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College of Management

Department of



**The Role of Succession Planning in Retaining Talent: An
Applied Study on NEOM Company**

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Abstract

This study aims to identify the role of succession planning in retaining talent: an applied study on NEOM Company in the Kingdom of Saudi Arabia. The study adopted the descriptive analytical approach, with a sample consisting of (150) employees from NEOM Company. The research tool used was a questionnaire. The results revealed that the level of application of succession planning practices in NEOM Company was at an “agree” level (mean = 3.95, standard deviation = 0.80), indicating a positive perception among employees toward these practices. Moreover, the study found a strong positive statistically significant correlation between the perceived reality of succession planning and the level of talent retention at NEOM Company, reflecting a direct impact of effective planning on the sustainability of competencies. The study recommended developing clear and transparent succession plans that link high-performing employees to specific development and training paths for senior positions.

Key words: Succession Planning – Talent Retention – NEOM Company.

Chapter 1

Introduction

Organizations that prioritize sustainability and corporate social responsibility (CSR) are increasingly recognized for their ability to attract and retain top talent. Their efforts go beyond minimizing environmental impact or enhancing profitability; they demonstrate a deep understanding that social sustainability is a core driver in fostering committed, engaged, and motivated teams. In today's workforce, professionals across generations are no longer guided solely by salaries or traditional benefits. Instead, they are drawn to organizations with strong ethical values, a sincere commitment to equity, and a tangible positive impact on society. Empirical studies have shown that employees who perceive their work as contributing to a greater purpose tend to display higher levels of productivity, loyalty, and enthusiasm (Schaltegger et al., 2022, p. 483).

Simultaneously, in a global economic environment marked by rising operational costs, organizations adopting sustainable practices are not only reducing expenditures but also enhancing their operational efficiency. These practices strengthen corporate reputation and prove that sustainability initiatives can yield measurable financial benefits. By optimizing resource use and adopting environmentally responsible practices, organizations reach new levels of operational effectiveness and strategically position themselves as innovators— attracting both investment and values-driven talent (Koranteng et al., 2022, p. 331).

In this context, organizational efficiency has emerged as a fundamental requirement for corporate sustainability and long-term success. Attaining such efficiency necessitates a continuous commitment to refining internal processes, empowering employees, and leveraging modern technologies (Shet et al., 2019, p. 756). However, efficiency is not merely about achieving more with fewer resources—it involves aligning the right actions with strategic goals. This demands a holistic approach that encompasses all dimensions of organizational operation, including process planning, workforce management, and decision-making mechanisms (Garad et al., 2022, p. 16).

One strategic approach that contributes significantly to sustaining both efficiency and competency is succession planning. This process involves the identification and development of internal talent to fill key leadership and critical positions in the future. Its primary objective is to ensure leadership continuity and minimize operational disruptions resulting from retirements, promotions, dismissals, or other transitions (Zafar & Akhtar, 2020, p. 23). Effective succession

planning enables organizations to cultivate leaders from within who are already familiar with the corporate culture and aligned with organizational values—ensuring a stable and seamless leadership transition during times of change.

Furthermore, succession planning contributes to the enhancement of organizational competency by focusing on the ongoing development of existing employees. Through structured opportunities such as mentorship, training programs, and exposure to new challenges, potential leaders are empowered and motivated, resulting in greater commitment and retention. This internal talent development approach fosters a culture of growth and resilience, ultimately ensuring the organization's capability to meet future demands (Martin & O'Shea, 2021, p. 14).

Accordingly, the present study aims to explore the role of succession planning in retaining organizational competency, from the perspective of employees at NEOM Company in Saudi Arabia.

Study Problem

Succession planning goes far beyond simply naming a potential replacement for key positions. It is a critical organizational strategy directly linked to talent retention, increased productivity, and overall employee satisfaction. (Mehreen and Ali, 2022, 530).

Despite its importance, many organizations—especially in fast-developing environments such as NEOM still lack structured succession systems that ensure leadership continuity and preserve organizational knowledge

When employees see clear opportunities for internal advancement and leadership development, they are more likely to stay committed to the organization, which reduces turnover and minimizes the costs associated with frequent recruitment. A well-implemented succession plan also improves employee engagement and motivation, as it reflects the organization's investment in their future (Abdullahi et al., 2022, 810).

Based on the researcher's experience at NEOM, it was observed that the organization faces challenges in the recruitment process due to its remote location. As a result, job rotation has proven to be an effective strategic approach for retaining competencies and achieving organizational goals. Accordingly, the research problem is defined by the following main question:

What is the role of succession planning in retaining organizational talent from the perspective of NEOM Company?.

Significance of the Study

1. Theoretical Significance

- The significance of this study lies in its focus on the relatively modern concept of succession planning, particularly its role in retaining organizational talent within NEOM — one of Saudi Arabia's most ambitious and innovative national projects. This research offers insights into how succession strategies can be effectively implemented in dynamic and future-oriented work environments.
- The study contributes to the growing body of knowledge on the relationship between succession planning and competency retention, enriching academic literature and serving as a valuable reference for future researchers in strategic management and human resource development, particularly within large-scale, transformative initiatives.

2. Practical Significance

- The findings of this study may raise awareness among administrative leaders at NEOM regarding the strategic importance of succession planning in maintaining organizational stability and preserving critical talent within the institution.
- The study is also expected to offer practical recommendations that support decision-makers at NEOM in developing effective policies for grooming second-line leadership and ensuring organizational readiness for future changes—without compromising operational efficiency.

Research Questions

1. What is the current reality and application level of Succession Planning practices at NEOM Company, as perceived by its employees?
2. What is the perceived level of Talent Retention among employees within NEOM Company?
3. What is the assessment level of employees regarding the effectiveness of Leadership practices at NEOM Company?
4. What is the level of Job Satisfaction experienced by employees working at NEOM Company?
5. What is the perceived quality of the Work Environment within NEOM Company?

Aim of the study

- To identify the role of succession planning in retaining organizational talent from the perspective of employees at NEOM.
- To analyze the role of competency forecasting in enhancing talent retention at NEOM.
- To examine the impact of implementing job shadowing on supporting talent continuity and reducing turnover at NEOM.
- To evaluate the extent to which job rotation contributes to achieving talent stability and improving retention at NEOM.

Research Hypotheses

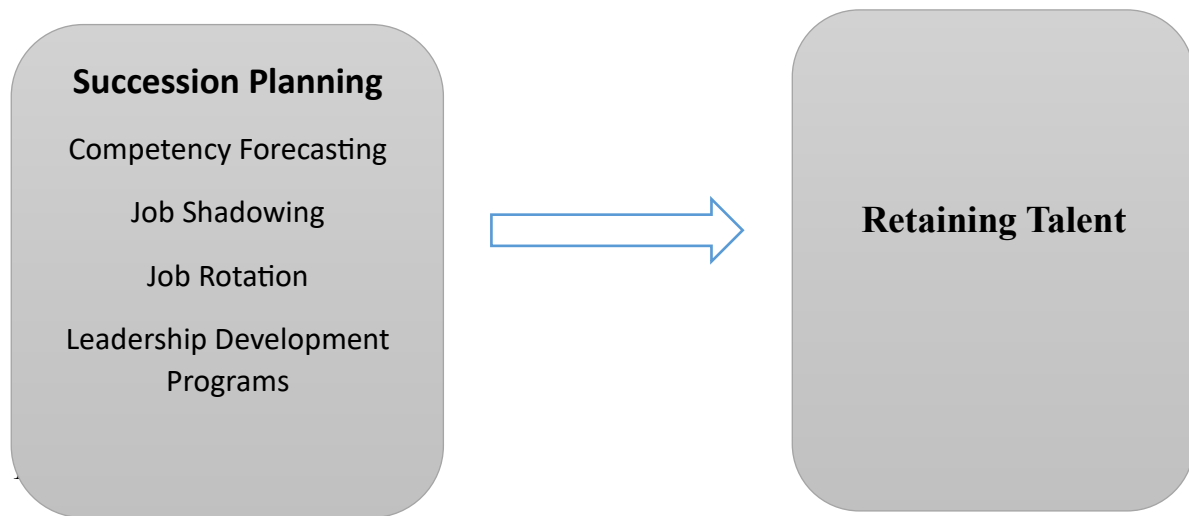
- H1: There is no statistically significant relationship between succession planning and talent retention at NEOM.
- H2: There is a statistically significant relationship between succession planning and talent retention at NEOM.
- H3: Succession planning has a positive impact on talent retention at NEOM.

Limitation of the study

Topical Limitation:

- 1) There is a statistically significant positive correlation between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company
- 2) There is a statistically significant positive correlation between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM.
- 3) There are statistically significant differences in employees' perceptions regarding the role of Succession Planning in retaining talent, according to (gender, Qualification, Experience).

Study Model



A brief about NEOM

Promoted by the Saudi Arabian government, NEOM is a major new urban development project that seeks to create a new kind of city based on the precepts of modern urbanism. Although for now it is little more than a set of plans and renderings, its developers are determined not to let their vision be swallowed up by the sands.

The project is a kind of two-for-one. On the one hand, NEOM Smart City is being planned, and on the other, The Line, a series of linear towns that will cross the eastern country. In addition to technology, sustainability and ecology will play a prominent role.

NEOM refers to a broader concept. It is a closed public limited company with a capital of \$500 billion, announced in 2017. The objective of this company, which belongs to the Saudi Public Investment Fund, is to develop an economic zone that will extend over an area of 26,500 km² located in the Gulf of Aqaba, on the shores of the Red Sea.

Initial plans featured a city run by artificial intelligence, with flying taxis and an artificial moon. In January 2021, these plans became more concrete and tangible when Prince Mohammed bin Salman unveiled The Line, a series of linear urban settlements spanning 170 km, connected by an underground transportation system. They will connect the Red Sea coast with the mountains and valleys of the country's northeast.

The future NEOM has the potential to become one of the world's largest centers for research and development of sustainable solutions in a multitude of disciplines. Furthermore, this new region, one of the last undiscovered frontiers, also aims to become a tourist hub by implementing the same vision of a sustainable development model.

Vision of NEOM:

To build a new future by creating a model for sustainable living, working, and thriving through cutting-edge technologies, innovative solutions, and environmental preservation.

Mission of NEOM:

To design and develop a smart, livable, and economically diverse region that fosters innovation,

Chapter 2

Literature review

Succession Planning

1. (Ali and Mehreen, 2019)

The purpose of this paper is to investigate the impact of succession planning on turnover intentions among banking professionals. the aim of this paper is to detect the impact of succession planning on turnover intentions among banking professionals. this research depended on survey method. The participants of the study were (239) permanent employees and recruited from commercial banks of a large city in Pakistan. The findings depict that succession planning provides job security and creates positive career attitude which in turn mitigate the turnover intentions among banks employees.

