Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

# The Impact of Succession Planning on Enhancing Organizational Reputation: An Empirical Study at Zain Iraq Telecommunications Company

***Dirgham Mohsin Jabbar***
*Iraqi Ministry of Education*
*Email: dirgham.iq@gmail.com*

**Abstract**
This study measures and analyzes the impact of succession planning practices (top management support, competency identification and talent development and preparation dimensions in Rothwell model) on organizational reputation through its four dimensions (governance, leadership, workplace environment and performance) based on RepTrak framework in Zain Iraq Telecommunications Company. The main problem was reflected in the gap between leadership replacement mechanisms and successor leaders' preparation to respond to the rapid changes that characterize competitive environments in the telecommunication sector. To achieve the goals of the study a descriptive-analytical approach was used and purposive sample of 168 respondents from leadership, executive, administrative and technical staff of the company was selected. Primary data were collected through questionnaire using SPSS v.28 by descriptive statistical measures, Pearson correlation coefficient and simple linear regression analysis. Results showed significant positive correlation and statistically significant effect of succession planning on organizational reputation. Succession planning explained 55.1% of the variance in organizational reputation ($R2 = 0.551$, $F = 203.35$, $p < 0.001$). The competency identification dimension had the strongest effect on governance and performance whereas talent development had the greatest impact on workplace environment. Thus the study concludes that when succession planning practices are systematically applied organization stability and readiness increase which is reflected positively in the company's organizational reputation. As such the study suggests setting up a special succession management unit and developing a digital competency management system to support sustainability of future leadership.

**Keywords:** Succession Planning, Top Management Support, Competency Identification, Organizational Reputation, Telecommunications Sector.
**JEL Classification:** M12, M14, O15, L96.

## 1. Introduction

Today's business organizations (especially in the telecommunications and information technology industries) are undergoing rapid structural changes as a result of technological and economic developments on a continuous basis. These developments force organizations to change their managerial strategies so that they can survive and remain competitive; survival and excellence depend increasingly on human capital efficiency, leadership continuity and development of promising talent. In this context succession planning has become one of the most important strategic management philosophies — it is not just about

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

filling unexpected vacancies but becomes an organizational process built upon top management support, accurate identification of competencies and capabilities and development of internal talent to ensure uninterrupted leadership and knowledge continuity. Since organizations do not exist in isolation from their stakeholders organizational reputation has become an intangible strategic asset that measures the trust of stakeholders and employees on governance, leadership effectiveness, workplace environment and operational performance. A strong organizational reputation increases market value and competitive standing within both internal and external environments. Although succession planning is recognized as important, many organizations still lack preparation of second line employees for future leadership positions which can undermine organizational stability and competitive positioning. Hence the research problem is how succession planning practices (Rothwell model dimensions top management support, competency and capability identification; talent development and preparation) impact organizational reputation through RepTrak model dimensions (governance, leadership, workplace environment and performance). Zain Iraq Telecommunications Company was selected as the field of application for this study because it is the leading company in telecommunications sector and its operational roles are strategic. Scientifically validated questionnaire was distributed to a sample of 168 respondents (managers and organizational personnel) within the company. Scientific and practical significance of this research is that knowledge gap exists on how succession planning policies influence organization reputation building in Iraqi telecommunications sector. In this context the aim of this study is to examine whether succession planning influences organizational reputation in Zain Iraq Telecommunications Company.

## 2. Literature Review

### 2.1 Succession Planning

2.1.1 Conceptual Development and Critical Review of Succession Planning

In contemporary management literature succession planning is understood as a process that promotes continuity in the workforce and organizational stability: it is any systematic effort to ensure effective continuity of an organization, department or work group over time (provision, development, replacement and deployment of key personnel) by identifying those positions where managers are needed at all levels from project managers and supervisors to highest executives; maximum flexibility for horizontal managerial mobility; and that as employees move up the seniority ladder their managerial competencies become more general (not departmental oriented) [1]. Charan et al. [2] define succession planning as renewal of an organization in which high performing talent is continually supplied into the pipeline of the organization so that there is always enough leaders at every level to meet not only current but also future organizational needs. This view sees succession planning as a managerial pathway that improves organizational performance over time. Garman & Glawe [3] define succession planning more succinctly: “It is a structured process of identifying and preparing potential successors for new organizational roles.” This definition is short but it does not have the future-oriented perspective or strategic depth that the definition by Charan et al. has (which views future leadership continuity in a broader and more comprehensive way) [4]. The concept has been further developed in recent literature to reflect

