



The Role of Inspirational Leadership in Succession Planning - An Analytical Study in the First Rusafa Education/Baghdad

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Abstract:

This paper investigates the effect of motivation leadership on the performance of succession planning in the Ministry of Education / the First Rusafa Education/ Baghdad. The data was collected for the employees, which was analyzed using the inspirational leadership model. Other dimensions like creating inspiration for followers, future vision, communication, teamwork and mutual trust are also emphasized. The study shows that in order to realize optimal results, there needs to be constant support and supervision from the management. There were problems that were traced in the internal communication that led to this phenomenon. The role of an inspiring leader who is able to utilize the cognitive and behavioral capabilities of an individual to achieve the desired goal of the organization is very important. The research also points out that there is a great need for effective succession planning which aimed at nurturing and retaining talent within the organization. This accomplishment, together with the trained staff who are capable of making decisions that will take into consideration all the cognitive and behavioral capabilities that the organization can offer. This blended approach looks at improving overall performance and reaching organizational goals in the long term.

Keywords: Inspirational Leadership, Succession Planning, Rusafa First Directorate of Education, Baghdad

1. Introduction:

Leadership approaches have changed dramatically from the traditional approach that marginalizes followers to focus on caring for and meeting their needs. Inspirational leaders have a clear vision and high goals, build employee respect, and increase engagement. Inspirational leadership provides meaning to needs and actions, as these leaders can identify what followers need and recognize the challenges they face. Inspirational leadership is often associated with dialogue, transparency, and positive energy, reflecting a deeper understanding of human nature (Salas-Vallina et al., 2020). Succession planning is an ongoing and dynamic process that helps align an organization's goals with human capital needs. It is an essential means of identifying, organizing, and cultivating talented individuals to acquire human capital, create competitive advantage, and achieve goals, enabling them to be recruited for unplanned meetings (Toseef et al., 2022).

The study aimed to support leaders in the review process to improve employee morale and integrity, which positively affects the organization's ability to overcome challenges and achieve its goals. The research problem is summarized by observing the weakness in the leadership role of the researched directorate through field visits and then diagnosing the problem in the researched organization in order to know the leadership role played by senior management and leaders in the field of research (First Rusafa Education Directorate - Baghdad) and to know the extent of what the individuals working in it do through the work they perform and to know the extent of the readiness of these leaders who build the directives and instructions issued by senior administrative leaders. The study highlights the need for inspiring leadership to improve succession planning, especially in dynamic environments.

2. Literature Review and Hypothesis Development:

2.1 literature review:

Many leaders have started listening to their followers by communicating, consulting, and involving them in critical business decisions. They now work as a cohesive team, encouraging each other, regardless of their leadership roles – and are known as inspirational leaders (Errida & Lotfi, 2021)(Danook & Omar-F, 2024). The ability to anticipate, imagine, adapt, make necessary changes, and encourage others (Williams, 2021). The ability to influence others to make decisions is vital for leadership (Niu et al., 2021). It includes developing a strategic vision for the organization or part of it and inspiring others to embrace it (Hill K. & Jones B., 2019). In addition, all organizational structures, policies, and procedures contribute to the mission and vision; agents use individual talents and creativity to accomplish the mission (Shi et al., 2023). Leading and guiding teams toward goals and capabilities is central to modern leadership thinking, which emphasizes the role of the leader in motivating, encouraging, and supporting others (Popovych et al., 2022). Leaders who often use inspirational motivation can raise subordinates' expectations for high performance(Rheume et al., 2021). Leadership is one of the most discussed topics in the literature, with numerous books and research papers examining the essence and function of effective leadership (Sweis et al., 2022). However, according to (Byun et al., 2020), leaders have become less ethical and more focused on short-term results. Greed, selfishness, and unbridled ambition are now seen as common issues (Bharadwaj & Yameen, 2021). Therefore, the relationship between leadership style and positive attitudes, such as commitment and job satisfaction, is a significant challenge, especially in workplaces with high human potential (Buş u, 2020). However, few studies have investigated the effect of leadership style on positive attitudes (Kopperud & Humborstad, 2020), and there is a great deal of skepticism about this relationship (Sweis et al., 2022).