2. (Zafar and Akhtar, 2020).

The purpose of this study is to examine the effect of succession planning on organizational growth and to assess whether gender variation influences such growth. A total of 300 employees working under management were surveyed using a structured questionnaire designed on a five-point Likert scale, developed and refined through a pilot study. The sample was selected using convenience sampling and included an equal number of males and females (150 each). Logistic regression analysis was employed to measure the impact of succession planning on organizational growth. The findings indicate that a well-implemented succession plan significantly contributes to achieving organizational goals. Specifically, succession planning was found to increase the likelihood of organizational growth by 2.5 times, mainly through effective hiring practices and the retention of key talent in critical roles. Additionally, the study found no statistically significant relationship between gender variation and organizational growth.

3. (Akhavan and Sadri Esfahan, 2021)

The purpose of this study was to examine the impact of succession planning on human resource productivity and organizational performance, with a particular focus on the mediating role of job satisfaction within Pars Oil Company. This research employed a descriptive-correlational design in terms of data collection method and overall approach. The data was gathered using a researcher-developed questionnaire, which was tested for both validity and reliability. The study's statistical population consisted of 413 individuals, including all managers, deputies, and experts working at Pars Oil Company. Structural equation modeling (SEM) was performed using AMOS software to analyze the collected data. The findings indicated that succession planning influences human resource productivity and organizational performance both directly and indirectly through the mediating

effect of employee job satisfaction. Unlike previous studies, this research is unique in simultaneously examining the effect of all four variables. Moreover, no prior research has explored these relationships within Pars Oil Company specifically.

4. (Umans et al., 2020)

This research applies implementation intention theory to demonstrate that both business and family governance practices shape succession planning in family-owned firms. Moreover, drawing on goal adjustment theory, it investigates whether the family CEO's emotional attachment — particularly their difficulty in stepping away from the firm — interferes with the board of directors' governance decisions regarding succession. Using a moderated mediation analysis on data from 225 family firms, the findings reveal that board involvement mediates the positive link between family governance practices and the extent of succession planning. Additionally, the CEO's reluctance to let go weakens this mediation, highlighting the emotional impact on governance outcomes within family businesses.

Retaining talent

1. (Kossyva et al., 2024)

This study investigates how talent retention is influenced within knowledge-intensive industries by analyzing the mediating mechanisms between the implementation of human resource management (HRM) practices and employee turnover. Grounded in the Conservation of Resources theory and the Job Demands–Resources model, the research proposes a three-dimensional framework that explores the interrelationships among HRM, knowledge management (KM), and change management (CM), as well as their impact on employee engagement and turnover intention. The study utilizes a quantitative methodology, applying structural equation modeling to data collected from 168 talented employees across more than six European countries. The data were obtained through a multidimensional questionnaire distributed via Prolific, a specialized academic crowdsourcing platform. Findings reveal that firms offering knowledge-intensive services can enhance talent retention by integrating HRM with KM and CM strategies, ultimately promoting higher levels of employee engagement.

2. (Škerháková et al., 2022)

The purpose of this research was to explore the factors influencing talented employees' intention to remain within their organizations, with a particular emphasis on selected demographic variables. The study involved 391 participants who were recognized as organizational talents (potentially included in a formal talent pool, if such a system was in place). Data collection was conducted through a structured questionnaire that included demographic information alongside items measuring various dimensions related to employees' willingness to stay in the

organization. A key objective of the study was to uncover the underlying relationships between the studied variables, particularly to understand how these variables interact and influence one another through factor analysis. To validate the significance of the extracted factors, several inferential statistical methods were applied, including Bartlett's Test of Sphericity, the Kaiser-Meyer-Olkin (KMO) test, and Principal Component Analysis (PCA). Furthermore, the effects of major demographic variables—such as gender, age, educational level, job position, and tenure within the organization—on the identified factors were analyzed using ANOVA (Analysis of Variance). The findings of the study revealed that talent retention is significantly shaped by job security, opportunities for talent development, overall job satisfaction, and employee engagement. These components play a vital role in encouraging talented individuals to remain within their organizations. However, the research also indicates that the implementation of talent management strategies alone may not be sufficient to prevent turnover if sources of dissatisfaction are not addressed effectively. Among the demographic variables, education level emerged as the only factor with a statistically significant impact on retention, as determined through ANOVA testing.

3. (Guerra, et al., 2023)

The present study investigates how such transformation impacts talent management processes. To assess differences in organizational investment, talent management is examined by distinguishing between variables related to talent attraction and those associated with talent retention. The research draws upon data collected from 314 Spanish companies actively engaged in digital transformation. Information was obtained via questionnaires completed by organizational managers. A structural equation modeling technique was applied to validate the proposed model. Findings support the model's hypotheses, indicating that organizational changes driven by digital transformation play a pivotal role in enhancing talent management, as well as in attracting and retaining skilled personnel.

4. (Sembiring and Damayanti, 2023)

This study explores the impact of human resource management on talent attraction and talent retention, as well as the influence of talent management on organizational performance in large-scale and coal mining companies. The research analyzed data collected from 119 respondents. The findings indicate that talent attraction has a significant effect on talent management, and talent retention also shows a notable influence on talent management. Furthermore, talent attraction significantly enhances organizational performance, while talent retention does not appear to have a direct impact on employee performance. Based on the results, the study recommends conducting further research in other areas of human resource

management. Future studies are encouraged to examine the effects of talent retention on organizational performance and the role of talent attraction in improving performance, particularly through talent management as a mediating variable. It is also suggested to investigate this relationship using different dimensions and elements.

- **The Role of Succession Planning in Retaining Talent:**

1. **(Jindal and Shaikh, 2021)**

This paper, by integrating theory of Internal Labour Market (ILM), deals with the relationship among talent identification (TID), talent development (TD), talent retention (TR), and succession planning in Indian pharmaceutical companies. A survey method was used for collecting the response of senior level managers of pharmaceutical companies located in Hyderabad, India, and the responses were collected from 367 senior level managers. The hypothetical model and structural relationships were tested via structural equation modelling (SEM). The findings of the research present that TR plays a role of mediator in the relationship of TID, TD and succession planning in organisations.

2. **(Owolabi and Adeosun, 2021)**

This study highlights the absence of an effective succession planning strategy as a contributing factor to increased employee turnover. Employing both qualitative and quantitative research methods, a purposive sample of 218 participants was used to assess the extent to which improving succession planning could help reduce employee attrition. Based on the findings, the study recommends launching advocacy efforts aimed at securing management's commitment to nurturing and preparing high-potential employees for future leadership positions.

3. **(Damer, 2020)**

This multiple case study aimed to explore effective talent development strategies that facilitate succession planning. The study involved six business leaders from various corporate roles—including managing directors, business unit leaders, HR managers, and learning and development managers—across six multinational manufacturing corporations (MNCs) located in Southeast Asia. Data were gathered through semi-structured interviews as well as organizational documents and policies. Thematic analysis revealed three key themes: the role of organizational culture in talent development, strategies for identifying and developing talent, and the strategic role of human resource management in succession planning. Leaders who implement effective talent management strategies can significantly enhance the efficiency of succession planning within their organizations. Moreover, the development and implementation of strong succession programs can contribute to positive social change by generating sustainable job opportunities and improving

employment stability. Such improvements may boost leadership morale and promote a growth mindset, ultimately extending the impact beyond organizational boundaries to support social initiatives that benefit both individuals and communities.

4. (Najam ul Hassan and Siddiqui, 2020)

The primary objective of this study is to examine the impact of succession planning (SP) on employee retention (ER) and to explore the underlying factors that may mediate this relationship. To address this, the study introduces a conceptual model proposing that effective succession planning positively influences several organizational factors—namely, performance goal orientation, supervisor support, working environment, rewards, work-life policies, career development, and job security. These factors are expected to contribute to higher levels of employee retention. Furthermore, it was hypothesized that enhanced employee retention would ultimately lead to improved organizational effectiveness. Data was gathered from 300 respondents who are serving in the middle and lower level of management in the private organizations in Pakistan. The results demonstrated that well-structured succession planning has a significant and positive impact on employee retention. Among the seven mediating factors, only job security, rewards, and supervisor support were found to significantly mediate the relationship between succession planning and retention. Additionally, succession planning was shown to have a notable influence on working environment, work-life policies, and career development. However, the study did not find a strong or positive correlation between succession planning and organizational effectiveness, nor between employee retention and organizational effectiveness.

Comment on the Previous Studies

Similarities:

The current study adopted the same descriptive–analytical approach commonly used in previous research and relied on a questionnaire to measure employees’ perceptions of succession planning and talent retention practices.

Differences:

This study differs from previous ones by being applied to NEOM Company in Saudi Arabia, a modern and distinctive organizational environment. It also combines succession planning and talent retention within a single applied framework, unlike earlier studies that examined each separately. In addition, it differs in the size and nature of the sample, which consisted of (150) employees from one organization, whereas previous studies used larger and more diverse samples across multiple sectors.

Research Gap:

This study is the first to address the integrated relationship between succession planning and talent retention within a practical context in a contemporary Saudi organization (NEOM Company), filling a gap left by prior research that treated these two dimensions independently and in different contexts.

Theoretical framework

Succession planning

The concept of succession planning

"Succession planning is the process of selecting and developing key employees to ensure the continuity of crucial roles within a company" (Tamunomiebi and Okwakpam, 2019, 2).

Benefits of Succession Planning

Organizational succession planning sets a business up for success. Understanding the benefits of an effective succession plan will support HR initiatives that should be incorporated into the talent management and succession planning model. We highlight the biggest benefits for companies that prioritize succession planning within their business model (Zafar and Akhtar, 2020, 26):

- Identifies future leaders – find the positions that are most critical to the company's future success and internal candidates with the values, skills, and desire to fill those positions.
- Structure for development and training – by identifying potential successors early, time is available to develop a training and development program to ensure they have the necessary skills to take on certain roles ahead of time. This will also motivate other employees to work hard, as they will want the opportunity to develop.
- Brand identity – by creating an internal succession plan, people within the business are encouraged to move forward and maintain the brand identity, company culture, and core values.
- Reduces recruitment and onboarding costs – by promoting from within, there's less need for onboarding and the high costs of recruiting.
- Increased engagement – employees who know there's growth and opportunities waiting will experience increased self-esteem, resulting in a more engaged workforce.