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

realities of work environments. Succession planning is no longer about finding specific people for specific positions but rather creating a "high-potential talent pool" at all levels of the organization to deal with environmental uncertainty and organizational turbulence (so competitive advantage is sustained, developmental needs are identified accurately, risks of unexpected vacancies are reduced and long term sustainability of organisation is supported [5]). Therefore this paper takes the broader definition that combines leadership continuity with systematic development of internal talent.

### 2.1.2 Dimensions of Succession Planning According to Rothwell Model

Because the concept is diverse and evolving succession planning should not be considered an administrative procedure but a strategic multidimensional organizational practice. The Rothwell model [1] identifies three principal and interrelated dimensions that comprise an effective succession planning system:

**Top Management Support**

Commitment and involvement by top management and the board of directors are the bedrock and source of legitimacy for any succession planning program since it provides the financial and operational resources needed to implement planning as well as ongoing monitoring so that planning becomes a sustainable managerial practice [1]. The literature also notes that when senior management takes on supervisory responsibilities and budgets for succession it sends positive signals throughout the organization, builds employee confidence and broad institutional commitment to leadership replacement and continuity programs [6].

**Competency Identification**

This dimension is based on scientific and objective assessment of skills, behaviours and leadership experiences required for critical positions in organisations (needs today as well as future strategic directions) [1]. Competency assessment and identification of skill gaps are key criteria to distinguish between average performers and top talent. This way leadership ready successors can be identified and future organizational needs can be met fairly and objectively [4].

**Talent Development and Preparation**

This dimension turns top management commitment and competency identification into developmental programs (specialized training, employee empowerment, systematic job rotation, transfer of tacit knowledge) that close developmental gaps and build an internal pipeline of talented employees and future leaders [1]. IDPs and mentoring programs are consistently shown in the literature to accelerate readiness of second-line employees, preserve organizational memory and increase retention of highly skilled personnel [7].

## 2.2 Organizational Reputation

### 2.2.1 Conceptual development and critical review of organizational reputation

Organizational reputation is the cumulative mental picture formed by stakeholders about an organization's performance and institutional behaviour over time, based on how credible, reliable and service quality the organization is relative to competitors operating within that same environment [8]. The concept has been re-shaped in management thinking and is now seen as an intangible asset that preserves the market position of an organisation and gives a sustainable

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

competitive advantage. Organizational reputation is also viewed as an evaluative judgment (financial performance, social responsibility etc.) and overall public perception [9]. This view is supported by studies that define reputation as an emotional bond (trust and esteem stakeholders and employees build through their direct experiences with an organization) [10]. Management literature also views organizational reputation from several complementary perspectives. Reputation is often viewed as cumulative evaluation resulting from the continuous alignment between internal identity experienced by employees (what they see when they work for the organisation) and external image perceived by customers and society over time (what they see when they buy from/use the organisation) [11]. It is also a reputational asset because stakeholders believe in the leadership capability, ethics and credibility of organizational outcomes relative to competitors [12]. Reputation is also collective belief that the organization can deliver on future commitments (and meet stakeholders' strategic expectations) while meeting quality and ethics standards [13]. These perspectives all imply that organizational reputation is a multidimensional perception developed by stakeholder groups (employees included) so we measure organizational reputation in the present study from the point of view of internal organizational members. Operationally, organizational reputation is defined in this study as employees' perceptions of their organization's reputation in terms of governance, leadership, workplace environment and performance measured through the sixteen questionnaire items developed for this variable.

