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The impact of succession planning strategy for security leaders in achieving professional professionalism: Exploratory research at Defense University for military studies

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Abstract
The current research aim at testing the impact of the succession planning strategy of security leaders as their managers as an independent variable across its seven dimensions, which are (identifying vacant leadership positions, searching for leadership competencies, identifying competencies to fill positions, developing and training potential leaders, testing distinguished leaders, retaining distinguished leaders, and evaluating the work of leadership succession planning.) in achieving professional professional Professionalism as a responsive variable whose dimensions are (bearing responsibility, ability to cooperate, obeying orders). The research seeks to prove the existence of two correlations and influences between the above changes and their dimensions in the field under study, as the descriptive analytical approach was adopted, and on the basis of that, the questionnaire was used as the main research tool in order to measure the level of application of the research variables. The study sample was intentional with (217) respondents, and to address Research problem: A set of statistical methods were adopted using (EXCEL and (SPSS.V.26). It was found that there are two significant correlations and influences between the tracking planning strategy for security leaders in its dimensions and professional professional Professionalism in its dimensions among a sample of officers from the Defense University for Military Studies.

Introduction
Organizations at the global, international and local levels face great challenges represented by the lack of leadership skills and qualified competencies. This challenge greatly affects security leadership succession planning strategies, as the security environment is witnessing rapid and continuous changes, as threats develop rapidly. This requires security leaders to possess skills. Constantly new and up-to-date knowledge to effectively meet emerging challenges to achieve professional Professionalism, and the succession planning strategy for security leaders is crucial in finding and identifying potential leaders to assume senior positions in organizations. This, in turn, will contribute to the prosperity of these organizations and increase their capabilities and vitality to interact with environmental and human variables, as well as keeping pace with the development of building organizations, starting with the preparation of staff and passing through improving the technical and administrative aspects and ending with diagnosing and presenting successful and distinguished leaders, through a succession planning strategy for security leaders with its dimensions in the possibility of achieving professional Professionalism in its dimensions at the Defense University for Military Studies. In the context of what was mentioned, the research was divided into four sections. The first section deals with the general framework of the research, its methodology and procedures. The second section was concerned with the theoretical side of the research, while the third section was concerned with the field aspect of the research. The research concluded with the fourth section, which included a set of conclusions and recommendations.

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Section one
The general framework of the research
This section provides a description of the methodological content on which the current research was based as a main rule of scientific research, which was based on a set of data, which we will present in detail, as follows:

First: The research problem
Qualifying leaders in any organization is extremely important, because they bear the burden of exercising planning tasks in addition to the tasks of coordination, organization, follow-up, control and evaluation, in order to achieve the goals of the organization. There is no longer any doubt about the lack of good training of leaders, as building, preparing and equipping them generates an obsession with fear. Regarding its failure to implement the tasks assigned to it, however, we did not see clearly and clearly, to the extent of the researcher's knowledge, a clear adoption of a succession planning strategy for security leaders, including the organization studied, the Defense University for Military Studies. Anyone who studies leadership and special positions will notice that these positions are left to some people in their places for a longer period despite the lack of capabilities in some of them, and this is done by extending them or because of one of the most dangerous mechanisms and the most difficult to treat, which is favouritism and nepotism, as we note in Recently, the position has been exploited for personal benefit for the individual's benefit and account without any right. Accordingly, young, ambitious and experienced leaders are not allowed to take their role and opportunity to express their ideas and experiences, and even immerse them in the job routine, which has resulted in many problems. The research problem was crystallized by what these mechanisms will reflect and the extent of their danger to organizations in general and the security organization in particular, and to explain the important impact that the security leadership succession planning strategy will play in achieving professional Professionalism, as it represents importance in the success of the organization and achieving its strategic goals, which led the researcher to raise The main question of the current research, which summarizes the research problem, is: (To what extent does the security leadership succession planning strategy affect achieving professional Professionalism?).

