

The Effect of the Dynamic Capabilities of Human Resources in the Stages of Succession Planning Analytical Research in the Babylon Health Department

Prof .Ali Hasson Al-Taee, Lecturer Maysoon Ali Hussein

DOI: 10.37648/ijrssh.v10i03.042

Received: 30th July, 2020; Accepted: 06th September, 2020; Published: 09th September, 2020

ABSTRACT

The research aims to study the effect of human resource dynamic capabilities in succession planning stages, and the independent variable can include five types of dynamic capabilities, which are (sensing, understanding, integration, teamwork, resource reconfiguration), while the response variable effect in succession planning stages (stage of development of engagement Assessment of resource Babil Governorate Health Department was chosen as a study site and a sample of administrative leaders in this department was used (45 People make up 53% of the research population of (85) participants, and that the tool used in data collection was first and foremost a questionnaire and the data were processed using several statistical methods for testing. The effect of these skills in succession planning processes and the study ended with a collection of recommendations, the most relevant of which is the need to appoint hospital administration graduates to manage health organizations because they are more experienced in their organizations' administrative aspects.

Key-words: *Dynamic Capabilities of Human Resource, succession planning*

INTRODUCTION:

Today's world is not the same again as it was yesterday. The rapid changes in the environment, globalization and the advent of the technological age in an eye-catching way have changed many patterns of human resources function from what they used to be and have become more in need of a collection of specific characteristics and processes to differentiate them from other resources and to be able to keep up with those effective changes by strategic

preparation, from here I began to search within it for something that distinguishes it from others and ensures that it remains continuous despite the changes occurring in its environment that it adapts to by changing and updating its future plans developed by its higher management, and the dynamic capabilities of human resources were the option. It is the best way to ensure its continuity as it differs according to the different organizations' operations and activities, allowing them to obtain their own advantages that others do not possess through which they can update the current plans

to cope with these accelerating environmental changes. Health institutions in Iraq in general and the Babil Health Department in particular suffer from the lack of studies that dealt with research variables (dynamic capabilities of human resources and succession planning), as the scarcity of studies on these topics means that these institutions are deprived of benefiting from their data and their role in enabling these organizations to Investing opportunities and avoiding threats, in order to achieve leadership and success at the level of the rest of the health departments in Iraq.

Based on the importance of (dynamic capabilities of human resources and succession planning) and their great role in the success of organizations, the idea of this research crystallized in clarifying (the effect of dynamic capabilities of human resources in succession planning) in the Babil Health Department and presenting these topics and standing on the most important foundations and concepts related to them, and the research included three investigations The first topic included (research methodology), while the second topic focused on (the theoretical aspect of the research), while the third topic dealt with the (practical aspect of the research) and the fourth topic dealt with the most important (conclusions and recommendations).

PROBLEM STATEMENT

Despite the great interest of researchers in the topic of (dynamic capabilities), we notice that there is a problem around the concept, ambiguity, and interference with the concept of operational capabilities, and in how to measure them. Iraqi public organizations, especially health organizations, face many challenges in the practical aspect, including the weakness of the important dynamic capabilities of human resources, which have a major role In crossing crises, as an example of this is the Corona pandemic crisis, and its money in its effects in preparing replacements in leadership positions, and based on the study of Teece, 1997) by asking (What distinguishes the performance of organizations from other organizations, and what is the thing that makes success continuous?), The need to know the impact of these capabilities arises in the stages of succession planning and the preparation of future leaders in a realistic manner and in Iraqi public organizations in general and in the health sector in particular, and this is how the features of the problem becomes clear by framing it within the following question: - How do the dynamic

capabilities of human resources affect the succession planning stages?

RESEARCH OBJECTIVES

- ❖ Introducing the concept of dynamic capabilities of human resources and succession planning, being one of the modern concepts and trends in the field of management.
- ❖ Attempt to direct the attention of the health organizations management on the nature of the variables and types (dynamic capabilities)
- ❖ And its effective role in implementing succession planning stages.

IMPORTANCE OF THE STUDY

- ❖ The current research is a scientific and practical contribution to find out the level of influence of the research variables, the dynamic capabilities of human resources and succession planning on the performance of Babil Health Department.
- ❖ The importance of field research is evident in choosing the health sector, which excludes important sectors in the country as providing services of important social value to citizens. As well as its role in rehabilitating a society free from injuries and diseases. While providing some solutions to the problems that Babil Health Department suffers from, by analyzing and interpreting data in a variety of statistical means.

RESEARCH HYPOTHESIS:

The main hypothesis (there is a significant influence of the dynamic capabilities of human resources in the succession planning stages) and the following sub-hypotheses emerged from it:

- 1- The first sub-hypothesis which states: (There is a significant influence of the sensing ability in the stages of succession planning).
- 2- The second sub-hypothesis, which states: (There is a significant influence of learning capacity in succession planning stages).

3- The third sub-hypothesis, which states: (There is a significant influence of the ability to integrate in the stages of succession planning).

4- The fourth sub-hypothesis, which states: (There is a significant influence of the ability to coordinate in the stages of succession planning).