### 2.2.2 Dimensions of Organizational Reputation According to RepTrak Model

The RepTrak model is widely regarded as one of the most comprehensive and methodologically rigorous frameworks for measuring and monitoring organizational reputation in contemporary management research literature: it goes beyond general impression of reputation by providing a structured measurement framework linking organizational stimuli and information with stakeholders' emotional and behavioural responses [14]. Although the comprehensive RepTrak framework has seven dimensions (Products and Services, Innovation, Workplace, Governance, Citizenship, Leadership and Performance), empirical studies usually mention four core dimensions that form the basis of organizational reputation and its strategic value [15] [16]. These four dimensions explain the structural components of organizational reputation and their mechanisms of influence as follows:

**Governance**

Governance refers to the degree to which an organization is transparent, honest and fair and complies with applicable laws and regulations [15]. Empirical evidence shows that good governance reduces information asymmetry between organizations and stakeholders (trust), legitimacy (credibility) and internal/external credibility of organisations (legitimacy)[17].

**Leadership**

Leadership is stakeholders' confidence in the competence of the executive and managerial team, clarity of strategic vision and ability to manage organizational resources in dynamic business environments [8]. Research shows that inspirational and trustworthy leadership increases organizational prestige and credibility and is a key determinant of organizational excellence and success [17].

**Workplace Environment**

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

Workplace environment is the extent to which an organization provides a safe, fair and motivating climate that promotes employee well-being and professional growth [8]. The literature is unanimous in stating that a positive internal environment increases job satisfaction and organizational commitment; employees become real organizational ambassadors who communicate quality of organization and are first line of defense in building and strengthening external reputation [18].

**Performance**

Performance is the ability of an organization to deliver superior financial and operational results that sustain growth and meet customer and stakeholder expectations [15]. Strong financial and operational performance signals that the organizational operating model is effective and stable (positive perceptions about the organization's ability to fulfill future commitments and successfully respond to market demand) [10]. From this discussion we can see that these four dimensions are not independent but work together (not in isolation) to create what could be called an organization's "reputational capital." Governance and workplace environment are internal and ethical foundations of reputation; leadership and performance are strategic and operational strength of the organization. Hence, this study assumes that practices of succession planning (top management support; competency identification and talent development) are reflected in employees' views on governance, leadership, workplace environment and organizational performance. This proposition is tested through the research hypotheses presented in the next section.

## 3. Research Methodology

This study aims to identify and test the causal relationship between succession planning and organizational reputation within Zain Iraq Telecommunications Company by answering field-related research questions and statistically testing the hypotheses proposed. The population of this study was leadership, executive, administrative and technical personnel working for Zain Iraq Telecommunications Company; a purposive sample of 168 respondents was selected (administrative levels, organizational departments, age groups and both genders) as well as diversity in educational attainment from the company's organization reality. Questionnaires were distributed among the respondents so that data on the study variables could be collected. The sample consisted of 14.29% senior management and executive leaders, 33.33% middle and supervisory management personnel and 52.38% operational and technical staff representing all parts of the organization which is a complete and reliable representation of the company's organizational reality. A validated standardized questionnaire consisting of 28 items was developed and distributed across dimensions of the independent variable Succession Planning (based on Rothwell model), namely Top Management Support, Competency Identification and Assessment and Talent Development and Preparation. The dimensions of Organizational Reputation (the dependent variable) were taken from RepTrak model: Governance, Leadership, Workplace Environment and Performance. Responses were measured on a five-point Likert scale. The reliability of the measurement instrument was very high (Cronbach's Alpha coefficients for independent variable 0.812; for dependent variable 0.788). Table (2) shows results. Data were analysed using SPSS Version 28. Descriptive statistics (means, standard deviations and relative importance indices), Pearson Correlation Analysis to determine relationships between variables and Simple Linear Regression Analysis to determine magnitude and explanatory power of effects

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

were used. To solve the research problem and achieve study objectives conceptual framework was developed that showed direct correlation and impact relationship between dimensions of succession planning and organizational reputation (Figure (1)), as shown by the research hypotheses proposed in this study.