(Siambi, 2022, 19) points out the importance of succession planning as follows:

- The succession plan is an effective strategy to ensure that the company has qualified talent and is prepared to take on strategic positions and master its functions. With a well-defined organizational structure, the company can fill new vacancies with greater speed and effectiveness.
- Furthermore, this advice helps to avoid large economic losses and the loss of other resources that can occur when replacing a professional. Failure to plan ahead of time can jeopardize the dynamics and productivity of the business.
- Finally, it is important to emphasize how a well-structured succession plan can influence the motivation and commitment of employees. With the perspective of internal development and growth, these professionals begin to dedicate themselves more to their functions and, consequently, increase the performance of the company.

From this form, it is possible to conclude that succession planning serves as a valuable action to maintain the momentum and achieve good results for the organization.

Succession planning steps

Finding the right people to lead the organization is critical to business success and competitiveness. But with the average tenure of a C-suite leader ranging from 3 to 8 years, effective succession planning can be the difference between continued success and potential failure.

Succession planning is not a one-time activity, but an ongoing process that provides a safeguard in the event of an unexpected departure, a transition plan for a managed handover, and a method for developing a pipeline of leadership talent.

Incorporating a succession planning model into the HR function protects assets within the company and prepares for the time when key players inevitably depart. Understanding the value of leadership development and succession planning gives organizations the strength to continue business with minimal disruption, positioning them for a stronger bottom line. These are the key steps to developing a succession planning process for the organization to begin preparing for the future (Schmidt et al., 2021).

1. Identify future needs

The first step is to clearly outline succession planning objectives. it must make sure to consider the entire organization, key managers, and how the company can

develop crucial talent once identified. The most important part of this first step is maintaining momentum; not just looking at a succession plan and leaving it there—it needs to be monitored and evolved.

2. Identify key positions, competencies, and behaviors

When someone leaves, they take knowledge and experience with them. In some ways, it is a good sign that they have been developed well. But when this happens, it can leave a gap that takes time to repair. The person leaving is an individual in a very complicated ecosystem, and often the true significance of their contributions only becomes apparent after the fact. Rather than replacing key individuals, a more proactive approach should be taken—which is why succession planning has recently developed strong ties to talent management.

This is the time to identify what is required to fulfill key roles to ensure the talent pipeline is consistently available should the need arise. These skills and behaviors should be documented in the succession planning model to create transparency within the model. Assess which competencies and abilities are essential for the position to ensure the promotion or hiring is appropriate when the time comes.

3. Select and Invite High-Potential Candidates

Talent sourcing and succession planning should work together to evaluate suitable candidates. This can be valuable if the succession plan is incorporated into the hiring and recruitment process from the beginning, rather than as an afterthought. Encourage the organization's staff to apply for leadership development and succession planning programs. This fosters an environment where staff will avoid feeling forced into a position they may not want or may not be right for them. Career trajectory and succession planning are intrinsically linked. Succession planning is not just about reacting to the departure of a senior employee. It should also be an ongoing investment and process that reaps rewards for existing employees and potential hires. By outlining a clear path to existing opportunities within the organization, ambitious and suitable candidates who meet the criteria are more likely to be discovered, while also increasing employee engagement (Fadeyi et al., 2019).

4. Screening for High Potential and Performance

There are a number of methods that can be used to better assess the talent pool. Consider incorporating a variety of assessment methods into the succession planning model, such as psychometric testing and the use of performance metrics

and KPIs. Choosing the appropriate methods to measure candidate performance will improve the validity of the organization's succession planning model. Succession planning should be viewed as a strategic opportunity, not an inherent risk to manage. Furthermore, objective and quantifiable metrics are crucial when assessing the current performance of senior executives and evaluating candidates for future succession.

Psychological profiling is becoming increasingly important and provides proven measurement tools for selecting the right people. Using psychometric profiles and executive competency frameworks can reduce the influence of biases and organizational politics. HR managers often send them and read the results to identify high-potential employees. Psychometric assessment and interviews are crucial. Even the most successful individuals have blind spots and characteristics that can derail them. Understanding the behavioral, cognitive, personal, and emotional characteristics of succession candidates can be invaluable. Senior HR professionals should conduct in-depth competency interviews with potential candidates—both internally and externally. Executive role competencies may have changed substantially since they were first conceived, so the departing individual should not be replaced like for like. Decisions should be based on quantitative and objective measures that reduce bias and the influence of organizational politics (Wonnia, 2021, 691).

5. Select Training and Development Activities

Once suitable candidates have been identified, customized development programs can be recommended to support their growth. A big part of succession planning is training and developing high-potential candidates for future positions. By having a clear talent management framework, employees are more motivated and key people for important roles can be identified in advance. Individuals can be prepared for succession opportunities through numerous means, from outreach and pilot projects to formal training programs. These programs are designed to support the development of current staff into future leaders as the chosen successors within the organization. It is important to communicate succession planning to employees so they are aware of the opportunities and how to pursue them.

6. Implement a Personal Development Plan

Creating a leadership pipeline throughout the organization is crucial. Investing in personal development plans for future leaders prepares successors to step into the role when the time comes. Developing internal replacements means their cultural

fit is already known, in addition to benefiting from existing relationships and networks within the organization (Tamunomiebi and Okwakpam, 2019, 5).

7. Monitor and Evaluate

The succession planning model and its effectiveness should be reviewed and evaluated to determine what is working and whether any elements of the process need adjustment. To understand whether a succession plan is working as intended, organizations must define their criteria for effective leadership, as well as whether their training and development programs and identification of future leaders are adequate (Abiri-Franklin and Olugasa, 2022).

Levels of Succession Planning

Succession planning can be applied at various levels of an organization, from frontline managerial roles to the C-Suite. That's where these five levels of succession planning come in (Johnson et al., 2018, 34):

Level 1: Frontline Managers: These are the team leaders, the first line of leadership, who directly impact day-to-day operations. Successful succession planning here ensures a smooth handover when a manager moves on, minimizing disruption for the team.

Level 2: Middle Managers: These managers oversee project management as a bridge between frontline managers and senior leadership. Identifying high-potential individuals at this level allows you to groom future department heads.

Level 3: Senior Management: This level includes department heads and directors who set department goals and oversee line management functions. Succession planning here focuses on developing future executives with the broader vision needed to lead entire divisions.

Level 4: C-Suite: This is the executive team responsible for the company's overall direction, goal setting, and success. Succession planning at this level involves identifying and nurturing potential CEOs and other top leaders.

Level 5: The board provides guidance and oversight to the C-Suite and is not directly involved in day-to-day operations. Succession planning for the board ensures qualified directors with diverse perspectives are in place to guide leadership.

Think of these levels as building blocks. A strong plan at each level ensures a smooth leadership transition throughout your organization, keeping your

company stable and growing for years to come.

Challenges in Succession Management

There are several common challenges in succession planning that need to be acknowledged, including:

Succession Management Can Be Time-Consuming

Succession planning takes a significant amount of time to produce good results. Meanwhile, sometimes leaders are only valued based on their short-term achievements, which can lead to neglecting succession planning. To overcome this, it is advisable to start implementing succession management early. This can begin by communicating with leaders about their career plans and identifying future talent to fill key positions.

Raising Concerns

Some people view succession planning as a threat. They worry that the planning itself signals a lack of trust in the current leadership team. The solution is to discuss succession planning with executives early on. It should be clarified that existing leaders are still intended to remain with the company, while succession planning serves as a wise step for the future.

Unclear Responsibility

Sometimes no one is specifically responsible for succession planning. Because of this, employees often don't see it as their responsibility. To overcome this, responsibility for succession planning should be clearly defined within the organization. It could be the HR team, the head of operations, the board of directors, or the leadership team (Azmi et al., 2025, 7).

Resistance to Change

Some people dislike change because they've become comfortable with the current situation. Therefore, they may resist implementing succession planning. To address this, the planning can be implemented in stages, starting with integrating succession planning into existing recruitment and performance management processes.

Resistance from Managers

Some managers may be reluctant to let go of their best employees. As a result, they don't support succession planning. Therefore, it should be communicated that

the goal is to retain talent within the organization. Expectations for managers to develop their teams should be set, and the benefits of succession planning should be emphasized (Schiefer et al., 2019, 26).

Lack of Time

Everyone is busy and has limited time. This often leads to succession planning being neglected as a top priority. To overcome this, the time spent recruiting, training, and managing new talent can be compared to the time needed to develop the skills of existing employees. Furthermore, the long-term benefits of succession planning can be considered, and the entire team can be involved in the process (Ng et al., 2021, 202).

The Role of Strong Leadership in Succession Management

The right leadership team is the foundation of effective succession management. This team plays a crucial role in identifying, nurturing, and promoting organizational talent (Siambi, 2022, 19):

1. Commitment to Talent Development

Strong leaders recognize that successful succession management is more than simply filling existing vacancies. It involves developing a diverse pool of skilled and capable individuals who can navigate the challenges of evolving roles. Using the right management style, leaders must actively identify and develop potential within their teams.

2. Mentorship as a Guiding Light

By providing guidance, constructive feedback, and sharing experiences, leaders must contribute to the overall development of talent. This will accelerate individual growth and ensure the transfer of institutional knowledge from experienced leaders to the next generation.

3. Fostering a Culture of Continuous Learning

Strong leaders encourage employees to develop their skills, embrace challenges, and seek opportunities for professional growth. This mindset enhances individual capabilities and creates a workforce ready to assume leadership roles when needed.

4. Identifying and Promoting Talent

Leaders must identify individuals with the right mix of skills, attitudes, and potential to excel in critical roles. They must ensure that promotions and opportunities are based on merit and aligned with the organization's long-term goals.

5. Nurturing an Inclusive Leadership Culture

Strong leaders recognize the importance of creating an inclusive environment that values diverse perspectives and experiences. By fostering a culture where all employees, regardless of background, can contribute and lead, leaders pave the way for a strong succession plan.

Implementing a Succession Management Strategy

Identify key roles

The process begins by identifying key roles within the organization. These are the positions essential for the smooth functioning of operations and the continuity of business performance. Critical roles serve as benchmarks for succession planning. Since not all leadership positions hold the same level of importance, prioritization is directed toward those that have the greatest impact on organizational success and stability.

Assess current talent

After determining the critical roles, the next step is to assess existing talent capable of filling those positions. The assessment focuses on individuals who demonstrate high leadership potential, taking into account willingness, skill level, and performance indicators. Emphasis is placed on identifying individuals with the strongest likelihood of success in higher-level roles. Once potential successors are recognized, it becomes necessary to analyze their strengths, competencies, and areas requiring further development.