5- The fifth sub-hypothesis, which states: (There is a significant influence of the ability to rearrange resources in the succession planning stages).

RESEARCH METHOD:

The researcher relied on the descriptive and analytical approach, as it is consistent with the research directions, as the topic requires describing concepts, presenting theoretical propositions, analyzing them and deriving the most important results from them.

DATA COLLECTION METHOD

The researcher relied on the questionnaire to collect information in addition to interviews, observations and review of relevant sources.

SCOPE OF THE STUDY

With regard to the research community, the researcher relied on studying the community completely by selecting an intentional sample. This sample represented the entire research community (senior leaders, department directors, and people in the Babil Health Department) of 85 individuals, and the researcher distributed (63) questionnaires directly to the sample. (6) unanswered questionnaires were excluded, and (12) questionnaires were not recovered due to the difficulty in having the sample due to the Corona epidemic. The research sample will be (45) managers, and Table (1) shows the characteristics of the research sample

Table (1) characteristics of the research sample of (45) managers

Table (1) characteristics of the research sample				
%	number	Distribute the property		ت
47%	21	Male	Gender	1
53%	24	female		
100%	45			
9%	4	30	Age	2
38%	17	31-40		
35%	16	41-50		
18%	8	51		
100%	45			
7%	3	5 Less		
18%	8	6-10		

13%	6	11-15	Length of service	3
22%	10	16-20		
22%	10	21-25		
18%	8	25 More		
100%	45			
33%	15	diploma	Academic achievement	4
51%	23	Bachelor		
7%	3	Higher Diploma		
2%	1	Master		
7%	3	PhD		
100%	45			

Explanation and interpretation of the paragraphs of the table above

A- Gender

We notice through Table (1) that the proportions of the respondents who were selected according to gender were relatively different, as the highest percentage came to females and (53%), either males, and their percentage was (47%), which is slightly different between the sexes at the higher levels within Babel Health Department. And most of the top leaders in the department are females.

B- Age

It is clear from Table (1) the age group that shows that the percentages were varied among the majority of the sample between youth and among the elderly, and that the largest percentages were between (31-50) years, and this constitutes a good combination of the diversity of ideas and experiences that This reflected positively on the health department's performance.

C-Academic level

Table (1) shows academic achievement, which shows that the large percentage of those who were selected according to educational attainment were holders of a bachelor's degree at a rate of (51%), then holders of a diploma at a rate of (33%) and then holders of a doctorate and higher diploma at a rate of (7%) Finally, the master's degree came at a rate of (2%). These percentages indicate that there is a discrepancy in holders of a bachelor's degree as well as higher degrees, and these results confirm that the research sample possesses good scientific characteristics (somewhat) that enable it to manage the department. It is a small percentage and needs to be studied and addressed, because this group is responsible for managing the department and for crucial decisions affecting the general performance

D- Duration of service

Table (1) shows the years of service for the research sample, which came in a variety of ways, and the largest percentages were between (16 years to 25 years or more), as most of the

sample came between those years, i.e. from those with experience, and followed by a good percentage of youth. Which generates a combination between possessing experience and intuition and between the new developing ideas that accompany the current situation.

E - training courses

It is evident from Table (2) that the highest participation rate in training courses at higher levels within the health department was in planning courses, at a rate of (62%),

which indicates the importance of planning in the health department, and then came courses in decision-making, at a rate of (58%). And then the development courses at a rate of (53%), and despite these percentages, which have been shown to be good percentages, and more than half of the sample of officials in the Health Department have trained on these courses, but they are not good ratios, as it is not possible for the employee to work The position of a general manager or assistant general manager or head of department in the Babil Health Department, and he did not enter such important and basic courses for this position.

Distribution of the sample individuals according to the training courses

NO	According to age	YES	percentage	YES	percentage
1	Have you previously participated in training courses in decision-making?	26	58%	19	42.2
2	Have you previously participated in training courses in development fields?	24	53%	21	46.7
3	Have you previously participated in training courses in the field of planning?	28	62%	17	37.8

THE SECOND UNIT / THE THEORETICAL SIDE

First: - The dynamic capabilities of human resources

Dynamic capabilities have emerged as a complementary conceptual basis for the resource-based theory in an attempt to explain how to achieve a competitive advantage in an accelerated change environment, and to describe how to renew capabilities and skills and to achieve response despite the change in aging business conditions over time (Al-Hamdani, 2018: 117). The development of the (RBV) theory has given a perspective closer to the needs of many organizations dealing with the changing and turbulent markets, focusing on the fundamental role of the capabilities associated with the organization’s capabilities and resources and its ability to sense and learn about the acquisition and some of the opportunities emanating from the current capabilities

1- The concept of dynamic capabilities

Capability defined by (Schoemaker, 1993: 35) as the ability of an organization to distribute the resources it usually possesses in a specific format using organizational processes to accomplish the goals required of them, and (Day, 1994: 38) defined it as a complex set of skills and accumulated knowledge practiced through Accurate processes that enable organizations to coordinate their work and benefit from their resources, and the researcher believes that there is a clear difference in looking at the concept of capabilities. (capability).