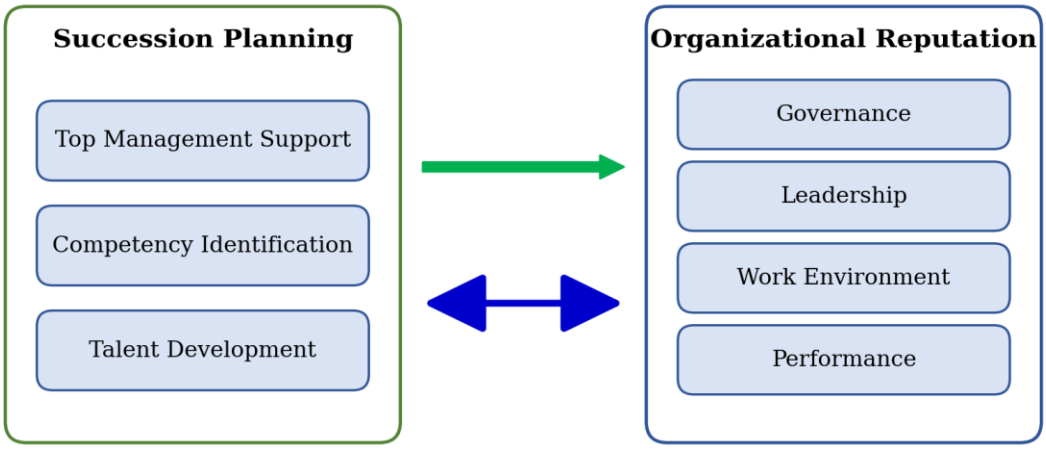



**Figure (1) Conceptual Framework of the Study**

The conceptual model links the three dimensions of Succession Planning (Rothwell model [1] – Top Management Support, Competency Identification and Assessment and Talent Development and Preparation) to the four core dimensions of Organizational Reputation (RepTrak model [8, 14] – Governance, Leadership, Workplace Environment and Performance). In order to achieve the study objectives, the following main and sub-hypotheses were tested at significance level ($\alpha \leq 0.05$): H1: Correlation Hypothesis. There is a statistically significant correlation between the dimensions of succession planning and the dimensions of organizational reputation in Zain Iraq Telecommunications Company. The following sub-hypotheses were derived from this main hypothesis: • H1.1: There is a statistically significant correlation between Top Management Support and organizational reputation and its dimensions.

H1.2: There is a statistically significant relationship between Competency Identification and Assessment and organizational reputation and its dimensions.

H1.3: There is a statistically significant correlation between Talent Development and Preparation and organizational reputation (and its dimensions).

H2: Impact Hypothesis. Succession planning and its dimensions have a statistically significant effect on organizational reputation and its dimensions in Zain Iraq Telecommunications Company. The following sub-hypotheses were derived from this main hypothesis:

H2.1: Top Management Support has a statistically significant effect on organizational reputation and its sub-dimensions.

H2.2: Competency Identification and Assessment has a statistically significant effect on organizational reputation and its sub-dimensions.

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

H2.3: Talent Development and Preparation has a statistically significant effect on organizational reputation and its sub dimensions.

## 4. Results and Discussion

This section presents and diagnoses the study variables by first analyzing collected data using frequency distributions, percentages, weighted means and standard deviations (see next section). Then it examines correlation and impact relationships among the study variables and discusses the findings accordingly. For this purpose the section is divided into four subsections.