Second: The importance of research
The world is experiencing a global shift towards sustainability, and organizations play a key role in achieving this transformation. If it succeeds in adopting the dimensions of the succession planning strategy for security leaders, it will contribute to protecting its advantage and resources. The importance of the research emerges by shedding light on the succession planning strategy for security leaders, which is one of the contemporary leadership concepts that contribute significantly to improving organizational performance and the ability to shape the future, and clarifying Its impact on professional Professionalism in the organization and the attempt to build a vision among its leaders, about the role of the leadership succession planning strategy, which contributes to raising the performance levels of working individuals to achieve goals and achieve high professional Professionalism. This effective performance is reflected in the excellent provision of services to citizens, and the provision of a practical framework. To draw the features of a contemporary model of decision making that could be a pioneering attempt by members of senior management in government service institutions to make a decision that is compatible with the nature of the challenges they face in the Iraqi environment in terms of adaptation and speed in responding to urgent changes.

Third: Research objectives
The main objective of the current research is to test the impact of the succession planning strategy for security leaders in achieving professional Professionalism at the Defense University for Military Studies. From the main objective emerges a set of sub-objectives, which are as follows:

1. A conceptual theoretical presentation of the concepts of security leadership succession planning strategy and professional Professionalism through previous modern literature in strategic management.
2. Identifying the reality of the two variables in the research (Security leadership succession planning strategy, professional Professionalism) in the researched organization in light of the description of the respondents' answers and their diagnosis of the dimensions expressing each variable.
3. Preparing a hypothetical research outline that reflects the nature of the relationship between the two research variables (Security leadership succession planning strategy, professional Professionalism) in terms of their dimensions at the macro and micro levels.
4. Fourth: Hypothetical research plan to answer the research questions, achieve its objectives, and test its hypotheses, we have adopted the following hypothetical scheme:

Fig 1: Hypothetical research chart

Fifth: Research Hypotheses
The research seeks to prove the following hypotheses
1. **The first main hypothesis (H_1):** There is a statistically significant correlation between the security leadership succession planning strategy in terms of its dimensions and professional Professionalism at the Defense University for Military Studies.
2. **The second main hypothesis (H_2):** There is a direct, significant, and statistically significant effect between the security leadership succession planning strategy in terms of its dimensions and professional Professionalism at the Defense University for Military Studies.

Sixth: Research Methodology
Two dimensions were adopted, the first being the theoretical dimension, in which we dealt with the research variables according to the two approaches (Inductive and deductive). As for the other, it takes the path of the applied dimension, as we followed the descriptive and analytical approach.

Seventh: Limits of Research
The limits of the research were as follows
1. **Cognitive Limits:** The cognitive research boundaries were represented by two variables: (Security leadership succession planning strategy, professional Professionalism) and the sub-dimensions it includes.
2. **Time limits:** The time limits represented the period during which the researcher conducted his research, both theoretical and practical, from (8/28/2023) until the research was submitted on (7/21/2024).
3. **Spatial Limits:** The research was applied at the Defense University for Military Studies within the geographical area of Baghdad Governorate.

Human limits
It was represented by a purposeful sample chosen to conduct the research application, and it was embodied by a number of officers at the Defense University for Military Studies, who represented the research community, whose number reached (475) officers at different levels, and the size of the selected sample was (217) officers after distribution and recovery.

Eighth: The Research Community
Its sample, and justifications for selection
The Defense University for Military Studies represents a field for the current research, and the research population included (475) officers. As for the research sample, we adopted the purposive sampling method to select the officers studied, as (230) questionnaires were distributed directly, but (13) questionnaires that were not suitable for analysis were excluded, leaving (217) Form, which is a representative sample of its community. The reason that prompted the researcher to choose to apply the current research at the Defense University for Military Studies is considered one of the decision-making organizations among the Iraqi military organizations, and affiliated with the Army Chief of Staff, which includes the formations represented by (the National Defense College, the War College, the Command College, the Staff College, and the Military College Language Institute, Center for Strategic Studies and Research) and its main tasks include preparing, training and developing leaders in the Ministry of Defense and other ministries.

