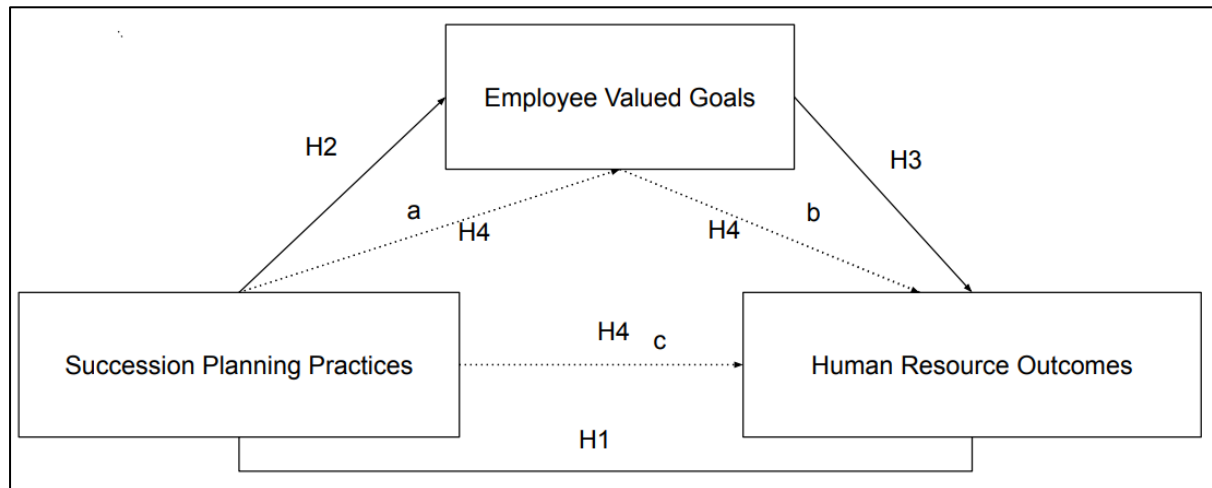


TABLE 1

Demographic Analysis

Variable	Frequency	Percentage (%)
Age		
18-24	8	2.5
25-34	62	19.6
35-44	161	50.8
45-54	84	26.5
55+	2	0.6
Gender		
Male	190	59.9
Female	127	40.1
Education		

High School	19	6.0
Bachelor's	130	41.0
Master's	138	43.5
Doctorate	25	7.9
Other	5	1.6
Experience		
0-2 years	6	1.9
3-5 years	186	58.7
6-10 years	98	30.9
11+ years	27	8.5

TABLE 2**Reliability Analysis (Cronbach's Alpha)**

Variable Name	No. of Items	Cronbach's Alpha Value
Succession Planning Practices	5	0.904
Career Advancement Aspirations	5	0.904
Job Security	5	0.904
Human Resource Outcomes	5	0.898
Role Performance	5	0.914
Turnover Intentions	4	0.968

TABLE 3**Descriptive Statistics**

Variable	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Succession Planning Practices	3.82	0.795	0.632	-1.601	1.953
Employee Valued Goals	4.04	0.771	0.595	-1.984	3.386
Human Resource Outcomes	3.81	0.638	0.408	-0.549	0.197

TABLE 4**Correlation Analysis**

Variable	Succession Planning Practices	Employee Valued Goals	Effectiveness
Succession Planning Practices	1.000		
Employee Valued Goals	0.826	1.000	
Human Resource Outcomes	0.492	0.523	1.000

TABLE 5**Regression Analysis Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492	.242	.240	.557
Predictors: (Constant), Succession Planning Practices				

TABLE 6**Analysis of Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.189	1	31.189	100.650	.000
	Residual	97.612	315	.310		
	Total	128.802	316			

Dependent Variable: HROs

Predictors: (Constant), SPPs

TABLE 7**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.304	.154		14.996	.000
	SPP	.395	.039	.492	10.032	.000

Dependent Variable: HROs

TABLE 8**Regression Analysis Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
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2	.826 ^a	.682	.681	.435
Predictors: (Constant), SPP				

TABLE 9**Analysis of Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	128.225	1	128.225	676.676	.000 ^b
	Residual	59.690	315	.189		
	Total	187.915	316			
Dependent Variable: EVGs						
Predictors: (Constant), SPP						

TABLE 10**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	.983	.120		8.183	.000
	SPP	.801	.031	.826	26.013	.000
Dependent Variable: EVGs						

TABLE 11**Regression Analysis Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.523	.274	.272	.545
Predictors: (Constant), EVGs				

TABLE 12

Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.296	1	35.296	118.905	.000
	Residual	93.506	315	.297		
	Total	128.802	316			

Dependent Variable: Human Resources Outcomes

Predictors: (Constant), EVGs

TABLE 13

Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.061	.164		12.598	.000
	Goals	.433	.040	.523	10.904	.000
Dependent Variable: HROs						

TABLE 14**Mediation Analysis**

PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : Human Resource Outcomes (EFF)

X : Succession Planning Practices (SCP)

M : Employee Valued Goal (Goals)

Sample

Size: 317

OUTCOME VARIABLE:

Goals

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8260	.6824	.1895	676.6758	1.0000	315.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.9830	.1201	8.1829	.0000	.7467	1.2194
SCP	.8010	.0308	26.0130	.0000	.7404	.8616

OUTCOME VARIABLE:

EFF

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5341	.2852	.2932	62.6549	2.0000	314.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.0039	.1645	12.1783	.0000	1.6802	2.3277
SCP	.1508	.0680	2.2189	.0272	.0171	.2845
Goals	.3049	.0701	4.3509	.0000	.1670	.4428

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.1508	.0680	2.2189	.0272	.0171	.2845

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
Goals	.2443	.0604	.1394 .3761

ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000