### 4.1 Demographic and Occupational Distribution of the Study Sample

The results in Table (1) show that most respondents (73.81%) were males as telecommunications work is more operational and engineering based. Respondents were mostly 35–45 age group (48.81%). The sample was also well educated (92.86% undergraduate or postgraduate), while 64.29 % had more than ten years of service with Zain Iraq so their perceptions about succession planning and reputation are very credible and deep.

| Demographic Variable | Categories | Frequency (N) | Percentage (%) | Empirical Relevance |
|---|---|---|---|---|
| Gender | Male | 124 | 73.81% | Operational field majority |
| | Female | 44 | 26.19% | — |
| Age Group | Under 35 years | 48 | 28.57% | Young talent pool |
| | 35 - Under 45 years | 82 | 48.81% | Dominant professional maturity |
| | 45 years and above | 38 | 22.62% | Senior advisory pool |
| Qualification | Diploma | 12 | 7.14% | Technical staff |
| | Bachelor's Degree | 106 | 63.10% | Academic majority |
| | Postgraduate (MSc/PhD) | 50 | 29.76% | High academic expertise |
| Service Length | Under 5 years | 18 | 10.71% | Recent hires |
| | 5 - Under 10 years | 42 | 25.00% | Mid-career staff |

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

| | | | | |
|---|---|---|---|---|
| | 10 years and above | 108 | 64.29% | Extensive institutional tenure |
| Job Position | Senior / Executive Mgmt | 24 | 14.29% | Executive decision-makers |
| | Middle / Supervisory Mgmt | 56 | 33.33% | Departmental leaders |
| | Technical / Operational Staff | 88 | 52.38% | Frontline execution staff |

**TABLE I. DEMOGRAPHIC AND PROFESSIONAL PROFILE OF RESPONDENTS (N = 168)**

### 4.2 Reliability and Internal Consistency of the Measurement Instrument

To determine the reliability and validity of measurement instrument before descriptive analyses and hypothesis testing were performed Cronbach's Alpha coefficients for all dimensions and variables in the study were calculated (Table (2)). For sub-dimensions Cronbach's Alpha values ranged from 0.765 to 0.810, overall reliability coefficient reached 0.812 for succession planning construct and 0.788 for organizational reputation. All values were above the commonly used threshold of 0.70 indicating high internal consistency, stability and reliability of the measurement instrument. The collected data were thus deemed suitable for subsequent descriptive and inferential statistical analyses. The slightly lower Cronbach's Alpha value of the organizational reputation construct (0.788) compared to performance dimension (0.791) may be due to the multidimensionality of RepTrak model which includes different institutional dimensions (governance, leadership, workplace environment and performance).

| Construct / Dimension | No. of Items | Cronbach's Alpha (α) | Reliability Level |
|---|---|---|---|
| Top Management Support | 4 | 0.782 | Good / Acceptable |
| Competency Identification | 4 | 0.795 | Good / Acceptable |
| Talent Development | 4 | 0.810 | Very Good |
| **Succession Planning (Overall)** | **12** | **0.812** | **High Reliability** |
| Governance (RepTrak) | 4 | 0.765 | Good / Acceptable |

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

| | | | |
|---|---|---|---|
| Leadership (RepTrak) | 4 | 0.772 | Good / Acceptable |
| Workplace Environment (RepTrak) | 4 | 0.784 | Good / Acceptable |
| Performance (RepTrak) | 4 | 0.791 | Good / Acceptable |
| **Organizational Reputation (Overall)** | **16** | **0.788** | **High Reliability** |

**TABLE II. RELIABILITY AND INTERNAL CONSISTENCY OF MEASUREMENT SCALE (N = 168)**

### 4.3 Description and Diagnosis of the Study Variables

**Succession Planning (Independent Variable)**

The descriptive results in Table (3) show that overall level of succession planning implementation in the studied company was high (overall mean score = 3.809, SD = 0.781; relative importance = 76.18%). The dimension Competency Identification and Assessment had a mean score of 3.835; Top Management Support (3.810); Talent Development and Preparation (3.782). These results indicate that senior management is strategically aware of the need to prepare future leaders and leadership continuity. They also show that there is a framework for identifying competencies and capabilities needed at critical positions in an organization. This result is consistent with contemporary management literature (e.g., Roth well model) which views proactive development of human capital as necessary prerequisite for dealing with environmental uncertainty and sustaining effectiveness of organizations.