Develop a training program

A targeted employee training program should be developed to bridge existing skill gaps and prepare emerging leaders for future responsibilities. Such programs may include leadership mentoring initiatives, developmental workshops, and opportunities for cross-functional learning. High-potential individuals can be paired with experienced mentors who provide guidance, share insights, and facilitate their professional growth (Damer, 2020).

Communicate and Manage Expectations

Early engagement of high-potential employees in discussions about advancement opportunities contributes to transparency and motivation. Communication should make clear that positions and organizational needs may evolve, and no guarantees can be offered. Career mapping tools assist in assessing current capabilities, identifying career objectives, and defining the competencies required for

advancement. It should also be acknowledged that the next individual in line may not necessarily be the most suitable or interested in assuming the role. Maintaining a focused succession plan centered on key roles and high-potential employees ensures efficient resource utilization and minimizes frustration due to limited promotional prospects.

Monitor Successor Regularly

Consistent evaluation of potential successors is crucial to sustaining a reliable leadership pipeline. Ongoing monitoring ensures progress is tracked, development outcomes are assessed, and necessary adjustments are made when improvement is lacking. If a candidate fails to demonstrate sufficient growth despite training interventions, the succession plan must be reassessed and refined to maintain its effectiveness.

Regular Review and Adjustment

An effective succession management plan requires continuous review and adaptation. As organizational structures and objectives evolve, so too must the succession strategy. Periodic evaluations of key positions, developmental efforts, and plan outcomes help maintain alignment with the institution's strategic direction.

Make succession management part of the recruitment process

Succession management should also form an integral part of the recruitment strategy. The approach should extend beyond existing staff to include prospective employees who align with the organization's long-term needs. Once critical roles and talent gaps are identified, recruitment can be tailored accordingly. For example, if international expansion is a future objective, candidates with global awareness or willingness to relocate become valuable assets. Building a proactive talent pipeline ensures that qualified candidates are available for leadership roles when needed, even if no immediate vacancies exist (Bano, 2023).

The Role of HR in Succession Planning

A strong HR department provides essential expertise and strategic insight into the organization's culture, talent development, and long-term objectives. Through active participation, HR ensures that succession planning becomes not merely a theoretical framework but a practical roadmap for cultivating a leadership team that is prepared for the future. The use of HR templates and digital tools enhances

efficiency and streamlines the entire succession process from initiation to completion (Karthik, 2023):

1. Finding the Right Talent

A well-structured HR program enables the early identification of promising employees capable of assuming key positions. HR systems and software play a central role in identifying, nurturing, and developing future leaders. By analyzing performance data, HR professionals can recognize high-potential individuals and track their progress through talent management tools. The implementation of a well-defined strategy ensures that a pool of qualified candidates is consistently available to fill critical leadership roles when required.

2. Investing in People

Talent identification represents only the first phase of the process. HR plays a crucial role in retaining skilled employees and fostering long-term commitment. Leadership development initiatives are designed to equip emerging leaders with essential competencies and ethical work practices, while clear career pathways motivate employees to remain and grow within the organization. For instance, global corporations such as Merck have collaborated with leading institutions like Wharton to strengthen their succession pipelines—ensuring a continuous flow of qualified leaders while enhancing morale and engagement across the workforce.

3. Shaping Company Culture

HR contributes significantly to shaping a culture centered on growth, engagement, and professional advancement. By encouraging continuous learning and providing opportunities for career development, HR helps build an environment that attracts and retains exceptional talent. Such a culture promotes motivation, innovation, and loyalty among employees.

4. Ensuring Continuity

Succession planning is instrumental in maintaining organizational continuity by proactively addressing potential talent gaps. Through structured HR involvement, the impact of leadership transitions is minimized, and operations remain stable. Effective HR practices reduce disruptions and ensure that leadership changes occur seamlessly, preserving organizational performance and strategic direction.

5. Eliminating Risk

Comprehensive HR planning helps mitigate the risks associated with leadership turnover. By maintaining an ongoing process of talent assessment and leadership preparation, HR ensures that internal promotions are based on data-driven insights and competency evaluations. This reduces the likelihood of poor hiring decisions and enhances organizational resilience.

6. Developing a Leadership Pipeline

HR plays a central role in developing and sustaining a leadership pipeline that prepares qualified individuals for key positions. Strategic succession management improves agility and adaptability, allowing organizations to respond effectively to internal and external challenges. Through systematic development programs, HR ensures that emerging leaders are ready to assume responsibilities as opportunities arise.

7. Employee Retention

Employee retention remains a fundamental aspect of succession planning. By emphasizing growth, recognition, and career progression, HR fosters a sense of purpose and belonging among employees. A transparent and well-structured succession planning framework reinforces commitment by offering a clear path for advancement, thereby strengthening overall organizational stability and performance.

Retaining talent

Definition of talent retention

Talent attraction is the set of strategies and practices that a company implements to become a workplace of interest to the best candidates. It is an ongoing approach that does not depend on whether or not there are vacancies available at a given time (Mazlan and Jambulingam, 2023, 81).

Talent retention refers to the set of strategies and practices designed to retain an organization's most valuable employees over the long term. This includes not only keeping them satisfied in their current roles, but also offering them opportunities for professional growth and personal development that encourage them to stay with the company. To achieve this, it's essential to cultivate an environment where they can grow, thrive, and contribute to the company's growth (Sembiring and Damayanti, 2023, 63).

Importance of talent retention

(Škerháková, et al., 2022, 59) indicates the importance of retaining talent:

- Having an effective talent attraction strategy is an investment that brings numerous benefits to companies. Among the most notable are cost reduction, improved productivity, and an increased competitive advantage.
- Reduced recruitment costs: It allows companies to identify candidates who meet the requirements of each position, thus avoiding unnecessary costs associated with long traditional selection processes.
- Access to a broad talent pool: A well-defined strategy allows companies to reach a broader pool of candidates. This increases the chances of finding the right employee, tailored to their needs.
- Improved employee productivity: Recruiting the best professionals in the sector allows companies to have a highly trained and motivated workforce, which translates into greater performance and productivity.
- Improves the company's reputation and brand image, or employer branding: Effectively attracting and retaining talent projects a positive image of the company in the market. It builds trust among customers, investors, potential partners, and the community at large, thereby increasing business opportunities.
- Greater competitive advantage: Companies with good employees achieve greater profits and are more competitive compared to others.
- Greater employee engagement and satisfaction: When employees feel valued and the company provides them with growth opportunities, they tend to be more engaged and satisfied. This translates into lower employee turnover, a more positive work environment, and increased productivity.

The objectives of talent retention

- Implementing appropriate talent retention in a company has several objectives. From attracting better professionals to reducing talent turnover and anticipating future business needs. In addition to those already mentioned in the previous section, there are also:
- Attracting the best professionals. Qualified people with skills and experience that meet the company's needs.
- Building a talent pipeline. Identifying and cultivating relationships with potential candidates, even if there are no immediate vacancies, to access a talent pool when necessary. Once inside the company, the goal should be to ensure their development (Guerra et al., 2023)

- Promoting diversity and inclusion. These are two values that the company achieves when attracting and improving talent.
- Anticipating future needs. Identifying the skills and competencies that will be necessary in the future for the company's success.
- Improving the candidate experience. Provide a transparent and efficient selection process for candidates, whether or not they are selected (Bonneton et al., 2022, 216).

Effectively Retain Talent strategies

Therefore, there are some actions that should be included in a talent retention plan:

1. Attract and Select the Right People

It's crucial that the recruitment and selection team seeks profiles that fit the company's culture and values. Successful hires are those in which both the employee and the company achieve a cultural fit. This saves money on talent retention and future concerns about critical employees.

2. Build a Culture of Feedback

Good talent likes to know where they are and where they can go professionally. Building a culture of feedback helps improve communication between employees and leadership, ensuring both understand the individual's current situation within the company. Furthermore, feedback allows for the correction of potential issues, which can be a decisive factor in retaining key talent.

3. Build a Career Plan

Many professionals dream of building a solid career that allows for continuous growth and development. If a company can offer this to employees, it already has the key to preventing voluntary departures. Therefore, building a concise and well-established career plan is essential for talent retention. After all, frustration over the lack of opportunities for growth within the organization, combined with new opportunities for financial recognition, leads professionals to seek other opportunities. The important thing, in this case, is to continuously develop the employee, but also to consider long-term growth strategies (Sembiring and Damayanti, 2023, 63).

4. Value Recognition

Rewards linked to recognition are a value-added strategy that seeks to combine motivation, engagement, and self-esteem with bonuses. After all, rewarding

employees for their work in the company's success is a way to demonstrate how important they are to the organization. However, rewards can be delivered in a variety of strategic ways, from awards to even bonuses for achieving goals. The key here is to encourage employees by valuing their accomplishments at work (Mabaso et al., 2021, 8).

5. Invest in Physical and Emotional Well-Being

Quality of life at work, as a guarantee of physical and emotional well-being, has become an essential action for companies. It's not enough to offer psychological support programs or physical health benefits; the work environment must also reflect well-being. Promoting respect among colleagues and teams, encouraging the use of relaxation spaces, increasing schedule flexibility, and encouraging remote work are all actions that help retain talent and reduce turnover (Ohunakin et al., 2020, 194).

Talents Retention Metrics

1. Employee Retention Rate

The Employee Retention Rate measures a company's ability to retain talent over time. This KPI is calculated by dividing the number of employees who remain with the company for a specific period by the total number of employees at the beginning of that period. A high retention rate indicates that the company is successfully retaining its talent, while a low rate may signal problems in the organizational culture or working conditions.

2. Time to Hire

Time to Hire measures the average time it takes to fill an open position, from posting the job to accepting the offer. This KPI is critical for understanding the efficiency of the recruitment process. Reducing the time to hire can reduce the workload on existing staff and speed up the onboarding of new talent (Nowak and Scanlan, 2021, 720).

3. Cost per Hire

Cost per hire calculates the total cost involved in the recruitment and selection process. This KPI includes expenses for job postings, recruiter salaries, recruitment tools, and other associated costs. Understanding this cost helps companies optimize their recruitment processes and manage their budget more efficiently (Bartrop-Sackey, et al., 2022).

4. Absenteeism Rate

The absenteeism rate measures the frequency of employee absences from work. This KPI is calculated by dividing the total number of days absent by the total number of workable days. A high rate may indicate health problems, job dissatisfaction, or a lack of engagement, and may prompt further investigation to find solutions.