Leadership is important because it dramatically influences employees' lives (Calen et al., 2021). Leaders should empower followers, increase autonomy, and encourage proactive behavior in service environments where teamwork is essential. Inspirational leadership is expected to enhance followers' capabilities and attitudes (Rahman et al., 2021)(Danook et al., 2024) based on task demands and resource considerations, implying that high psychological resources are a good idea. Thus, higher positive outcomes are expected. An inspirational leader can lead and practice the following seven principles of inspiration: (1) be authentic, (2) connect with the dreams of others, (3) recognize the lack of potential in others, (4) speak a you can believe, (5) tell compelling stories—self and others, (6) help people get where they are going, and (7) create a new culture (Mehdi et al., 2023). Because of the importance of leadership, there are different types of leadership constructs, including charismatic, transactional, and ultimately inspirational leadership. Motivational leadership, derived from Latin, refers to communicating motivation or emotion (Rabiul et al., 2022).

(Muhimmah, 2022), entitled examines the role of inspirational leadership values such as performance, high spirituality, vision, and humanity inclusive and excellent development of higher education. The study collected data through in-depth interviews, direct observation, document analysis, and analysis of audio-visual materials. The findings suggest that inspirational leadership is dynamic and capable of generating original ideas, getting them strong and innovative, and solving problems creatively. However, the study acknowledges limitations in scope. The study by (Hidayah & Baharun, 2023) focuses on how leaders use inspirational leadership to develop organizational citizenship behavior (OCB). Research shows that effective practices are proactive and institutionalized, such as building solid networks and encouraging collaboration and innovation using a qualitative approach with data collected through a literature review, document review, and structured interviews.

Strategic planning, including succession planning, helps organizations overcome problems and implement effective policies and procedures despite losing personnel (Lasrado & Kassem, 2021). Since the early 2000s, leadership research has focused on increasing team structure, shared control, and individual empowerment, where leadership is distributed among organizational members. The leader leads the organization, and the organization's success depends on these leaders' ability to motivate or influence from higher levels. In nonprofit organizations, the focus is on the successor with expertise in the field and organization that will ultimately lead them. Leadership in nonprofit organizations is generally viewed as a collaborative effort to achieve organizational goals. However, boards of directors in these organizations are sometimes viewed as ineffective in managing or monitoring day-to-day operations (Salman et al., 2020). Currently, leadership faces challenges with so many individuals retiring, and it is not easy to fill vacancies due to staff shrinking as baby boomers retire. Organizational fellowships for new employees can take months, during which some organizational skills may be lost. Organizations should, therefore, implement management plans to preserve organizational knowledge and ensure a smooth transition as employees leave. As a result, succession planning has become a priority in public administration (Zulkifli et al., 2020).

One aspect of succession planning is talent identification, which determines the knowledge successors acquire and their ongoing competencies. This affects their readiness for leadership roles as well as their confidence in the eyes of others. The founder's legacy in a family business continues to influence the strategies used by the next generation of managers. Founders can increase their chances of success by motivating commitment from followers, encouraging their strengths, and following the program (Adil et al., 2020). Benchmarking strategies are essential to the sustainability and success of family businesses, as they involve setting long-term goals and resource allocation strategies in line with competitive advantage and market size. Organizations with well-defined strategies communicated to key stakeholders will likely remain successful after succession.

Using game theory to analyze interactions between founders and successors, it is clear that inadequate interactions can disrupt family unity and lead to conflict in the succession process, which can negatively impact adaptation, highlighting the importance of effective communication to maintain family cohesion and business success (Ahmed et al., 2021). The study (Karaki, 2022) aimed to understand the role and effectiveness of successful planning on the success of Small and Medium Enterprises (SMEs) Leaders so that they have employee satisfaction with these services. Using a descriptive approach using 350 SME managers in India, the study found that most SMEs do not have succession planning and highlighted higher employee satisfaction in companies with leaders of those who succeeded in implementing succession plans that do not consider background and requirements. In contrast, the study by (Keerio Ahmad, 2023) used a descriptive approach with a sample of 35 managers from Los Angeles County government agencies. It found that high employee turnover leads to significant skill loss and increased time spent searching for career advancement to get important information to the right place.