The difference between ordinary and dynamic capabilities is that the first is operable and is often concerned with technical competence, while dynamic capabilities are to a large extent a plan that aims to achieve evolutionary fitness and aims to do the right things (Karadag, 2019: 12). (Al-Hamiri & Khalil, 2018: 100) stated that dynamic capabilities are an organizational skill that distinguishes the

organization from its competitors, and that skill is used to transform its operational functional resources into dynamic resources to face the continuous changes.

Dynamic capabilities can be defined as a set of strongly coherent capabilities, including (knowledge and skills) needed to address opportunities in the environment and develop a business model that is resilient to renewable life. Dynamic capabilities are not linked to a specific line of business, as they are comprehensive to the organization and can provide sustainable foundations for competitive advantage, disintegrating existing traditional activities, and turning them into strong dynamic capabilities that help shape the ecosystem in their favor by preparing standards that work to develop working methods and complete additional operational improvements. And other means aimed at enhancing efficiency and effectiveness. (Tece, et. Al, 2018: 19). From the point of view (Luthans, 2008), capabilities refer to human attitudes and capabilities and are necessary for the successful completion of the work, so we explain (Lertputtarak)

2- The importance of dynamic capabilities

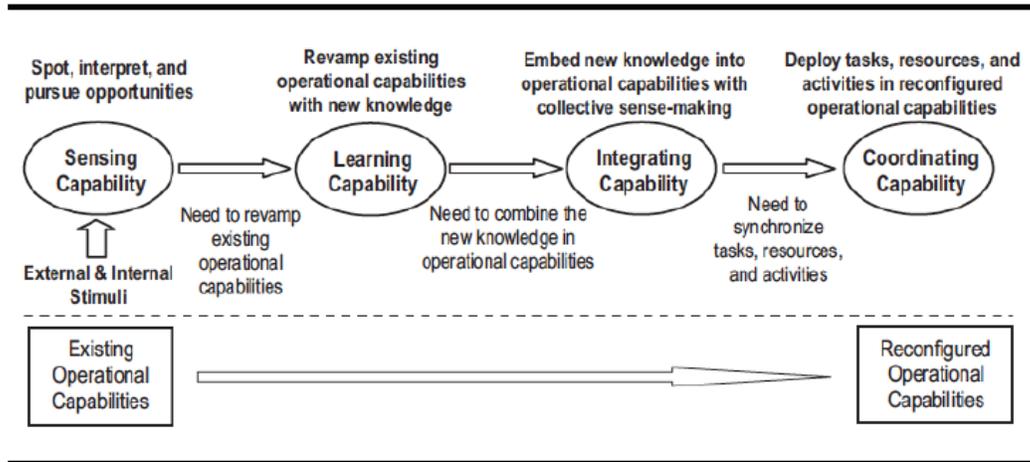
The importance of dynamic capabilities is highlighted through their role in strengthening the organization's strength in its global relations by making use of its internal and external assets and enabling it to coordinate its activities with other organizations and to respond quickly and in a flexible manner to the strategies of competitors at the local and global level (Griffith & Harvey, 2001: 598). It is described as a continuous behavioral orientation for the organization to integrate, reshape, renew and re-create its resources and capabilities, develop and rebuild its core

capabilities (Wang & Ahmed, 2007: 35). Improve their organizational effectiveness.

2- Some models of dynamic capabilities

A- Model (Pavlou & El Sawy, 2011)

The two researchers tried, through the model referred to in Figure (3), to focus on solving the (elusive) black box puzzle represented by dynamic capabilities to help these managers make the right decisions in the turbulent environment, which in turn is reflected in the development of the organization's operational capabilities, and to set an accurate measure of dimensions These capabilities. They indicated that dynamic capabilities consist of five dimensions, namely: sensing, learning, integration, coordination, reshaping resources, and they stated that sensing (is the ability of an organization to identify, follow up and interpret opportunities in the external environment). As for learning, it is (the ability that helps the organization to renew current capabilities with new knowledge). While integration refers to (the ability of the organization to integrate new knowledge into the new operational capabilities through achieving a common understanding and a collective sense among the members of the organization). They defined coordination capabilities as (the ability to coordinate and deploy tasks and resources in new operational capabilities). Finally, they pointed out that resourcing is a second-class capacity and that all the above capabilities are aimed at achieving it successfully to positively influence the operational capabilities of the organization. As shown in Figure (1) (Pavlou & El Sawy, 2011: 239).



B- The model (Meirelles & Camargo, 2014)

To illustrate the mechanism of the dynamic capabilities work (Meirelles & Camargo, 2014) proposed a conceptual and practical model based on three main parts: skills, routines and processes, and learning mechanisms, explaining that dynamic capabilities are the result of actions and skills of change and creativity that is related to the organization’s operations and its routine supported by learning and knowledge management. In addition, they clarified that there are describing indicators or indications for its work, including the generation of ideas, organizational changes, innovation, and the development of new markets (Mesquita, et.al, 2017: 20). Figure (2) shows these elements:

3- Types of dynamic capabilities

Researchers and writers differed in determining the types or components of dynamic capabilities, and according to their intellectual and theoretical directions. ... etc from other dimensions.