| Succession Planning Dimensions | Mean | Std. Dev. | Rel. Weight (%) | Level | Rank |
|---|---|---|---|---|---|
| Competency Identification | 3.835 | 0.790 | 76.70% | High | 1 |
| Top Management Support | 3.810 | 0.825 | 76.20% | High | 2 |
| Talent Development | 3.782 | 0.842 | 75.64% | High | 3 |
| **Overall Succession Planning** | **3.809** | **0.781** | **76.18%** | **High** | **—** |

**TABLE III. DESCRIPTIVE STATISTICS FOR SUCCESSION PLANNING DIMENSIONS**

**Organizational Reputation (Dependent Variable)**

As shown in Table (4), organizational reputation in Zain Iraq had a high evaluation level (mean = 3.901; standard deviation = 0.712; relative importance = 78.02%). Performance (3.948) was the highest mean score, followed by Governance (3.912), Leadership (3.885) and Workplace Environment (3.860). These results indicate that strong operational performance and service

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

quality of the company are central to its positive image and reputation among stakeholders. This result is also congruent with RepTrak assumptions (operational excellence and good governance are primary strategic foundations of organizational reputation).

| Organizational Reputation Dimensions (RepTrak) | Mean | Std. Dev. | Rel. Weight (%) | Level | Rank |
|---|---|---|---|---|---|
| Performance | 3.948 | 0.710 | 78.96% | High | 1 |
| Governance | 3.912 | 0.745 | 78.24% | High | 2 |
| Leadership | 3.885 | 0.762 | 77.70% | High | 3 |
| Workplace Environment | 3.860 | 0.780 | 77.20% | High | 4 |
| **Overall Organizational Reputation** | **3.901** | **0.712** | **78.02%** | **High** | **—** |

**TABLE IV. DESCRIPTIVE STATISTICS FOR ORGANIZATIONAL REPUTATION DIMENSIONS**

### 4.4 Hypothesis Testing: Correlation and Impact Analysis Correlation Analysis

Pearson correlation results in Table (5) show significant positive relationships between the dimensions of succession planning and the dimensions of organizational reputation. The correlation coefficients for each dimension ranged from 0.598 to 0.655; Top Management Support had statistically significant positive correlations with all dimensions of organizational reputation (0.598–0.651). These results show that senior leadership in Zain Iraq monitors, prepares and develops second line employees for strategic and critical positions. Furthermore, there was a strong positive correlation between overall succession planning and overall organizational reputation (r = 0.742), meaning that good succession planning has a substantial effect on strengthening organizational reputation and institutional credibility. Therefore the results support acceptance of the first main hypothesis (H1) and all sub-hypotheses (i.e., there are significant correlations between succession planning dimensions and organizational reputation dimensions).

| Succession Planning Dimensions | Governance | Leadership | Workplace | Performance | Overall Reputation |
|---|---|---|---|---|---|
| Top Management Support | 0.624** | 0.651** | 0.598** | 0.638** | 0.685** |
| Competency Identification | 0.640** | 0.632** | 0.612** | 0.655** | 0.702** |

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

| | | | | | |
|---|---|---|---|---|---|
| Talent Development | 0.615** | 0.648** | 0.635** | 0.620** | 0.690** |
| **Overall Succession Planning** | **0.688**** | **0.705**** | **0.672**** | **0.701**** | **0.742**** |
| Sig. Level (2-tailed) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

**TABLE V. PEARSON CORRELATION MATRIX BETWEEN STUDY VARIABLES (** p < 0.01)**

### 4.5 Impact Analysis (Simple Linear Regression)

Table (6) shows the results of simple linear regression analysis on the impact of succession planning on organizational reputation. The results show that succession planning has a statistically significant effect on organizational reputation (F-value = 203.35 > critical value at significance level of 0.000). The coefficient of determination (R2 = 0.551) shows that succession planning explains 55.1% of the variation in organizational reputation for Zain Iraq Telecommunications Company and the rest could be due to other factors not captured by the current model. The regression coefficient (β = 0.742; t = 14.26) also shows that a one standard deviation increase in succession planning leads to a 0.742 standard deviation increase in organizational reputation. These results indicate that succession planning has a strong explanatory power regarding employees' perceptions of organizational reputation and hence acceptance of the second main hypothesis (H2). Moreover, all succession planning dimensions were statistically significant effects (Sig = 0.000) which supported acceptance of the related sub-hypotheses (H2.1, H2.2 and H2.3). Taken together the findings support the view that systematic succession planning practices not only increase leadership continuity and organizational preparedness but also organizational reputation (through governance, leadership effectiveness, workplace environment and organizational performance).