5. Turnover Rate

The turnover rate assesses the rate at which employees leave the company in a specific period. It is calculated by dividing the number of employees who left the company by the total number of employees during the period. Monitoring this KPI is crucial to understanding the reasons why employees leave and implementing strategies to improve retention (Haris et al., 2025).

6. Employee Satisfaction

Employee satisfaction is measured through organizational climate surveys that assess employee satisfaction with the company. Low results may indicate areas that require improvement to increase employee satisfaction and engagement.

7. Employee Performance

Employee performance assesses employee performance based on established goals and objectives. This KPI can include performance reviews, goal achievement, and manager feedback. Monitoring performance helps identify high-performing talent and areas where employees may need additional support or training (Hoque and Zheng, 2024).

Chapter 3

Methodology

Overview

In this chapter, the participants of the study and the instruments employed are introduced. Moreover, the procedure of the research, the design and data analysis are presented in detail where This study aimed to evaluate The Role of Succession Planning in Retaining Talent on NEOM Company

Research Design

In this study, the researcher will use a quantitative research approach to gather numerical data on the worker attitude on The Role of Succession Planning in Retaining Talent on NEOM Company.

Participants

The population of study consisted of all workers at NEOM Company and the sample study was (150) participants.

Instrument

The questionnaire was developed by the researcher based on a thorough review of the theoretical background and existing literature; the questionnaire consisted of two main sections as follows:

- The first section included the demographic data of participants.
- The second section consists of five main axes
 - 1- The reality of succession planning at NEOM
 - 2- The level of Talent Retention at NEOM
 - 3- Leadership at NEOM
 - 4- Job Satisfaction at NEOM
 - 5- Work Environment at NEOM

The validity of Instrument

Face validity

To ensure the instrument's validity, the researcher enlisted the help of a panel of experts whose involvement was required to determine the questionnaire's content validity. The jurors were instructed to review the questionnaire items for language, applicability, and consistency. Some suggestions and comments were received, and minor changes to the questionnaire were made as a result.

The internal consistency:

Internal consistency was calculated by Pearson correlation coefficient between each item and the axis that belonged to, and the results shown as the following:

Table (1) internal correlation between phrases and the axis belonged to it

N	correlation coefficient	N	correlation coefficient
1	.537**	14	.710**
2	.616**	15	.738**
3	.694**	16	.629**
4	.627**	17	.720**
5	.655**	18	.715**
6	.469**	19	.744**
7	.582**	20	.758**
8	.726**	21	.694**
9	.739**	22	.712**
10	.555**	23	.704**
11	.593**	24	.773**
12	.694**	25	.812**
13	.821**		

**Correlation is significant at the 0.01 level (2-tailed).

From the above table we conclude that all Pearson correlation coefficients between each item and the axis that belonged to it come with high degree and significant (where significant value less than (0.05) Which indicates a high degree of validity of the internal consistency of the terms of the questionnaire.

The reliability of Instrument

The reliability of the study tool means that the tool will give approximately the same results when applied multiple times to the same sample. The reliability of the questionnaire was checked through Cronbach's alpha Coefficient, as shown in the following table.

Table (2) Cronbach's Alpha coefficients

Axis	N of Items	Cronbach's Alpha
The reality of succession planning at NEOM.	5	.801
The level of Talent Retention at NEOM	5	.814
Leadership at NEOM	5	.785
Job Satisfaction at NEOM	5	.802
Work Environment at NEOM	5	.703
Total degree	25	.897

From the above table we conclude that the reliability coefficients value of all axes of questionnaire were all high scores approaching the correct one and the total degree of reliability was (.897) which is high value and approaching the correct one and it refers to the reality of the questionnaire for the application.

Data Analysis

After the collection of data, the variables will be checked and entered a computer, and statistical analyses will be conducted by appropriate methods using Statistical Package for Social Sciences (SPSS) version (24.0). Continuous variables will be represented as

- mean $\pm$ standard deviation (SD)
- The Frequency will be counted for categorical variables.
- Cronbach's alpha Coefficient
- Pearson correlation test
- Regression test

Ethical concerns

The researcher obtained informed consent from all participants, clearly explaining the purpose of the study, and ensuring confidentiality. He also sought ethical approval from the relevant institutional review boards to ensure the research adhered to ethical principles.

Chapter 4

Results

Study demographic data

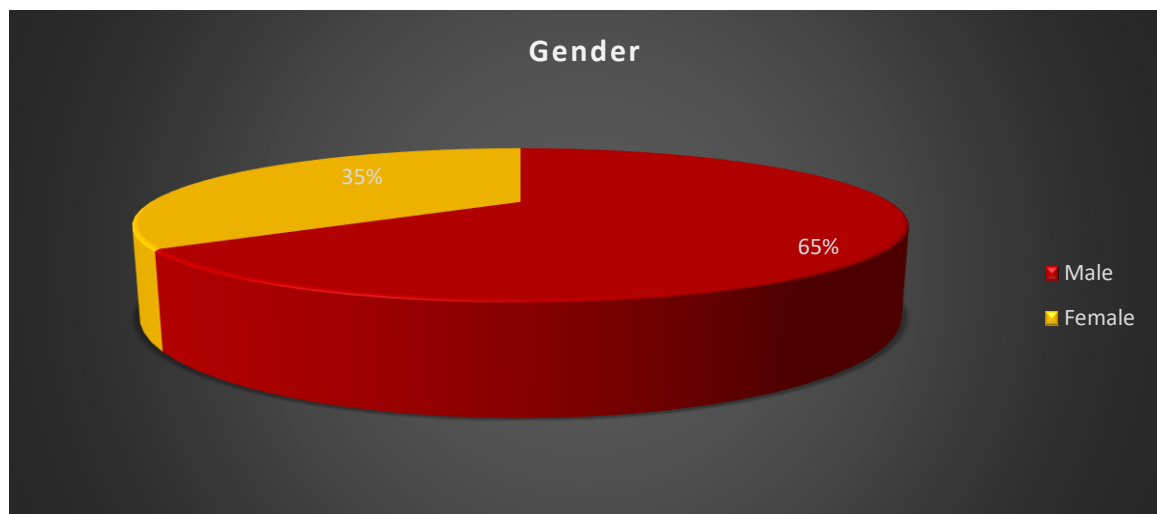
The frequencies and percentages of the sample were calculated according to the following:

1- Gender

Table (3) the gender of the sample

Gender	Frequency	Percent
Male	98	65.3
Female	52	34.7
Total	150	100%

From the above table, we conclude that (65.3%) of the participants are males, and (34.7%) of the participants are females.

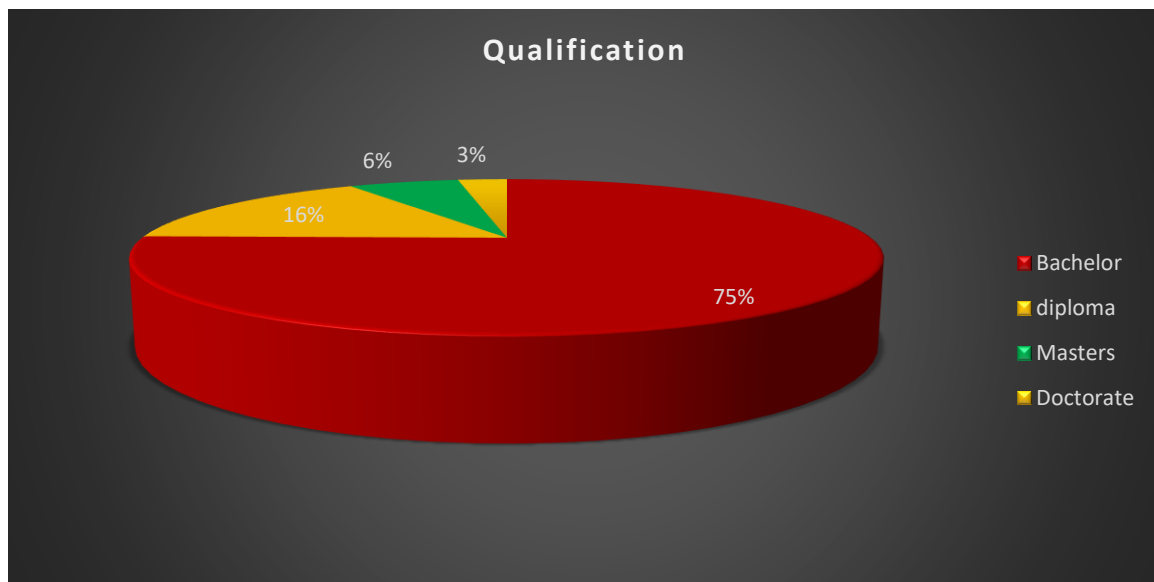


2- Qualification

Table (4) Qualification of the sample

Qualification	Frequency	Percent
Bachelor	113	75.3
Diploma	24	16.0
Masters	9	6.0
Doctorate	4	2.7
Total	150	100%

From the above table, we conclude that (75.3%) of the participants their qualification is Bachelor, (16%) of the participants their qualification is diploma, (6 %) of the participants their qualification is Masters, (2.7 %) of the participants their qualification is Doctorate

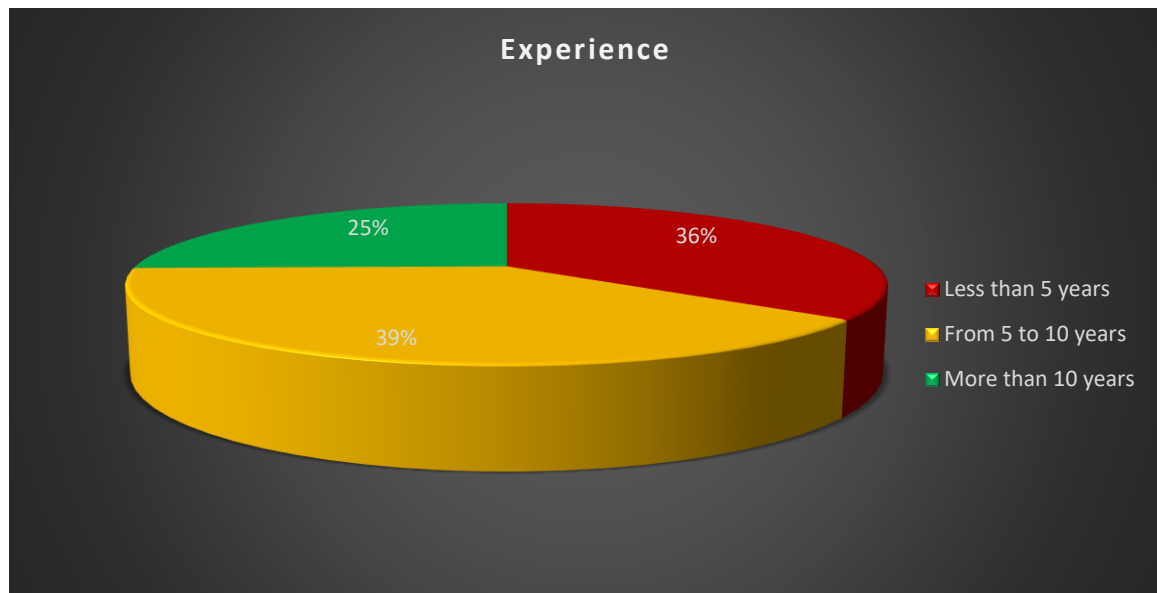


3- Experience

Table (5) Experience of the sample

Experience	Frequency	Percent
Less than 5 years	53	35.3
From 5 to 10 years	59	39.3
More than 10 years	38	25.3
Total	150	100%

From the above table, we conclude that (39.3%) of the participants have from 5 to 10 years of experience, (35.3%) of the participants have Less than 5 years of experience, and (25.3%) of the participants have more than 10 years of experience.