This research was based on the five dimensions agreed upon by most writers and researchers, namely: (sensing, learning, integration, coordination, reshaping resources or arrangement).

Which we will deal with as shown in the following: -

- **Sensing capabilities**

The ability to sense is the starting point, as it is the point at which the needs or potential opportunities for change are identified based on changes in the

business environment. However, the need or opportunity for change is not determined solely by changes in the external environment. Rather, it depends on the current state of resources and capabilities as well. This position determines whether there is a need to build, expand or modify current capabilities, or that the organization is able to face emerging challenges based on current capabilities. Therefore, it is not sufficient to survey the external environment. Rather, the organizations must Also monitoring the internal environment (Barreto, 2010: 259).

- **Learning Capabilities**

The ability to learn is a major means of achieving continuous renewal, as innovation requires that organizations explore new ways they learn and at the same time exploit what they have already learned. (Protergerou, 2011: 619) Dynamic capabilities often emerge from learning procedures, as they form the systematic methods of the organization to modify procedures. (Hertog, 2010: 505) We can make dynamic capabilities more prominent through the learning process that generates new knowledge (Giniuniene & Jurksiene, 2015: 986) through four sequential stages, namely (knowledge acquisition, assimilation,

transfer, and then exploitation) Pavlou and Sawy (2011: 244)

- **Integration capabilities**

Integration refers to how managers coordinate and integrate knowledge within an organization. This process includes all activities, both internal and external. Examples of external activities are (the relationship of the organization with the beneficiary or the customer, technological cooperation, etc.). As for the internal activities, they are (procedures for developing services or products, making strategic decisions) through which managers usually combine their managerial experiences and their functional skills to make strategic decisions (Akwel, 2007). : 38), and integration is the activity carried out by the organization to obtain, absorb and develop new resources, such as acquisitions or alliances to obtain technology to generate new procedures (Wall, et.al, 2010: 19).

- **Coordination capabilities**

Coordination focuses on how to effectively plan and organize the resources and activities of the organization (Wall, et. Al 2010: 19). Coordination is the ability to coordinate tasks, resources and activities in operational capabilities. (Pavlou & Sawy, 2011: 244) It was explained (Teece, 1997) that the lack of effective coordination explains why slight technological changes have devastating effects on organizations, so the importance of coordination comes as an important element that helps to bring about organizational change (Protogerou, 2011: 6) Coordination processes are a necessary need to prepare external resources as they work to enhance the speed and efficiency of dealing with resources for internal use (Ridder, 2012: 42)

- **Resource reordering capabilities**

When dealing with the changing environment, we need to reconfigure or arrange human resources or ecosystems of those resources to fully benefit from new business models, and this is called organizational renewal. It includes internal organizational change and external impacts of the ecosystem, and with the advent of advanced technology and organizational infrastructure for e-commerce, Apple realized early on that promoting music and video downloads requires the cooperation of stakeholders (recording and publishing

companies) and taking precautions against digital piracy and its destructive impact. Apple has to transform itself from a product-dependent company to an organization that cares about and focuses on the ecosystem and cares for application developers to achieve success in the business model, bringing in partners by reconciling interests, instilling trust, bridging differences, and engaging in discussions, and the transformative business model has become the standard. Actual in Apple (Schoemaker, et .al, 2018: 22)

Second: - Succession planning

In recent times, many changes have occurred in the jobs sector, whether in the private or public sectors due to globalization, which has brought about a continuous change in jobs to suit global requirements and keep abreast of the latest technological and economic developments in the world, in addition to the time factor that has resulted in the leaders 'arrival in the referral phase for retirement, resignations and termination. Services, and in view of the fact that many leadership positions are sensitive and cannot be empty in any way, so it was necessary to seek help from those who are specialists in the "succession planning" function, which is concerned with providing an efficient and qualified alternative to replace the leader who left or will leave For whatever reasons, and in this way this activity will ensure the continuity of work without interruption and ensure the provision of efficient alternatives.

1- The concept of succession planning

Succession planning is not a new concept, it was (Henry Fayol) among those who recognized the global organizational need (1841-1925) through his fourteen principles, and it was announced directly in the twentieth century and is widespread today.

Succession planning is the process that helps stabilize managerial positions. It is an effort designed to ensure the continued effective performance of the organization, department, or group by providing, developing and replacing key people over time in accordance with the strategic direction of the organization. (Rothwell, 2010,6)

2- The importance of succession planning

It is no secret for everyone to know the importance of succession planning in all organizations and the provision of alternate leaders for vacant jobs, whether those organizations are governmental, private, productive or service, and we will address in the following paragraphs some of the things that demonstrate this importance: -

- A- Succession planning helps you take a more strategic approach to developing leadership skills, and evaluating individuals' skills and it may be more important because the retirees retain vital organizational knowledge that they transfer to the current individuals being ready to go at any time and leave work and change is expected to happen in the organization (Monika, 2015,4)
- B- It helps in improving the organization's reputation, if the two employees realize their organizations are concerned with their future career, they will be a good tool for promoting the organization in all societies and places in which it is located, which ultimately leads to improving the image of the organization and its expression. (Friday, 2019, 48)
- C- Succession planning reduces the time and expenditures to attract and recruit abroad. It strengthens the commitment of individuals and increases their motivation to work, reduces the consequences of layoffs, seeks to retain competencies, in addition to developing a different group of talented and competencies of human assets within the organization (Alhassan, 2020,22).