Ninth: Data Collection Methods
In collecting research data sources and information, we relied on the following methods:
A. The theoretical aspect: In order to cover the theoretical aspect of the research, the researcher resorted to relying on scientific literature from Arab and foreign sources and references, which contributed to enriching the research and building its intellectual framework, and was represented by books, dissertations, dissertations, research, and periodicals, as well as scientific articles, which were collected from official libraries in paper or form. Digital as well as the World Wide Web (Internet).
B. The field aspect: The researcher relied on a number of necessary methods to collect data, which were as follows:
1. **The questionnaire:** The researcher relied on the questionnaire as the main research tool for collecting and obtaining data from the sample studied.
2. **Personal interviews:** The researcher conducted interviews and contacts with a number of leaders from the Defense University for Military Studies in order to obtain answers that would enrich the research with accurate and important observations.

Tenth: Methods of analysing data and information
This paragraph is concerned with explaining the statistical methods that we used in our research in order to identify a group of important outcomes in the organization under study, through the statistical package (EXCEL, (SPSS: V.26).

Section Two
The Theoretical Framework for the Research Variables
First: Succession Planning Strategy for Security Leaders
First: Succession planning strategy for security leaders
The process of organizations needing leaders to innovate a qualitative shift, not by changing plans or initiatives, but by instilling and developing principles and values for succession planning (Kotter & Cohen, 2002:20) [17]. It is also considered the process of identifying basic or critical leadership tasks in the organization and diagnosing distinguished employees and candidates for succession by including them in the leadership succession planning strategy and developing the necessary and inevitable expertise and skills to cover vacant positions with the experience and competence available and required to achieve the organization's goals (Ali, 2020: 40-41) [1]. It is a process that ensures the organization maintains talented individuals, prepares to prepare leaders for future challenges, and develops the level of employees and candidates for leadership positions, taking into account organizational directives and the organization's resources (Ghoneim, 2016: 6) [2]. As it is the process of knowing the final leadership positions and roles in the organization, and developing specific and targeted leaders with competencies to provide leadership positions with experiences and skills that are appropriate to current and future possibilities so that they can assume leadership when needed (Hassan, 2021: 289) [3]. An organized and precise process that provides for the development, preparation and appointment of potential leaders from employees and work to develop them, for the purpose of handing them key roles within the organization,

with the aim of ensuring the continuity and sustainability of distinguished and successful leaders with experience and competence in leadership positions, and the possibility of maintaining individuals with advanced ideas and knowledge to occupy leadership positions. After the old leaders left (Keller, 2018:18) [18].

Second: Stages of the succession planning strategy for security leaders

The succession planning strategy for security leaders can be measured through seven dimensions: (identifying vacant leadership positions, searching for leadership competencies, identifying competencies to fill positions, developing and training potential leaders, testing distinguished leaders, retaining distinguished leaders, evaluating the work of leadership succession planning), and it can Briefing the concept of each of these dimensions, my agencies:

1. **Identifying vacant leadership positions:** The process of identifying the main and important leadership positions in the organization is considered the first step and the foundation of the leadership succession planning strategy or serves as its backbone, and the starting point towards identifying the target positions that are vacant or that are likely to become vacant in the future. (Gordon & Overbey, 2018:207) [19]. Identifying vacant leadership positions also determines the workforce as a basic process for managing human resources and directing them towards vacant positions that are appropriate to the organization's need for them. In other words, it can be said, "the right number of people with the right skills, in the right place at the right time to achieve the organization's short or long-term goals" "Al-Amad." It has become an important part of the human resources management environment in the post-recession phase due to the realization that organizations need to prepare themselves to deal with expected and unexpected events, and this need is reflected in agility, organizational flexibility, and speed of adaptation to emergency events. (Baron, *et al*: 2010) [20].