| Model / Variable | Constant (α) | Beta (β) | t-value | $R^2$ | F-value | Sig. | Decision |
|---|---|---|---|---|---|---|---|
| Top Management Support | 1.649 | 0.685 | 12.114 | 0.469 | 146.75 | 0.000 | Accepted |
| Competency Identification | 1.475 | 0.702 | 12.700 | 0.493 | 161.29 | 0.000 | Accepted |
| Talent Development | 1.694 | 0.690 | 12.282 | 0.476 | 150.85 | 0.000 | Accepted |
| **Overall Succession Planning** | **1.324** | **0.742** | **14.260** | **0.551** | **203.35** | **0.000** | **Accepted (H2)** |

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

**TABLE VI. LINEAR REGRESSION ANALYSIS RESULTS FOR IMPACT ON REPUTATION**

## 5. Conclusions and Recommendations

### 5.1 Conclusions

The study concluded that: "Based on the analysis and interpretation of findings, the following conclusions were drawn": • Strategic Awareness: The results show that administrative and technical personnel of Zain Iraq Telecommunications Company are aware of succession planning as a key mechanism for leadership continuity and organizational stability (the overall mean score for succession planning is relatively high (3.809)). • Effectiveness of Succession Planning Practices: Results showed that organizational orientation toward succession planning practices is positive. Competency Identification and Assessment was first dimension (followed by Top Management Support and Talent Development and Preparation); this suggests that the company views succession planning as something it cares about — preparing qualified successors for critical and strategic positions. • Strength of Organizational Reputation: The field results show a strong level of organizational reputation (RepTrak framework) as perceived by employees. Performance and Governance dimensions had the highest ratings which indicate that the company is operational excellence oriented, transparent and accountable to its stakeholders. • Correlation and explanatory power: The analysis showed that succession planning was positively related to organizational reputation ($r = 0.742$) and that succession planning explained 55.1% of the variance in organizational reputation. This indicates that investment in future leaders is a driver of trust and reputation as employees perceive it.

### 5.2 Recommendations

Based on the findings and conclusions of the study the following recommendations are made: • Digital Talent Management Platform: Since Dimension of Competency Identification and Assessment was identified as one of the most important success drivers in this study, we suggest that senior management of Zain Iraq Telecommunications Company create an advanced objective digital system to accurately identify competency and skill gaps so that successors for leadership and critical positions can be selected on scientific transparent criteria (no personal judgment or bias). • Strengthening Individual Development Mechanisms: As Talent Development and Preparation dimension had the lowest mean among all succession planning dimensions (and operational and technical employees were more than half of study sample), the research suggests that succession planning should be expanded to operational and technical employees. More attention should be paid to IDPs, specialized training programs, systematic job rotation practices so that leadership knowledge flows continuously across all organizational departments. • Leverage Experienced Personnel: The study calls for more senior leaders and experienced employees to be involved in formal mentoring programs for high-potential successors as well as in policy development around succession planning (tacit knowledge transfer, organizational memory preservation; long term effectiveness of leadership continuity efforts).

## References

[1] W. J. Rothwell, "Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within."