3- Models Succession planning

There are many models that organizations use to implement succession planning, which depend on each of them after we receive a closer look at individuals' goals and their alignment with organizational goals and levels of commitment before choosing the appropriate model.

- Zuleger model, 2016

The model relies on three methods of successive planning, which are not called replacement planning, which involves the development of organizations to create backup or substitutes for key positions, simply naming a substitute for the leader, and the second method is called apprenticeship, and it is one of the methods for developing and preparing workers for their replacements. The third approach is the strategic employment model, which was launched by the American Management Association (Zuleger, 2016.35).

- Model (ALHASSAN, 2020)

The independent variable model illustrates (effective succession planning practices) represented by each of (goal orientation and performance, supervisor support, work environment, rewards, working life policies, career development, and job security) in the dependent variables (personnel retention, organizational effectiveness). Effective succession planning is essential for any organization because it can bring the right person forward into key positions where all business decisions are made. It can increase the chances of people retaining in the organization. ALHASSAN, 2020, 23)

4- steps Succession planning

(Rothwell) depicts the stages of succession planning in the form of a seven-paragraph star according to the following sequence:

The first stage: making commitment: In this stage, the decision-makers in the organization should commit to the measure of succession planning, management and setting the program necessary for implementation. This is a leap in belief in the value of the planned approach over the unplanned approach.

The second stage: the evaluation of the current work (individuals, requirements): the decision-makers in this stage must evaluate the current work requirements, mainly the job sites. Only in this way can individuals prepare to progress in some way that is strongly based on the work requirements. In this step, decision-makers should clarify where the key leadership positions are located in the organization and apply one or more approaches to determining business or competency requirements. And the transition to the latest methods for key individuals who are exceptionally difficult to replace due to their unique talents.

The third stage: assessing the performance of individuals: In this stage, we have to know how well individuals are currently performing their jobs? The answer to this question is crucial because most succession planning programs assume that individuals must do their jobs well in order to qualify for advancement. As part of implementing this step the organization should also start creating a list of talent so that it is clear, what human assets are actually available.

The fourth stage: assessing future work and personnel requirements by predicting what the work will be in the future or what are the competency requirements for key leadership positions in the future? To answer this question, decision-makers should make an effort to assess future business requirements and competencies to align with the strategic direction of the organization. In this way, future leaders may be prepared to deal with changing requirements and organizational strategic goals

Fifth stage: assessing individual future potential, how willing are individuals to advance? What talents do they possess, and how talented do they possess for future job requirements? To answer these questions, the organization should establish an objective process, or series of processes, to assess individual future capabilities. This future-oriented process should not be confused with evaluating individuals' past and present performance.

Sixth stage: closing the development gap, how can the organization meet succession planning needs by developing people internally or by using other means to meet succession needs? To answer this question, the organization has to establish an ongoing program to develop leadership and create future leaders internally. And decision-makers to explore traditional alternatives and methods of promotion from within to meet the needs of succession.

The seventh stage: evaluation of the succession planning program, for improvement, the succession planning

program is subject to continuous evaluation to evaluate how well it is doing. This is the seventh and final step of prototyping. Use the evaluation results, in turn, to make continuous improvements to the program and to maintain the commitment of the succession planning approach. (Rothwell, 2010: 45)

THE THIRD UNIT - THE RESEARCH PRACTICAL FRAMEWORK

This chapter is to test the main research hypothesis and the sub-hypotheses emanating from it, which states:

There is a significant impact of the types of dynamic capabilities of human resources in the succession planning stages) and the following sub-hypotheses emerged from them:

- 1- The first sub-hypothesis, which states: (There is an influence that has a moral significance for the ability to sense in the succession planning stages).
- 2- The second sub-hypothesis, which states: (There is an effect of the moral significance of the ability to learn in the stages of succession planning).
- 3- The third sub-hypothesis, which states: (There is an effect of the moral significance of the ability to integrate in the succession planning stages).
- 4- The fourth sub-hypothesis, which states: (There is an effect of the moral significance of the ability to coordinate the stages of succession planning).
- 5- The fifth sub-hypothesis, which states: (There is an effect of moral significance of the ability to rearrange resources in the succession planning stages).