2.2 Hypotheses:

The current study began by adopting the following hypotheses:

H1: Testing the first main hypothesis: There is no significant relationship between inspirational leadership and succession planning.

H2: Testing the second main hypothesis: There is no significant effect of inspirational leadership on succession planning.

3. Methodology:

3.1. Research Population and Sample:

The research sample was selected, which consisted of (94) administrative leaders represented by the Director General and their assistants and the directors of departments, divisions, and units in the First Rusafa Education Directorate affiliated with the Ministry of Education in Baghdad Governorate.

3.2. Research Limitations:

✓ Space limitation: The current study was conducted in the Directorates of Education and First Rusafa.

✓ Human Resources Limitations: The study focused on involving senior educational administrators who represented the sample of directors for this study.

3.3. Hypothetical Research Framework:

The primary variables and their sub-dimensions have been recognized as follows: Inspirational management with its five dimensions (inspiration creation, destiny vision, powerful communicate, teamwork, and mutual consideration) represents the independent variable, while succession-making plans with its three dimensions (expertise identification, talent development, and talent retention) represents the established variable. These variables were aligned with the characteristics of the Iraqi surroundings, specifically inside the instructional region where the observation was conducted, as shown in Figure (1).

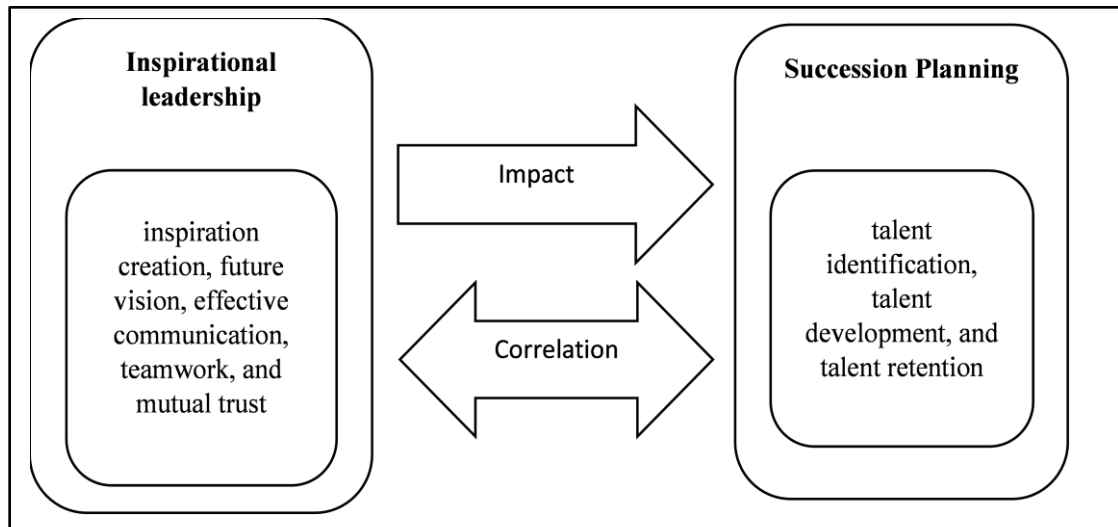


Figure 1: Research Model.

4. Results:

4.1 Normal Distribution Test:

The Kolmogorov-Smirnov test was used to check the normal distribution of the data for inspirational leadership and succession planning variables. The results indicated that the margin of error for both variables exceeded a statistical significance level of 0.05, indicating that the data follow a normal distribution, as shown in table (1):

Table 1: Test of Normal Distribution for the Variables

Variable	Test Statistic	N	Error Probability
Inspirational leadership	0.097	94	0.066
succession planning	0.093	94	0.070

Source: Prepared by the researcher based on SPSS results

4.2 Validity and Reliability Coefficient

The apparent validity aims to evaluate the structure of the scale by consulting experts and arbitrators. The researcher presented the scale to several arbitrators specialized in the field of the phenomenon studied. The reliability coefficient is a statistical tool used to estimate the stability of the study data, where Cronbach's alpha was used to evaluate the stability and internal structure of the questionnaire. High-reliability scores (greater than 70%) indicate the accuracy of the results. The reliability coefficients for the study variables - inspirational and methodological leadership - are as follows: Inspirational leadership recorded 0.872, indicating the scale's validity and the possibility of repeating the results. As for the follow-up system, it obtained a reliability coefficient of 0.902, and the overall reliability coefficient of the questionnaire reached 0.930, as shown in the following table (2):