2. **Searching for leadership competencies:** Creating a personal profile for each employee in the organization is one of the important priorities in succession planning to search for leadership competencies within the organization. When the organization begins to think about replacing a specific leader or vacating a specific position, this necessitates the existence of a profile for all employees within the scope of the organization. It contains detailed information about their experiences, capabilities, professional skills, and the leadership style they take. (Yasmeen Bano, *et al* 2019:5) [21]. Also, the search for the capabilities and capabilities of competencies in the security organization aims to identify a group of people with outstanding performance who perform vital roles or possess specialized and technical competencies that are difficult to find directly in the organization without conducting prior research and identification and providing an information base (Khalil *et al*., 2022: 706) [4].

3. **Identifying competencies to fill positions:** After conducting a search for leadership competencies and providing a database, the organization begins to identify and select the most qualified among these competencies, to fill vacant positions or positions that

will become vacant in the future through the organization's prediction of this. The most qualified can be distinguished by several characteristics, including skill, ability, The personal and behavioural qualities of the leader to assume a specific position, and experience, in addition to the positions he previously held. It should be noted that high performance in one position does not mean guaranteeing the leader's continuous success, as this is evident through a series of successes of the leader in different places. (Gordon & Julie, 2018: 46) [19]. Competencies can be determined by taking the opinions of colleagues at work or direct reports submitted to senior management, or conducting a comparison according to the criteria of experience, acceptability, and unique leadership capabilities, or using common evaluation methods such as research and investigation among the opinions of colleagues and combining with direct reports, in addition to the supervisor or The direct official at work, and the succession plan works to help the competent and distinguished people at lower levels develop their skills and capabilities through expanded additional roles, additional education and training, which helps them and allows them to effectively advance to the targeted positions. (Hanover, 2010:11) [22].

4. **Developing and training potential leaders:** Once a group of distinguished and highly potential leaders is identified, the leadership succession planning plan must include terms and provisions for the mechanism of training and developing them, as developing and training leaders is considered one of the important stages of succession planning. (Yasmeen & Omar, 2019:50) [21]. The Human Resources Department is directly and primarily responsible for monitoring and supervising the organization's human resources, by providing files for all human resources in the organization, which include all information about employees, including experiences, courses they participate in, and training workshops, provided that they are constantly reviewed and updated, to contribute to developing the plan. Training for leadership succession planning that ensures the organization's human capital, development and training according to strategic plans. Jamye Long, al *et al*. 2013: 75) [23].

5. **Testing distinguished leaders:** The more accurate and comprehensive information is available to the organization's management about its human resources and workers early on, the better its ability to select distinguished leaders who are likely to be future leaders from among those who have been trained and developed their capabilities. This constitutes an essential axis in the leadership succession planning strategy. It greatly enhances the effectiveness of senior management, in addition to the contribution of the organization's human resources department to the process of selecting distinguished leaders. (Seniwoliba A.J. 2015:2) [24]. Testing distinguished leaders is not easy. The elite will be tested from among the distinguished who will determine the future of the organization for a specific period of time. Often, a number of distinguished people will be identified that is more than the required number. Here, the most distinguished and unique in his skills and abilities will be chosen from the other distinguished ones. This will

guarantee the organization human capital, capabilities, and spare talents that can be Use it in times of crises or in the event of sudden change. (Al-Shahrani 2021, 272-273) [5].