Table (1)

Estimating the parameters of the simple linear regression model to measure the effect of the types of dynamic capabilities of human resources in the succession planning stages

INDICATION	Sig)F(R ²	THE VALUE OF THE MARGINAL SLOPE COEFFICIENT	STATIC LIMIT VALUE (A)	DEPENDENT VARIABLE	INDEPENDENT VARIABLE TYPES OF DYNAMIC CAPABILITIES OF HUMAN RESOURCES
		TABULAR	CALCULATED					
MORALE	0.000	1.92	16.832	0.530	1.147	0.704	Succession planning	SENSING ABILITY
	0.000		21.519	0.578	0.894	0.146		LEARNING ABILITY
	0.003		9.758	0.430	0.003	1.033		INTEGRATION ABILITY
	0.001		11.527	0.460	1.476	0.013		COORDINATION ABILITY
	0.000		34.492	0.667	1.061	0.230		ABILITY TO RESHAPE RESOURCES
	0.000		29.122	0.635	0.240	1.298		THE DYNAMIC CAPABILITIES OF HUMAN RESOURCES

From the results of Table (1), we test the sub-hypotheses that stem from the main hypothesis, as shown in the following:

1- The first sub-hypothesis test, which states:

(There is a significant effect of sensing ability in succession planning stages)

Table (1) shows the following results:

1- The calculated value of (F) for the sensing capacity (x1) (16.832) is greater than the tabular value of (F) of (1.92) at a significant level (0.000), which reflects the presence of a high impact of this type of capabilities in the succession planning stages.

2- The value of the fixed term (A) is (0.704) and is evident through the value of the marginal slope coefficient () of (1.147). These values reflect the effect of this type of capacity in the succession planning stage.

3- Through the value of the coefficient of determination (R2) of (0.530), it becomes clear that the sensing power (x1) explains (53%) of the changes that occur in the stages of succession planning (y). As for the remaining percentage, it is due to the contribution of other variables not included in the current research scheme. With a high degree of morale, he accepts the first sub-hypothesis of the main hypothesis, which states:

(There is a significant effect of sensing ability in succession planning stages).

The second sub-hypothesis test: (There is a significant influence on the ability to learn in the stages of succession planning)

Table (1) shows the following results:

1- The calculated value of (F) for learning ability (x2) (21,519) is greater than the tabular value of (F) of (1.92) at the level of significance (0.000), which reflects the presence of a high impact of leaders 'values in succession planning stages.

2- The value of the constant term (A) is (0.146) and it is evident through the value of the marginal slope coefficient () of (0.894), which are two values that reflect the influence of the ability to learn in the stages of stitching the sequence, and that increasing the values by one unit will lead to an increase in the contribution to implementation Succession planning program (89%). This indicates the presence of impact.

3- Through the value of the coefficient of determination (R²) of (0.578), it becomes clear that the ability to learn (x₂) explains (58%) of the changes that occur in the stages of succession planning (y). As for the remaining percentage, it is due to the contribution of other variables not included in the current research scheme with a high degree of morale. Therefore, the second sub-hypothesis is accepted from the main hypothesis, which states:

(There is a significant influence of learning capacity in succession planning stages)

The third sub-hypothesis test: (There is a significant effect of the ability to integrate in the stages of succession planning)

Table (1) shows the following results:

1- The calculated value of (F) for the ability to integrate (x₃) (9.758), which is greater than the tabular value of (F) of (1.92) at a significant level (0.002), which reflects the presence of a high impact of this type of ability in the succession planning stages.

2- The coefficient of determination between them reached (R²) (0.430), meaning that the ability to integrate contributes to succession planning stages with this percentage (43%) and that the rest of the percentage is due to variables outside the limits of the current research.

3- The value of the constant term (A) was (1.033) and is evident through the value of the marginal slope coefficient () of (0.003). These two values reflect the presence of the effect of the ability to integrate in the succession planning stages. The stages of succession planning and therefore accept the third sub-hypothesis of the main hypothesis, which states:

(There is a significant effect of integration in succession planning stages).

The fourth sub-hypothesis test: (There is a significant influence of the ability to coordinate in succession planning stages)

Table (1) shows the following results:

1- The calculated value of (F) for coordination ability (x₄) (11,527), which is greater than the tabular value of (F) of (1.92) at a significant level (0.001), which reflects the presence of a high impact of coordination capacity in the succession planning stages.

2- The coefficient of determination between them reached (R²) (0.460), meaning that the ability to coordinate contributes to the succession planning stages with this high percentage, which exceeds half the contribution, and that the rest of the percentage is due to variables outside the limits of the current research.

3- The value of the constant term (A) is (0.013) and is evident through the value of the marginal slope coefficient () of (1.476), which are two values that reflect the presence of the influence of the ability to coordinate in the stages of succession planning. Accordingly, the fourth sub-hypothesis is accepted from the main hypothesis, which states:

(There is a significant influence of the ability to coordinate in the stages of succession planning).

The fifth sub-hypothesis test: (There is a significant effect of the ability to reconfigure resources in succession planning stages)

Table (1) shows the following results:

1- The calculated value of (F) for the ability to reconfigure resources was (x₅) (34.492), which is greater than the tabular value of (F) of (1.92) at a significant level (0.00), which reflects a very high impact of the ability to reconfigure resources in the planning stages. Successions.

2- The coefficient of determination between them reached (R²) (0.667), meaning that the ability to reconfigure resources greatly contributes to the stages of succession planning, and this high percentage affects the succession planning stages by more than the remaining half due to variables outside the limits of the current research.