Table 2: Values of the stability coefficient for the study variables

Variable	Paragraphs	Cronbach's Alpha Coefficient
Inspirational Leadership	25-1	0.872
Succession Planning	40-26	0.902
Questionnaire as a Whole	40-1	0.930

Source: Prepared by the researcher based on SPSS results

4.3 Descriptive analysis of research variables and dimensions

This section investigates and describes the questionnaire items, dimensions, and variables to illustrate their variant and distribution in the Directorate of Education. Statistical analysis and the coefficient of variant were used to evaluate the variety among questionnaire objects, dimensions, and variables. Additionally, the imply and general deviation have been hired to represent the valuable tendency and dispersion of sample opinions.

Table 3: Statistical analysis of research dimensions and variables

Variables	Mean	Standard Deviation	Variance Coefficient
Inspiration creation	3.643	0.513	14.08%
Future vision	3.800	0.549	14.44%
Effective communication	3.723	0.516	13.87%
Teamwork	3.726	0.553	14.83%
Mutual trust	3.338	0.696	20.85%
Total of Variables	3.646	0.452	12.40%
Talent identification	2.960	0.875	29.56%
Talent development	2.806	0.767	27.34%
Talent retention	2.855	0.830	29.08%
Succession Planning	2.874	0.756	26.29%

Source: Prepared by the researchers based on SPSS results

The motivation construct variable shows a value of 3.643, indicating the sample opinions of a high level, with a standard deviation of 0.513 and a coefficient of variation of 14.08%. The future vision variable shows a value of 3.643 3.800, which also shows a high mean, with a standard deviation of 0.549 and a coefficient of variation of 14.44%. The Effective Communication variable shows a mean of 3.723, a high standard deviation of 0.516, and a coefficient of variation of 13.87%. Similarly, the Teamwork variable shows a value of 3.726, indicating the presence of a high mean, with a standard deviation of 0.553 and a coefficient of variation of 14.83 %. The mutual trust variable shows a value of 3.338, indicating moderate attendance, with a standard deviation of 0.696 and a coefficient of variation of 20.85%. The mean value is 3.646, indicating the presence of high quality, with a standard deviation of 0.452 and a coefficient of variation of 12.40%.

On the other hand, Talent Identification indicates a mean cost of two 960, indicating a moderate level of presence, with a preferred deviation of 0.875 and a coefficient of version of 29.56%. Talent Development shows a median price of two 806, indicating a mild stage of presence, with a preferred deviation of 0.767 and a coefficient of version of 27.34%. Similarly, Talent Retention suggests a median cost of 2.855, indicating a moderate degree of presence, with a well-known deviation of 0.830 and a coefficient of variation of 29.08%. The based variable, Succession Planning Overall, indicates an average cost of two 874, indicating a moderate stage of presence, with a fashionable deviation of zero 756 and a coefficient of variation of 26.29%.

4.4 Testing the First Main Hypothesis:

This section tests the validity of the first main hypothesis, which suggests a statistically significant positive relationship between inspirational leadership and succession planning. The test results presented in Table (4) show that the Pearson correlation coefficient indicating the strength of this relationship reaches a value of 0.717. This showed a strong positive relationship. Furthermore, the probability value of this test is 0.000, which is significantly lower than the accepted level of statistical significance of 0.05, clearly indicating a positive relationship between inspirational leadership and strategic succession. Based on these results, the first primary hypothesis is adopted.