6. **Retaining distinguished leaders:** Retaining distinguished leaders and talented people who are potential leaders, or second-level leaders, who will take over the reins in the future is one of the concerns of the organization's senior management. Therefore, senior management often develops strategic plans for which it is directly responsible, in addition to human resources management. In an effort to maintain distinguished leaders, the issue of distinguished leaders must also be made part of its daily responsibility, to limit their desire for transfer, dismissal, or early retirement through their feeling of the absolute importance provided to them by the organization's senior management (Hatum, 2010: 18) [25]. The strategic plans include multiple stages and mechanisms for discovering leaders, motivating them, training them, developing them in different ways, and retaining them so that they gain the experiences and information that qualify them to assume leadership positions. The purpose of implementing these strategic plans for leadership succession is to increase the process of retaining leaders and thus increase the probability of smooth leadership and sound leadership succession (Muthimi & Kilika, 2018: 48) [26].

7. **Evaluation of succession planning work:** The success of the leadership succession planning strategy depends on the extent of commitment to implementing the general stages and detailed aspects of each stage in the organization. This requires periodic review and evaluation of each stage to address deviations and avoid errors before they escalate, in addition to general review and evaluation that includes all stages, whether on the Organization level or individual level (Abu Sultan, 2016: 110) [6]. Evaluating and reviewing the leadership succession planning strategy is considered one of the most important stages, as it provides feedback for all its stages and results for presentation to the competent authorities, which provides opportunities for continuous improvement of the process and correcting the course at the first glance of its deviation, thus saving time and cost for the organization, and the evaluation process is according to a specific measure and indicator to indicate The success of the planning process before starting the implementation process (Muhammad, 2018: 33) [7].

Third: Professional Professionalism
Professional Professionalism is one of the basic tasks that organizations seek in various fields, as it reflects the seriousness and professional Professionalism of a person in performing his tasks and duties through the high-quality performance he provides at a specific time, in addition to commitment to professional ethics, moral values, and effective communication. Professional Professionalism is a pivotal factor in building a person's reputation and achieving his successes throughout his career in the organization, as it contributes to strengthening confidence among individuals and achieving continuous development in the organization. Professional Professionalism often requires continuous development of the employee's individual skills, continued learning and adherence to

regulations laws and deal professionally with colleagues and clients, and professional Professionalism is described as the basic characteristic of success in the field of work (Eraut, 2000: 19) [27]. As it represents one of the basic criteria for employee evaluation, which reflects the competence and professional skill that he possesses and the continuous endeavour to develop them and increase the efficiency of performance, and the extent to which he applies the regulations, laws and orders issued by senior management. Also, it indicated that it represents the art of maintaining professional appearance, behaviour and attitude, which represents the possibility of transforming ideas, proposals, information, knowledge and experiences that an individual possesses into a tangible reality, qualifying him to perform various roles with the greatest possible amount of professional experience and skills. (Arab Educational, Scientific and Cultural Organization and the World Bank, 2005: 22). It is considered a process that includes a structural and cognitive definition of the field of expertise possessed by the individual, which qualifies him to establish strong work ties, increase the sense of professional identity, formulate symbols that suit professional behaviour and develop the meaning of commitment (Wafi, 2006: 74) [9]. It is employee behaviour that indicates quality, reliability, and experience in carrying out tasks with high precision and within a specific time, while adhering to the technical and ethical requirements of the profession and achieving different and distinct results (Mrope, 2017:56) [28]. The set of frameworks associated with the individual, such as experience, responsibility, and partnership, are also considered within the specialty in which he works, in addition to training, development, and high knowledge, which are compatible with the size of the challenges, high commitment to professional ethics, and continuing to keep pace with professional development (Last, 2019:47) [29]. A job title that allows the individual to enjoy competence, skill, and specialized knowledge in the field of work, in a way that allows him to reach an advanced stage in his performance within the framework of the job that distinguishes him from others through creativity, innovation, and presenting ideas (Fares and Rasheed, 2020: 493) [11]. Responsibility, in its general sense, also means the individual's acknowledgment of the actions he performs, and his willingness to bear the consequences of those actions. This includes the individual's ability to commit to his actions and fulfil his obligations, rights, and duties. Responsibility overlaps and is affected by several other concepts, most notably individual and social conscience, morals, values, and social perception (Al-Hawari, 2018: 88) [12].