3- The value of the constant term (A) is (0.230) and is evident through the value of the marginal slope coefficient (β) of (0.061), which are two values that reflect the presence of the effect of the ability to reconfigure resources in the succession planning stages. In the stages of succession planning, and accordingly, the fifth sub-hypothesis is accepted from the main hypothesis, which states: (There is an influence of significant significance for the ability to reconfigure resources in succession planning stages)

In light of the above analysis, it can be said that the main hypothesis and its branches have been achieved according to what is mentioned in the above analysis, which states:

(There is an influence of the types of dynamic capabilities of HR in the succession planning stages)

From the results of Table (1) it is clear:

1- The most influential type in the stages of succession planning is the ability to rearrange the resources, as the calculated value of F reached (34.492), which is much higher than the tabular value (1.92), which indicates the effect of this type in all stages of succession planning because the rearrangement and formation have the largest role. In implementing each stage of succession planning.

2- The least influential species compared to the rest of the types is the ability to integrate, as the calculated value of F was (9.758), which requires increased attention to this ability to have the most influential role in the succession planning stages.

FOURTH UNIT

CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions:

1- Babil Health Department is concerned with dynamic capabilities, but it is not effective and influential on the ground, and the researcher believes that the main reason for this is the department's focus on operational capabilities (routine) and neglecting dynamic capabilities, in addition to the weakness of specialized (administrative) leaders. Filling the senior positions by doctors is not sufficient in order to improve the level of the department and turn it into a circle capable of adapting to the changes in a dynamic way. Knowing that there are many doctors who have obtained a

higher diploma in hospital management, the department could have invested them in those higher positions.

2- We find that the capabilities in the department are mainly concerned with the implementation of daily activities and following up on the implementation of the plan as it is written and without change or diligence in anticipation of accountability. And most of the services it provides are similar to the previous services that it provided in the past years. This is shown by the interviews conducted by the researcher and the field survey of the Health Department.

3- The results of the research showed that the more the department seeks to pay attention to the dynamic capabilities of human resources, the more clear its influence in the succession planning stages. That is, dynamic capabilities have an effective and influential role in succession planning stages and in the degree of their effectiveness, according to the results of the analysis in Table (1) in which the ability to reconfigure resources ranked at the highest levels of influence, especially in the stage of assessing future individual capabilities, the ability to learn and the third rank is ability On sensing, the ability to coordinate ranked fourth, and the capacity for integration came in last place in terms of influencing succession planning stages compared to the rest of the values, and the individual performance stage was the lowest among the rest of the stages.

Second: Recommendations:

1- Assigning graduates of Hospitals Management to manage health organizations because they are more experienced in administrative aspects, and the role of doctors remains to provide health care and not to administrative matters.

2- Interest in sensing environmental changes and reviewing them periodically, knowing their effects on the department, through continuous follow-up of events and identifying a cadre concerned with follow-up matters for environmental developments inside and outside the department.

3- Adopting effective procedures for the learning process and providing the material and moral support necessary for the continuation of the learning process, through the help of researchers, whether from within the department from its exit to conduct scientific research and reducing the routine

links in the Department of Research and Development of the Department of Health and the lengthy procedures for the study and the approval of the study department.

4- As a result of weak and weak understanding of the role of the ability to reconfigure resources, the department

should have a special division or division in the process (creation of units and divisions), the task of this unit in cooperation with the Human Resources Unit and strategic planning (integration and creation of units, people and divisions) and the re-arrangement of human resources.