Table 4: Pearson Correlation Values between Inspirational Leadership and Succession Planning

Dimesions		Inspirational leadership
Succession Planning	Correlation	0.717
	Sig	0.000
	N	94

Source: Prepared by the researchers based on SPSS results

4.5 Testing the Second Main Hypothesis:

This check is to study the validity of the second most crucial speculation, which assumes a meaningful effect of Inspirational leadership on Succession Planning. The statistics provided in Table (5) are analyzed to benefit a more profound expertise of this impact. The analysis well-known shows that the cost ($\alpha = 1.497$) represents the minimal value of the Succession Planning variable. Additionally, the price of ($\beta = 1.199$) shows the practical effect of Inspirational leadership on Succession Planning. The coefficient of willpower (R^2) is zero.514, indicating that fifty-one. 4% of the variance in Succession Planning can be explained with Inspirational management, with the ultimate 48.6% attributed to other variables outside the study's scope. The relationship between Inspirational management and Succession Planning is represented with the aid of the following equation:

$$\text{Succession Planning} = 1.497 + 1.199 \times \text{Inspirational leadership}$$

The test value of $F = 97.371$ indicates that inspirational leadership has a statistically significant effect on succession planning, as the significance level of the test is 0.000, which is below the level of statistical significance acceptable (0.05), and thus, the second main hypothesis was accepted.

Table 5: Simple Linear Regression Results for Inspirational Leadership in Succession Planning

Dimesions		Inspirational leadership
Succession Planning	A	1.497
	B	1.199
	t(β)	9.868
	Sig.t(β)	0.000
	R^2	0.514
	F	97.371
	Sig. F	0.000

Source: Prepared by the researchers based on SPSS results

5. Results Discussion:

The analysis indicates that variables related to inspirational leadership, including ideas growth, vision for the future, strong communication, teamwork, and mutual trust, are perceived to have a strong presence within the company. These variables reflect the company's awareness of fostering a stimulating and motivating environment. The strong presence of these factors indicates that management actively encourages and guides teams efficiently, which is essential for improving performance and achieving long-term dreams.

Aspects of succession planning, such as identifying, developing, and retaining talent, show greater flexibility. This means that while the organization recognizes the importance of these aspects, there may be challenges or gaps in the full implementation of complex systems, and these gaps are essential for the organization to move forward to retain leaders and develop future leaders from within.

The study shows that the organization excels in creating an inspiring leadership environment but needs to increase its focus on succession planning to make its future leaders tread water and ensure its continued success.

The first baseline prediction test confirms a robust, high-quality relationship between inspirational leadership and succession planning. This association shows that the more inspiring leadership becomes, the more it certainly affects the effectiveness of succession planning. The evaluation also proves the second prediction's validity, indicating inspirational leadership's significant impact on succession planning. The results confirm that nearly half of the differences in succession planning can be explained using the influence of inspirational leadership, which confirms its importance in management strategies. As for the scope of benefiting from previous efforts that were presented to deepen the understanding of the subject of the study by reviewing the contributions of researchers in the field of inspirational leadership and succession planning, most previous studies relied on the questionnaire form to survey opinions, which benefited the researcher in formulating the questionnaire paragraphs related to the variables of his study. According to the current study, what distinguishes this study from previous efforts is that a model was developed that combines the research variables related to inspirational leadership and succession planning. This model is distinguished because no previous study in the First Rusafa Education Directorate has addressed these variables together in one model.

6. Conclusion:

Inspirational leadership is crucial in motivating and inspiring the team to achieve common goals and rank first in the study variables. As for successive planning, it organizes and coordinates activities and resources to achieve goals effectively. It has been shown that creating inspiration is a powerful motivator for the successive planning process. It provides new insights and ideas that can be activated and included in future planning. Subordinates feel that senior management appreciates their capabilities and motivates them to develop them, which increases their sense of commitment and belonging to the organization. Self-motivation also enhances individual and group performance as individuals become more willing to make efforts and achieve goals. Relying on one's capabilities by providing adequate support and motivation has increased employee enthusiasm and motivation, as they feel they need more attention and appreciation from management. Innovation and creativity also decline as employees rely on traditional work methods without looking for new ways to improve performance. Senior management seeks to develop future work mechanisms reflecting a clear vision and strategy, enhancing the directorate's ability to adapt to changes and challenges. Establishing sound working mechanisms reflects the management's ability to plan effectively and strategically, which contributes to achieving long-term goals. It became clear that heavy reliance on the past limited the directorate's ability to innovate and renew, making it rely on old working methods that were ineffective in facing modern challenges. Focusing on the past led to a failure to adapt to rapid changes in the educational and technological environment, which weakened the directorate's ability to respond effectively to new requirements.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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