Fourth: Dimensions of Professional Professionalism
1. **Taking responsibility**: The dimension of taking responsibility appears as an individual's personal approach rather than just knowledge or imitation of certain customs and behaviors. Therefore, psychologists have stressed the importance of raising the individual on the basis of taking responsibility, realizing the importance of this in his growth and development and building his society, as the individual He who can postpone meeting his non-urgent needs becomes more able to bear the tasks assigned to him, which leads to a higher level of self-esteem and gains him respect. In light of this, (Ahmed, 2014: 46) [13] believes that assuming responsibility is considered a basis for directing

an individual's behavior in all areas of his life, since the person performs multiple roles, and each role has duties and tasks that he must adhere to, and feel those roles and carry out their duties to the fullest extent without any Negligence, which is known as liability.

2. The ability to cooperate: Cooperation as a model of social processes is necessary for healthy social life in its various fields. Cooperation may be limited to individuals, a group or institution, or a local environment, and it may expand to include a region or several countries. From the Islamic perspective, the common interest cannot be achieved except with the cooperation of individuals. Since cooperation is considered a factor of the group's cohesion, strength, and success (Muhammad bin Hamouda, 2006:158) [14], God Almighty says: "And cooperate in righteousness and piety, but do not cooperate in sin and aggression" (Surat Al-Ma'idah, verse: 2). The ability to cooperate is evident through the functional behaviors of employees and the individual qualities they possess. This ability can be enhanced by integrating employees who show a high level of cooperation with their other colleagues, and creating cooperative work teams that aim to motivate everyone to work together effectively, in addition to that. Emerging skills can be supported to enhance communication and cooperation among employees, which contributes to building a supportive work environment that enhances productivity and innovation (Mercer, (2004:365) [30].

3. Obedience to orders: Islamic law is considered the primary source for legislating laws, as it has given great importance to the element of obedience, which clearly appears in the Qur'anic texts that urge commitment and following right behavior, which enhances order and harmony in society, and this is what we find in the Almighty's saying (O you! Those who believe, obey God and obey the Messenger and those in authority among you) (Surat An-Nisa, verse: 59). Obedience is necessary to carry out tasks smoothly in an organization. Blind obedience also causes mistakes, and this indicates the implementation of

orders within the context of laws and mutual commitment, which leads to achieving goals and creating a sound civil service that plays an important role in economic and social development. Islamic law has required obedience, whether it concerns military personnel or civilians, and has not made any difference between them, except that this obedience is not blind obedience, but rather it is defined within the framework of a specific circle that does not deviate from it. Obedience is obligatory if it is consistent with the principles of Islamic law (Abdel Qader, 2008: 12) [16]. Obedience to orders involves the rule of law, military discipline in military organizations, and functional discipline in civilian organizations. In addition, administrative instructions in the organization were developed to ensure the organized and effective workflow, and to enhance commitment to carrying out the required tasks with high precision and at a specific time, respect for administrative peace, and compliance. To internal policies and procedures, it also increases effective communication with the chain of references to obtain additional guidance when needed, which reflects the spirit of cooperation and professional discipline, as well as achieving the organization's goals. Christopher Fonzone, 2018: 7) [31].

Section Three: Practical analytical field
Firstly: Consistency coefficient
Reliability testing is one of the most important basic pillars on which measurement tools are based to ensure obtaining results with a high level of confidence. In order to determine the validity of the scale, the researcher relied on the Cronbach's Alpha test, which is one of the best common scales in most areas of scientific research. It is one of the best methods for the reliability of behavioral measures, which indicates the strength and cohesion of the items of the questionnaire (The scale) and gives great validity to the answers of the respondents, as indicated how to interpret Cronbach alpha values to evaluate the state of reliability in a specific application environment, as shown in the table (1) below:

Table 1: Reliability coefficient according to Cronbach's alpha value

Cronbach's alpha coefficient to measure the reliability of parts iα	Statements	Dimensions	Basic Variables
0.863	X1-X5	Identify vacant leadership positions	Security leadership succession planning strategy
0.855	X6-X10	Searching for leadership competencies	
0.871	X11-X15	Identifying competencies to fill positions	
0.847	X16-X20	Developing and training potential leaders	
0.886	X21-X25	Distinguished leadership test	
0.884	X26-X30	Retaining distinguished leaders	
0.880	X31-X35	Evaluating leadership succession planning work	
0.971	Cronbach's Alpha value for the security leadership succession planning strategy variable		
0.876	Y1-Y5	Take responsibility	Professional Professionalism
0.876	Y6-Y10	Ability to cooperate	
0.880	Y11-Y15	Obey orders	
0.950	Cronbach's Alpha value for the professional Professionalism variable		

From the results above, we note that all the studied variables follow a normal distribution because the probability value (P-Value or Sig.) is greater than (0.05) according to the (Shapiro - Wilk) test, since the sample is larger than (50) observations, and thus we accept the null hypothesis that It states that the data follow a normal distribution and we reject the alternative hypothesis that the data does not follow a normal distribution. Therefore, parametric tests must be used.

Second: Describing and diagnosing the demographic characteristics of the research sample
Table (2) shows the characteristics of the research sample members in terms of (age, educational qualification, number

of years of service, current place of work, current rank). Frequencies and percentages were used to describe demographic information (personal and job) as shown in the following:

Table 2: Characteristics of the research sample members

Age		
	No	**%**
18-30 Year	57	26.3
31-45 Year	117	53.9
46-55 Year	31	14.3
More Than 55	12	5.5
Academic Qualification		
Bachelor's	122	56.2
Higher Diploma	5	2.3
Master's	87	40.1
Ph.D.	3	1.4
Number of years of service		
Less Than 6 Years	34	15.7
6-10 Years	32	14.7
11-15 Years	44	20.3
16-20 Years	56	25.8
More Than 20	51	23.5
Current workplace		
University Presidency	17	7.8
National Defense College	2	0.9
War College	7	3.2
Staff College	42	19.4
Leadership College	18	8.3
Languages Institute	13	6.0
Center For Strategic Studies	6	2.8
Military College	112	51.6
Military Rank		
Lieutenant	21	9.7
Irst Lieutenant	27	12.4
Captain	19	8.8
Pioneer	11	5.1
Raed Rukn	6	2.8
Presenter	12	5.5
Corner Presenter	41	18.9
Colonel	23	10.6
Colonel	21	9.7
Dean	19	8.8
Staff Dean	15	6.9
Staff Brigade	2	0.9

From the results of Table (2), we conclude the following:

Demographic information for the research sample
1. Age: It is noted from the results of Table (2) that the age group (31-45) occupied the majority of the research sample at a rate of (53.9%). This result indicates that the majority of working individuals are young and possess high levels of awareness that qualify them to work. Diagnosing the research phenomenon, it was found that the age group between (18-30) reached a percentage of (26.3%), the number of the age group (46-55) was replaced by a percentage of (14.3), and that the age group (55 years) reached a small percentage of (5.5%) The reason for this is due to the referral of a large segment to retirement due to the new retirement law.

2. Academic qualification: It is clear from the results of Table (2) that the majority of the members of the research sample hold bachelor's degrees, as their total percentage reached (56.2%). This result indicates that the members of the research sample possess an academic qualification that enables them to identify the questionnaire's paragraphs and answer the questions. Its contents are that the percentage of holders of a diploma degree reached (2.3), the percentage of holders of a master's degree reached (40.1), and the percentage of holders of a doctorate degree reached (1.4),

which is the lowest percentage.