Answering the questions of the study

The first question: What is the current reality and application level of Succession Planning practices at NEOM Company, as perceived by its employees?

To study the current reality and application level of Succession Planning practices at NEOM Company, as perceived by its employees, mean and standard deviation was calculated the first axis as the following.

Table (6) mean and standard deviation to the first axis

No	Item	Mean	Standard Deviation	Rank	Degree
1	The company has a clear and announced plan for identifying and selecting employees for future leadership positions.	3.89	.812	3	Agree
2	Management identifies high-performing and talented employees to prepare them for more senior roles.	4.29	.612	1	Strongly agree
3	I believe the company's succession planning process is fair and based on clear criteria (such as performance and skills).	3.75	.810	4	Agree

4	The company provides tailored training and development programs for high-potential employees.	4.11	.853	2	Agree
5	I receive regular performance reviews that include a plan to develop my skills and prepare me for the future.	3.72	.889	5	Agree
General mean		3.95	0.80	Agree	

From the above table we conclude that the current reality and application level of Succession Planning practices at NEOM Company, as perceived by its employees with degree (Agree) , mean (3.95) and standard deviation (0.80) low value, indicating the homogeny opinions of the study sample on the items of this axis

In the first order (Management identifies high-performing and talented employees to prepare them for more senior roles.), with a mean (4.29), a standard deviation of (0.612) and a degree of (Strongly Agree).

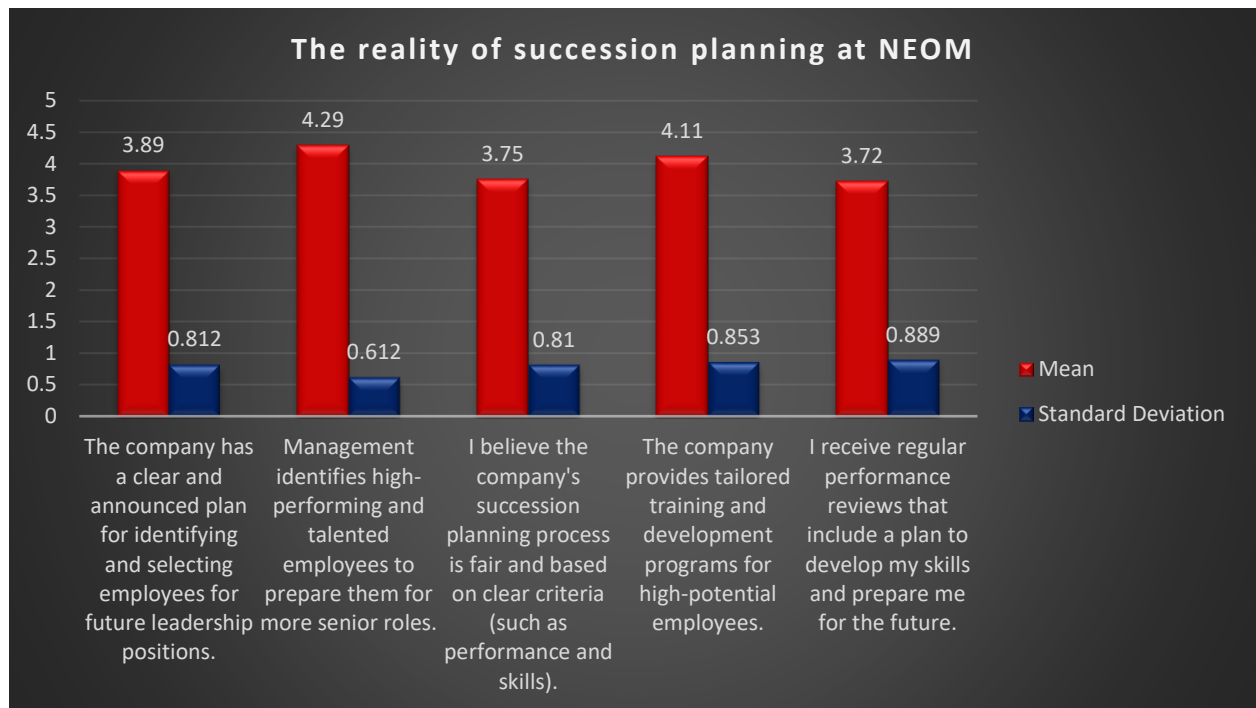
In the second order (The company provides tailored training and development programs for high-potential employees.), with a mean (4.11), a standard deviation of (0.853) and a degree of (Agree).

In the third order (The company has a clear and announced plan for identifying and selecting employees for future leadership positions.), with a mean (3.89), a standard deviation of (0.812) and a degree of (Agree).

In the fourth order (I believe the company's succession planning process is fair and based on clear criteria (such as performance and skills)), with a mean (3.75), a standard deviation of (0.81) and a degree of (Agree).

While in the last order (I receive regular performance reviews that include a plan to develop my skills and prepare me for the future.) with a mean of (3.72) and a standard deviation (0.889) with a degree of (Agree).

From the results we conclude that the current reality and application level of Succession Planning practices at NEOM Company, as perceived by its employees with a high degree.



The second question: What is the perceived level of Talent Retention among employees within NEOM Company?

To study the perceived level of Talent Retention among employees within NEOM Company, mean and standard deviation was calculated to the second axis as the following.

Table (7) means and standard deviation to the second axis

No	Item	Mean	Standard Deviation	Rank	Degree
1	I feel satisfied with my current job at NEOM.	3.74	.884	5	Agree
2	I feel a strong connection and sense of belonging to NEOM.	4.10	.847	2	Agree
3	I see the career path available to me within the company as promising and encouraging.	4.24	.657	1	Strongly agree
4	The company provides me with sufficient opportunities for professional growth and personal development.	3.92	.775	3	Agree
5	I feel that my efforts and performance are appreciated by management.	3.87	.883	4	Agree
General mean		3.97	0.81	Agree	

From the above table we conclude that the perceived level of Talent Retention among employees within NEOM Company with degree (Agree) , mean (3.97) and standard deviation (0.81) low value, indicating the homogeny opinions of the study sample on the items of this axis

In the first order (I see the career path available to me within the company as promising and encouraging.), with a mean (4.24), a standard deviation of (0.657) and a degree of (Strongly Agree).

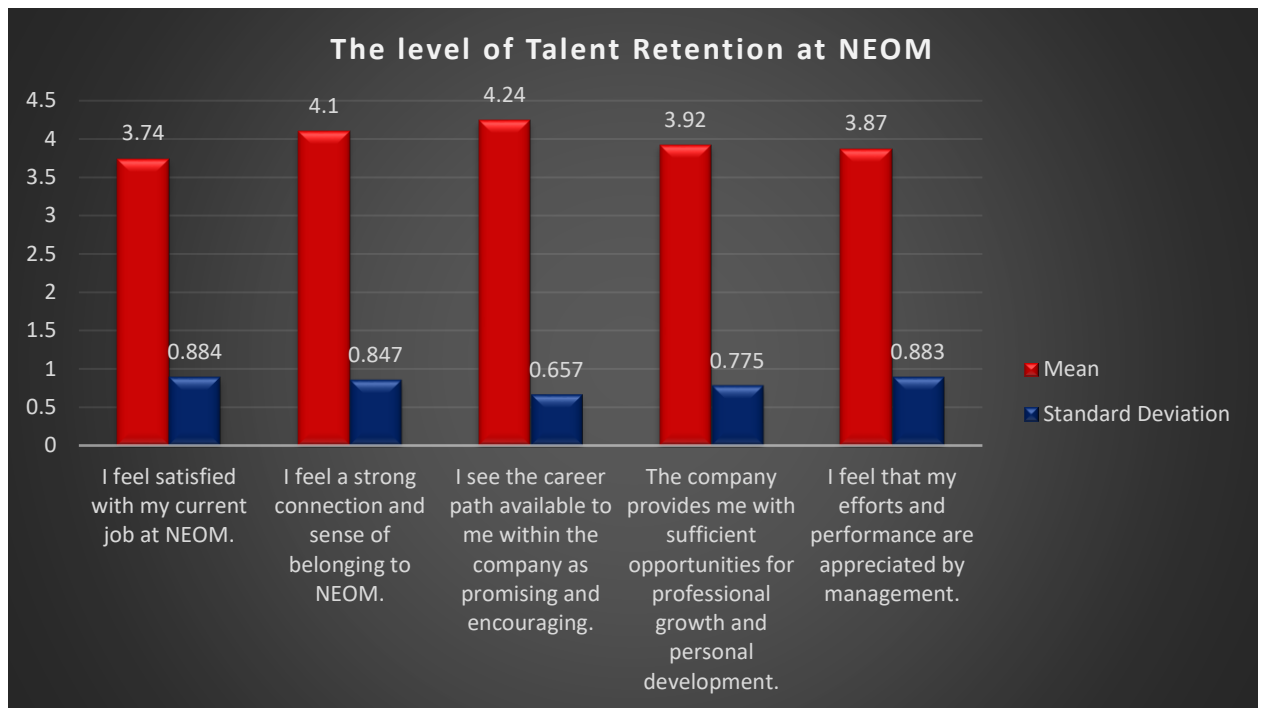
In the second order (I feel a strong connection and sense of belonging to NEOM.), with a mean (4.1), a standard deviation of (0.847) and a degree of (Agree).