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

[2] S. T. Akinyele, M. Ogbari, F. A. Akinyele, and K. Dibia, "SUCCESSION PLANNING AND ITS IMPACT ON ORGANIZATIONAL SURVIVAL," JORIND, vol. 13, no. 2, 2015.
[3] J. L. Tyler, "Succession planning-1 CEO Succession Planning in Freestanding U.S. Hospitals: Final Report," 2004.
[4] O. Adewale, A. Abolaji, and O. Kolade, "Succession planning and organizational survival: Empirical study on Nigerian private tertiary institutions," Serbian Journal of Management, vol. 6, no. 2, pp. 231–246, 2011, doi: 10.5937/sjm1102231a.
[5] S. A. J, "Succession planning: Preparing the next generation workforce for the University for Development Studies." [Online]. Available: http://pearlresearchjournals.org/journals/rjesr/index.html
[6] O. Joseph Odhiambo, "EFFECTS OF SUCCESSION PLANNING ON ORGANISATION PERFORMANCE AMONG NON-GOVERNMENTAL ORGANISATIONS' IN KENYA," 2015.
[7] I. Samuel and M. Y. M. Isa, "The Mediating Role of Talent Management in Succession Planning and Private Organization Sustainability: A Conceptual Article," Journal of Current Social and Political Issues, vol. 2, no. 1, pp. 22–33, Jul. 2024, doi: 10.15575/jcspi.v2i1.703.
[8] C. J. Fombrun, L. J. Ponzi, and W. Newburry, "Stakeholder tracking and analysis: The RepTrak® System for measuring corporate reputation," Feb. 07, 2015, Palgrave Macmillan. doi: 10.1057/crr.2014.21.
[9] M. L. Barnett, J. M. Jermier, and B. A. Lafferty, "Corporate Reputation: The Definitional Landscape," Corporate Reputation Review, vol. 9, no. 1, pp. 26–38, Mar. 2006, doi: 10.1057/palgrave.crr.1550012.
[10] "Organisational Reputation and Innovation in the Higher Education Industry: A Correlation Study based on the RepTrakTM Model in the Context of Corporate Communication," Media Education (Mediaobrazovanie), vol. 19, no. 1, Mar. 2023, doi: 10.13187/me.2023.1.34.
[11] R. Chun, "Corporate reputation: Meaning and measurement," 2005.
[12] Allen M Weiss, Erin Anderson, and Deborah J Maclnnis, "Reputation Management as a Motivation for Sales Structure Decisions," J. Mark., vol. 63, no. 4, pp. 74–89, Oct. 1999, doi: 10.1177/002224299906300407.
[13] M. Thaer and A. Albayati, "The effect of Quality Circles in Enhancing Organizational Reputation: The Mediating Role of Organizational Commitment An Applied Study on the General Company for Hydraulic Industries in Baghdad."
[14] L. J. Ponzi, C. J. Fombrun, and N. A. Gardberg, "RepTrak pulse: Conceptualizing and validating a short-form measure of corporate reputation," Corporate Reputation Review, vol. 14, no. 1, pp. 15–35, Mar. 2011, doi: 10.1057/crr.2011.5.
[15] C. Tak Jie, L. See Yin, P. Nadarajan, and P. Ramayah, "A REVIEW OF REPUTATION FACETS OF SELECTED PUBLIC-LISTED COMPANIES IN MALAYSIA BASED ON REPTRAKTM MODEL."
[16] T. Sigorta AŞ, "REPUTATION AS COMPETITIVE CAPITAL: EVALUATING CORPORATE REPUTATION IN THE FINANCIAL SECTOR Doğan BAŞAR," 2025.
[17] J. Nkeobuna and N. Ugoani, "Management Succession Planning and Its Effect on Organizational Sustainability," International Journal of Economics and Business Administration, vol. 6, no. 2, pp. 30–41, 2020, [Online]. Available: http://www.aiscience.org/journal/ijebahttp://creativecommons.org/licenses/by/4.0/

Czech
Journal of Multidisciplinary Innovations
Volume 59, November 2026. ISSN (E): 2788-0389
Website: www.peerianjournal.com Email: editor@peerianjournal.com

[18] S. N. U. HASSAN and D. A. SIDDIQUI, "Impact of Effective Succession Planning Practices on Employee Retention: Exploring the Mediating Roles," International Journal of Human Resource Studies, vol. 10, no. 2, p. 21, Mar. 2020, doi: 10.5296/ijhrs.v10i2.16339.