REFERENCES

- 1- Al-Qaisi, Fadhil Hamad, Al-Taie, Alaihsun (2014) "Strategic Management. Theories. Entries. Examples and Contemporary Issues" First Edition, Dar Saffa for Publishing and Distribution - Amman
- 2- Al-Hamdani, Hatem Ali Abdullah - The Impact of Knowledge Sharing on the Sustainability of Dynamic Capabilities - Research and analysis of a sample from the Baghdad College of Economic Sciences, University - Journal of the Baghdad College of Economic Sciences, Issue Fifty-Fourth, 2018.
- 3- Al-Hamiri, Bashar Abbas & Khalil, Muhammad Jassim - The relationship of social capital with the dynamic capabilities and its impact on the leadership of the organization / an exploratory study published in the Journal of the Faculty of Management and Economics - Volume 10 - Issue 3-2018.
- 4- Al-Enezi, Saad Ali & Al-Khalidi, Awwad, Kazem & Pharaoh, Muhammad Thabit - Building human resource capacity and its role in developing the model of smart organizations, research and application of mobile telecommunications companies in Iraq (Zain Iraq - Asseel - Korek) -2015 -Grill Magazine for Economic and Administrative Sciences - Vol.
- 5- Akwel, Cynthia, A.,(2007).(The process of creating dynamic capabilities) . Doctoral thesis submitted in partial fulfilment of the requirements for the award of PhD of Loughborough University
- 6- Amit, R., & Schoemaker, P. J , (1993) ,"Strategic Assets And Organizational Rent" , Strategic Management Journal, 14(1), Pp: 33-46.
- 7- Barreto, I. (2010), "Dynamic Capabilities: A Review of Past Research and An Agenda for the Future", Journal of Management, Vol. 36, No.1, pp. 256-280.
- 8- Day ,G. S, (1994), "The Capabilities Of Market-Driven Organizations " , The Journal Of Marketing, Pp: 37-52
- 9- Friday, Edeh Ogbu. Employee Training and Succession Planning of Selected Deposit Money Banks in Abia State, SEISENSE Journal of Management Vol 2 No 1 (2019): DOI: <https://doi.org/10.33215/sjom.v2i1.80> , 47-56 Research Article.
- 10- Giniunienea Jurgita and Lolita Jurksienė,(2015),(Dynamic Capabilities, Innovation and Organizational Learning: Interrelations and Impact on Firm Performance),Procedia - Social and Behavioral Sciences 213,Available online at www.sciencedirect.com. Wall Stuart , Zimmermann Carsten , Klingebiel Ronald.
- 11- Griffith, David A., and Harvey, Michael G. (2001), "A Resource Perspective of Global Dynamic Capabilities", Journal of International Business Studies, Vol. 32, No. 3, pp. 597-606
- 12- Hertog Pim den, AaWietze van der and Jong Mark W. de ,(2010),(Capabilities for managing service innovation: towards a conceptual framework), Journal of Service Management, Vol. 21 No. 4.
- 13- Karadag Hande , Journal of Social and Administrative Sciences www.kspjournals.org Volume 6 March 2019 Issue 1,p13
- 14- Mesquita, D. L., Borges, A. F., Santos, A. C. D., Sugano, J. Y.,&Veloso,T.C.(2017) , "Dynamic Capabilities In Automotive Pollutants Reduction Technologies: Case Study " , Ram. Revista De Administração Mackenzie, 18(3),Pp: 15-41.
- 15- Monika Frick-Becker.. The Importance and Benefits of Succession Planning)- The reort manage future business MFB customer magazine – www.mfbresultants.com Issue 21 – Spring 2015.(NHS Leadership Academy 2015. Talent and Talent Management Insights).
- 16- Pavlou, Paul A., and El Sawy, Omar A. (2011)," Understanding the Elusive Black Box of Dynamic Capabilities", Decision Sciences Journal, Vol. 42, No. 1, pp. 2 39-273.

- 17- Protogerou Aimilia, CaloghirouYannis and Lioukas Spyros ,(2011), (Dynamic capabilities and their indirect impact on firm performance),Industrial and Corporate Change, Volume 21, Number 3f
- 18- Ridder ,Ann-Kristin.(2012). (External Dynamic Capabilities: Creating Competitive Advantage. in Innovation via External Resource Renewal)..Working Paper, School of Business and Economics, Maastricht University. Electronic copy, Published online
- 19- Salunke, S; Weerawardena, J & McColl-Kennedy, R. (2011). Towards a model of dynamic capabilities in innovation-based competitive strategy: Insights from project-oriented service firms. *Industrial Marketing Management*, 40: 1251–1263
- 20- Schoemaker Paul J. H. 1, Heaton2 Sohvi,3,and Teece3 ,David 4- Innovation, Dynamic Capabilities, and Leadership California Management Review-2018, Vol. 61(1) 15–42-© The Regents of the University of California 2018-Article reuse guidelines :sagepub .com/journals- permissions DOI: 10.1177/ 0008125618790246 -journals .sagepub .com/home /cmr .
- 21- Stephanie Zuleger- IDENTIFYING IMPEDIMENTS OF SUCCESSION PLANNING IN CREDIT UNIONS A dissertation submitted in partial satisfaction of the requirements for the degree of Doctor of Education in Organizational Leadership- Pepperdine University Graduate School of Education and Psychology-November, 2016.
- 22- Succession Planning Michigan plan Tool Kit,CS-1799 7/2007
- 23- Teece,david Paul J. H. Schoemaker1,and Sohvi Heaton Innovation , Dynamic Capabilities, and Leadership California Management Review 2018, Vol. 61(1) 15–42© The Regents of the University of California- 2018- Article reuse guidelines :sage pub .com/ journals-permissions DOI: 10.1177 /00081 25618790246-journals.sagepub.com/home/cmr
- 24- UL HASSAN- SYED NAJAM - Impact of Effective Succession Planning Practices on Employee Retention: Exploring the Mediating Roles- International Journal of Human Resource Studies ISSN 2162-3058-2020 ,Vol. 10, No. 2
- 25- Wall Stuart , Zimmermann Carsten , Klingebiel Ronald, Lange Dieter and Edward Elgar,(2010),(Strategic Reconfigurations Building Dynamic Capabilities in Rapid Innovation-based Industries),Printed and bound by MPG Books Group, UK
- 26- Wang,C.L and Ahmed, P. K. ,(2007), Dynamic capabilities: a review and research agenda, *International Journal of Management Reviews*, Vol.9 (1), pp. 31–51
- 27- William J. Rothwell- Effective Succession Planning Fourth EDITION Ensuring Leadership Continuity and Building Talent from Within American Management ssociation New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco Shanghai • Tokyo • Toronto • Washington, D.C., NY, 2010 - 447 p