In the third order (The company provides me with sufficient opportunities for professional growth and personal development.), with a mean (3.92), a standard deviation of (0.775) and a degree of (Agree).

In the fourth order (I feel that my efforts and performance are appreciated by management.), with a mean (3.87), a standard deviation of (0.883) and a degree of (Agree).

While in the last order (I feel satisfied with my current job at NEOM.) with a mean of (3.74) and a standard deviation (0.884) with a degree of (Agree)

From the results we conclude that the perceived level of Talent Retention among employees within NEOM Company with a high degree.



The third question: What is the assessment level of employees regarding the effectiveness of Leadership practices at NEOM Company?

To study the assessment level of employees regarding the effectiveness of Leadership practices at NEOM Company, mean and standard deviation was calculated to the third axis as follows.

Table (8) means and standard deviation to the third axis

No	Item	Mean	Standard Deviation	Rank	Degree
1	Leadership inspires and guides the team effectively.	4.17	.731	2	Agree
2	Leadership communicates clear goals.	4.20	.775	1	Agree
3	I feel supported by leadership.	4.02	.881	3	Agree
4	Leaders are open to feedback.	3.90	.892	4	Agree
5	Leadership decisions are fair and transparent.	3.68	.904	5	Agree
General mean		3.99	0.84	Agree	

From the above table we conclude that the assessment level of employees regarding the effectiveness of Leadership practices at NEOM Company with

degree (Agree) , mean (3.99) and standard deviation (0.84) low value, indicating the homogeny opinions of the study sample on the items of this axis

In the first order (Leadership communicates clear goals.), with a mean (4.2), a standard deviation of (0.775) and a degree of (Agree).

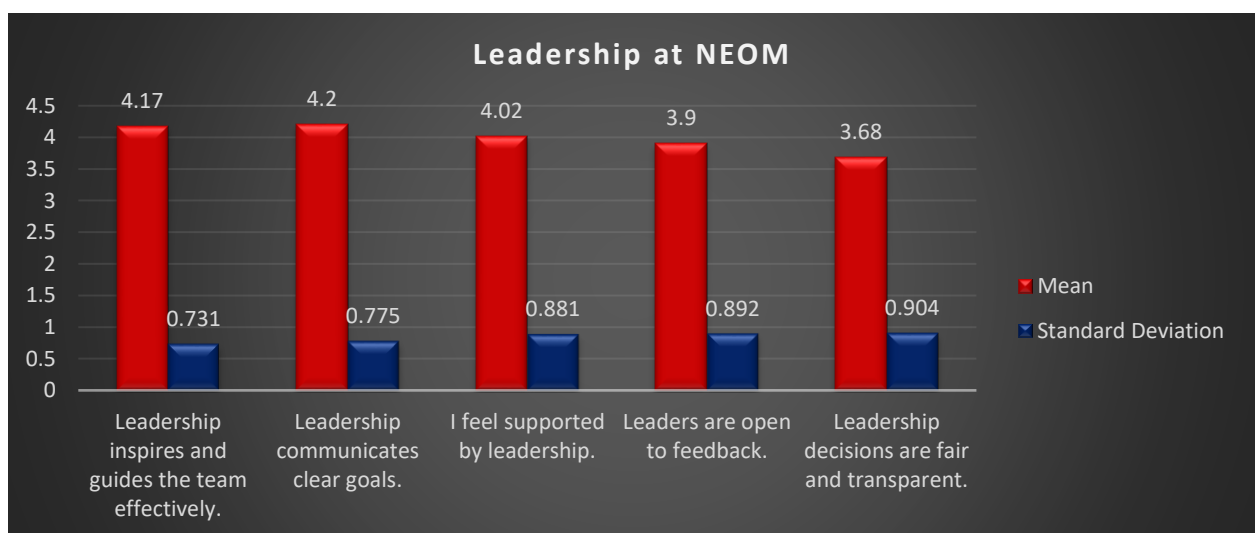
In the second order (Leadership inspires and guides the team effectively), with a mean (4.17), a standard deviation of (0.731) and a degree of (Agree).

In the third order (I feel supported by leadership), with a mean (4.02), a standard deviation of (0.881) and a degree of (Agree).

In the fourth order (Leaders are open to feedback.), with a mean (3.9), a standard deviation of (0.892) and a degree of (Agree).

While in the last order (Leadership decisions are fair and transparent.) with a mean of (3.68) and a standard deviation (0.904) with a degree of (Agree)

From the results we conclude that the assessment level of employees is regarding the effectiveness of Leadership practices at NEOM Company with a high degree.



The fourth question: What is the level of Job Satisfaction experienced by employees working at NEOM Company?

To study the level of Job Satisfaction experienced by employees working at NEOM Company, mean and standard deviation was calculated to the fourth axis as follows.

Table (9) means and standard deviation to the fourth axis

No	Item	Mean	Standard Deviation	Rank	Degree
1	I am satisfied with my daily tasks.	4.10	.881	3	Agree
2	My job utilizes my skills well.	4.30	.775	1	Strongly agree
3	I receive recognition for my work.	4.02	.873	4	Agree
4	I feel motivated at work.	4.16	.780	2	Agree
5	I have a good work-life balance.	3.87	.894	5	Agree
General mean		4.09	0.84	Agree	

From the above table we conclude that the level of Job Satisfaction experienced by employees working at NEOM Company with degree (Agree) , mean (4.09) and standard deviation (0.84) low value, indicating the homogeneity opinions of the study sample on the items of this axis

In the first order (My job utilizes my skills well.), with a mean (4.3), a standard deviation of (0.775) and a degree of (Strongly Agree).

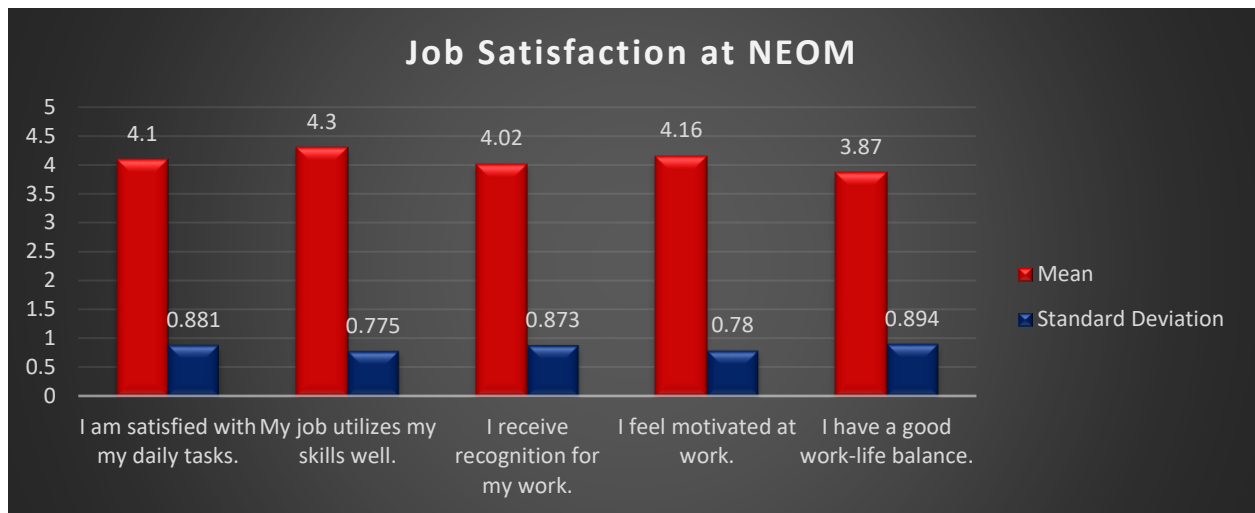
In the second order (I feel motivated at work), with a mean (4.16), a standard deviation of (0.78) and a degree of (Agree)

In the third order (I am satisfied with my daily tasks.), with a mean (4.1), a standard deviation of (0.881) and a degree of (Agree).

In the fourth order (I receive recognition for my work.), with a mean (4.02), a standard deviation of (0.873) and a degree of (Agree).

While in the last order (I have a good work-life balance.) with a mean of (3.87) and a standard deviation (0.894) with a degree of (Agree)

From the results we conclude that the level of Job Satisfaction experienced by employees working at NEOM Company with a high degree.



The fifth question: What is the perceived quality of the Work Environment within NEOM Company?

To study the perceived quality of the Work Environment within NEOM Company, mean and standard deviation was calculated to the fifth axis as the following.

Table (10) means and standard deviation to the fifth axis

No	Item	Mean	Standard Deviation	Rank	Degree
1	The work environment is safe and comfortable.	4.26	.694	1	Strongly agree
2	I feel respected by colleagues.	4.04	.817	3	Agree
3	Teamwork is encouraged.	4.21	.657	2	Strongly agree
4	I have the tools I need.	3.79	.894	5	Agree
5	The workspace supports productivity.	3.82	.880	4	Agree
General mean		4.02	0.79	Agree	

From the above table we conclude that the perceived quality of the Work Environment within NEOM Company with degree (Agree), mean (4.02) and standard deviation (0.79) low value, indicating the homogeny opinions of the study sample on the items of this axis

In the first order (The work environment is safe and comfortable.), with a mean (4.26), a standard deviation of (0.694) and a degree of (Strongly Agree).

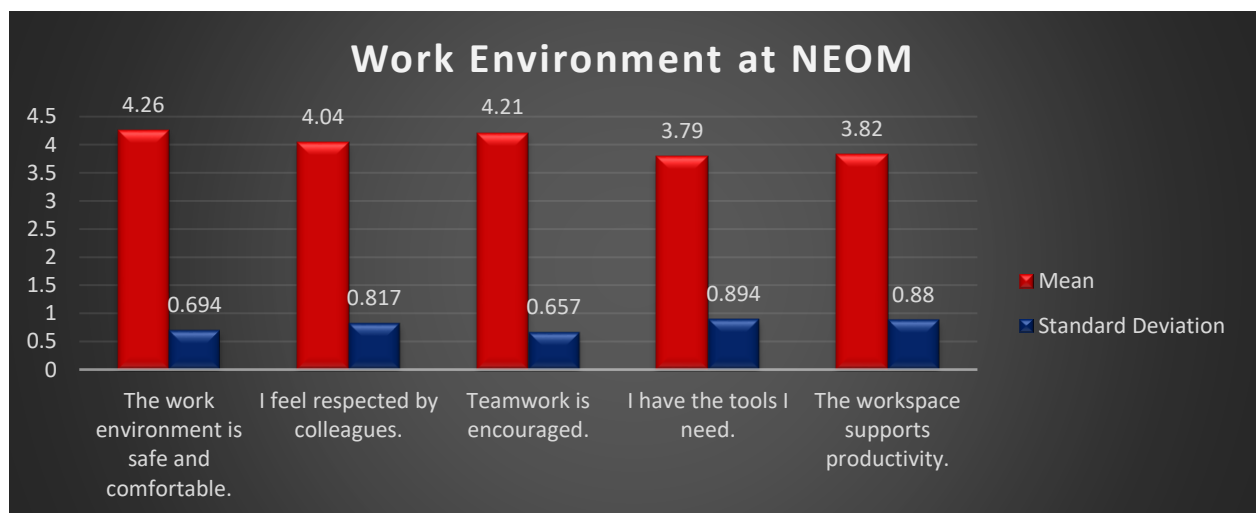
In the second order (Teamwork is encouraged.), with a mean (4.21), a standard deviation of (0.657) and a degree of (Strongly Agree).

In the third order (I feel respected by colleagues), with a mean (4.04), a standard deviation of (0.817) and a degree of (Agree).

In the fourth order (The workspace supports productivity.), with a mean (3.82), a standard deviation of (0.88) and a degree of (Agree).

While in the last order (I have the tools I need.) with a mean of (3.79) and a standard deviation (0.894) with a degree of (Agree)

From the results we conclude that that the perceived quality of the Work Environment within NEOM Company with a high degree.



Study hypotheses

The first hypothesis: There is a statistically significant positive correlation between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company.

To study the hypothesis Pearson correlation test used between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company and the results shown as follows

Table (11) the relation between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company

	level of Talent Retention	
perceived reality of Succession Planning	Pearson correlation coefficient	.839**
	Sig	0.00
	N	150

From the table we conclude that there is a significant positive correlation between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company where significant value (sig=0.00) less than (0.05) means that there is a significant correlation between variables and Pearson correlation coefficient (0.839) positive value and high (more than 0.7) means that There is a statistically significant strong positive correlation between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company

The second hypothesis: There is a statistically significant positive correlation between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM.

To study the hypothesis Pearson correlation test used between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM and the results shown as follows

Table (12) the relation between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM

	level of Job Satisfaction at NEOM	
Leadership at NEOM	Pearson correlation coefficient	.887**
	Sig	0.00
	N	150

From the table we conclude that there is a significant positive correlation between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM Company where significant value (sig=0.00) less than (0.05) means that there is a significant correlation between variables and Pearson correlation coefficient (0.887) positive value and high (more than 0.7) means that There is a statistically significant strong positive correlation between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM Company

The third hypothesis: There are statistically significant differences in employees' perceptions regarding the role of Succession Planning in retaining talent, according to (gender, Qualification, Experience)

To study the hypothesis the normality of data of employees' perceptions regarding the role of Succession Planning in retaining talent was first checked

To study the normality of data (Kolmogorov-Smirnova - Shapiro-Wilk) tests were used and the results as following

Table (13) normality test

Kolmogorov-Smirnova			Shapiro-Wilk		
Statistic	Df	Sig.	Statistic	Df	Sig.
.254	150	.000	.829	150	.000

From the table we conclude that the data significant where significant values less than (0.05) means that the data doesn't follow the standard normal distribution, so to study the hypothesis non-parametric tests were used as the following

1-Gender

to study the differences in employees' perceptions regarding the role of Succession Planning in retaining talent, according to gender (Mann-Whitney Test) was used and the results shown as the following

Table (14) the differences according to gender

Gender	N	Mean Rank	Sum of Ranks	Z	Sig
Male	98	19.15	440.50	-.927	.354
Female	52	15.79	189.50		
Total	150				

From the table we conclude that there is no significant difference in the employees' perceptions regarding the role of Succession Planning in retaining talent, according to gender where significant value (0.345) more than (0.05) which means that there are no significant differences .

2-Qualification

to study the differences in employees' perceptions regarding the role of Succession Planning in retaining talent, according to Qualification (Kruskal-Wallis Test) was used and the results shown as the following

Table (15) the differences according to Qualification

Qualification	N	Mean Rank	Chi-Square	Df	Sig
Bachelor	113	18.82	1.026	3	.599
diploma	24	14.17			
Masters	9	18.71			
Doctorate	4	17.92			
Total	150				

From the table we conclude that there is no significant difference in the employees' perceptions regarding the role of Succession Planning in retaining talent, according to Qualification where significant value (0.599) more than (0.05) which means that there are no significant differences

3- Experience

to study the differences in employees' perceptions regarding the role of Succession Planning in retaining talent, according to Experience (Kruskal-Wallis Test) was used and the results shown as the following

Table (16) the differences according to Experience

Experience	N	Mean Rank	Chi-Square	Df	Sig
Less than 5 years	53	16.14	6.473	2	.001
From 5 to 10 years	59	19.29			
More than 10 years	38	27.42			
Total	150				

From the table we conclude that there is a significant difference in employees' perceptions regarding the role of Succession Planning in retaining talent, according to Experience where significant value (0.001) less than (0.05) which

means that there are significant differences and these differences were to the more experience (More than 10 years) with mean rank (27.42)

Chapter 5

Conclusions

- The current reality and application level of Succession Planning practices at NEOM Company, as perceived by its employees with degree (Agree) , mean (3.95) and standard deviation (0.80)
- The perceived level of Talent Retention among employees within NEOM Company with degree (Agree) , mean (3.97) and standard deviation (0.81)
- The assessment level of employees regarding the effectiveness of Leadership practices at NEOM Company with degree (Agree) , mean (3.99).
- The level of Job Satisfaction experienced by employees working at NEOM Company with degree (Agree) , mean (4.09) and standard deviation (0.84).
- The perceived quality of the Work Environment within NEOM Company with degree (Agree), mean (4.02) and standard deviation (0.79).
- There is a statistically significant strong positive correlation between the perceived reality of Succession Planning and the level of Talent Retention at NEOM Company.
- There is a statistically significant strong positive correlation between the perceived quality of Leadership at NEOM and the level of Job Satisfaction at NEOM Company.
- There is no significant difference in the employees' perceptions regarding the role of Succession Planning in retaining talent, according to gender.
- There is no significant difference in the employees' perceptions regarding the role of Succession Planning in retaining talent, according to Qualification.
- There is a significant difference in employees' perceptions regarding the role of Succession Planning in retaining talent, according to Experience.

Recommendation

- Develop clear and public succession plans that connect high-performing employees to specific development and training paths for higher positions.
- Establish formal mentorship programs where current leaders coach promising talent to transfer expertise and enhance loyalty and retention.
- Conduct regular pulse surveys of job satisfaction that focus on leadership quality and the speed with which challenges are addressed.
- Enhance policies that ensure flexible working hours and locations, tailored to the nature of NEOM's work, to increase satisfaction and retention.
- Implement a Spot Rewards-based recognition system for outstanding performance, linking employee efforts to direct recognition from leadership.

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Appendices

Questionnaire

Dear,

We would be grateful if you would complete this questionnaire Your opinions are therefore very valuable. Please answer all the questions below. There are no right or wrong. please fill out this survey.

Thank you

First demographic data:

1- Gender :

1 Male ()

2 Female ()

2- Qualification

1 Bachelor ()

2 Diploma ()

3 Masters ()

4 Doctorate ()

3- Experience

- 1 **Less than 5 years** ()
- 2 **From 5 to 10 years** ()
- 3 **More than 10 years** ()

Please put (✓) next to the appropriate answer:

The reality of succession planning at NEOM.

Items		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	The company has a clear and announced plan for identifying and selecting employees for future leadership positions.					
2	Management identifies high-performing and talented employees to prepare them for more senior roles.					

3	I believe the company's succession planning process is fair and based on clear criteria (such as performance and skills).					
4	The company provides tailored training and development programs for high-potential employees.					
5	I receive regular performance reviews that include a plan to develop my skills and prepare me for the future.					

The level of Talent Retention at NEOM.

Statements		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	I feel satisfied with my current job at NEOM.					
2	I feel a strong connection and sense of belonging to NEOM.					

3	I see the career path available to me within the company as promising and encouraging.					
4	The company provides me with sufficient opportunities for professional growth and personal development.					
5	I feel that my efforts and performance are appreciated by management.					

Leadership at NEOM

Statements		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	Leadership inspires and guides the team effectively.					
2	Leadership communicates clear goals.					
3	I feel supported by leadership.					
4	Leaders are open to feedback.					

5	Leadership decisions are fair and transparent.					
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Job Satisfaction at NEOM

Statements		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	I am satisfied with my daily tasks.					
2	My job utilizes my skills well.					
3	I receive recognition for my work.					
4	I feel motivated at work.					
5	I have a good work-life balance.					

Work Environment at NEOM

Statements		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	The work environment is safe and comfortable.					
2	I feel respected by colleagues.					
3	Teamwork is encouraged.					
4	I have the tools I need.					
5	The workspace supports productivity.					

Thank you

الملخص

تهدف هذه الدراسة في التعرف على دور تخطيط الخلافة في الحفاظ على المواهب: دراسة تطبيقية على شركة نيوم بالملكة العربية السعودية. واعتمدت الدراسة على المنهج الوصفي التحليلي. وكانت عينة الدراسة مكونة من (١٥٠) العاملين بشركة نيوم، وكانت أداة الدراسة هي الاستبيان. وتوصلت الدراسة إلى أظهرت النتائج أن مستوى تطبيق ممارسات تخطيط التعاقب الوظيفي في شركة نيوم جاء بدرجة موافقة (متوسط = ٣,٩٥، انحراف معياري = ٠,٨٠)، مما يشير إلى إدراك إيجابي من الموظفين نحو هذه الممارسات، كما تبين وجود علاقة ارتباطية موجبة قوية ذات دلالة إحصائية بين الواقع المدرك لتخطيط التعاقب الوظيفي ومستوى الاحتفاظ بالمواهب في شركة نيوم، مما يعكس تأثيراً مباشراً للتخطيط الفعال على استمرارية الكفاءات. ، وأوصت الدراسة بوضع خطط واضحة ومعلنة للخلافة، تربط الموظفين ذوي الأداء العالي بمسارات تطوير وتدريب محددة للمناصب العليا.

الكلمات المفتاحية: التعاقب الوظيفي - الاحتفاظ بالمواهب - شركة نيوم

دور تخطيط الخلافة في الحفاظ على المواهب: دراسة تطبيقية على شركة نيوم

إعداد الطالب/

إشراف/

العام الدراسي:

2025