3. Number of years of service: From the results of Table (2), we see that the percentage of officers at the Defense University for Military Studies who had less than (6) career service reached (15.7%) with a frequency of (34), and that the officers had (6-10) years. Their percentage reached (14.7%) with a frequency of (32), followed by the percentage of officers with (11-15) years of service, whose percentage reached (20.3%) with a frequency of (44), followed by officers with service between (16-20) with a percentage It reached (25.8), with a frequency of (56), followed by the percentage of officers with more than (20) years of service, which reached (23.5%), with a frequency of (51).

4. Current workplace: From the results of Table (2), we see that the percentage of officers working at the Defense University for Military Studies reached (7.8%) with a frequency of (17), and that the percentage of officers working at the National Defense College reached (0.9%) with a frequency of (2).), and that the percentage of officers working in the War College reached (3.2%), with a frequency of (7), and that the percentage of officers working

in the Staff College reached (19.4%), with a frequency of (42), and that the percentage of officers working in the Command College reached (8.3%) and repeating (18), and that the percentage of officers working in the Language Institute reached (6.0%), with a frequency of (13), and that the percentage of officers working in the Center for Strategic Studies reached (2.8%), with a frequency of (6), and that the percentage of officers working in the Military College reached (51.6). %) and repeating (112).

5. Military rank

From the results of Table (2), we see that the rank of lieutenant reached (9.7%), with a frequency of (21), and that the rank of first lieutenant reached (12.4%), with a frequency of (27), and that the rank of captain reached (8.8%).) and with the repetition of (19), and that the rank of Major reached (5.1%) and with the repetition of (11), and that the rank of Major reached (5.1%) and with the repetition of (11), and that the rank of Staff Major reached (2.8%) and with the repetition of (6), and that the rank of lieutenant colonel reached (5.5%) with a frequency of (12), The rank of staff lieutenant colonel reached (18.9%), with a frequency of (41), and that the rank of colonel reached (10.6%), with a frequency of (23), and that the rank of colonel reached (10.6%), with a frequency of (23), and that

the rank of staff colonel Its percentage has reached (9.7%), with a frequency of (21), and that the rank of Brigadier has reached (8.8%), with a frequency of (19), and that the rank of Staff Brigadier has reached a percentage of (6.9%), with a frequency of (15), and the rank of Staff Major has reached its percentage. (0.9%) and repeatedly (2).

Third: Describing and diagnosing the dimensions of the research

1. Describe and diagnose the dimensions of the independent variable, the succession planning strategy for security leaders

It is clear from the arithmetic mean values and the response rate that the most important dimension of the succession planning strategy for security leaders is the dimension of identifying vacant leadership positions in terms of the arithmetic mean value of (4.10) with an importance rate of (85.25%), while the dimension of evaluating succession planning work turned out to be the least of the dimensions. This is important in terms of the value of the arithmetic mean, which reached (4.02), with a response rate of (80.83%), as shown in the following Table (3):

Table (3): Summary of the dimensions of the succession planning strategy for security leaders from the point of view of the research sample.

Table 3: Summary of the dimensions of the succession planning strategy for security leaders from the point of view of the research sample

Dimension Arrangement	Variance	Response Percentage	Std. Dev.	Mean	Dimensions	No.
1	17.31	85.25	0.71	4.10	Identify vacant leadership positions	1
6	16.9	84.88	0.69	4.06	Retaining distinguished leaders	2
3	16.58	84.79	0.72	4.34	Identifying competencies to fill positions	3
4	17.75	84.05	0.71	4.00	Developing and training potential leaders	4
2	17.40	83.41	0.71	4.08	Searching for leadership competencies	5
5	17.67	83.13	0.73	4.13	Distinguished leadership test	6
7	18.15	80.83	0.73	4.02	Evaluation of succession planning work	7

2. Describing and diagnosing the dimensions of the dependent variable, professional Professionalism

It is clear from the values of the arithmetic mean and the response rate that the most important dimension of professional Professionalism is the dimension of obedience to orders in terms of the value of the arithmetic mean of

(4.35) and an importance rate of (87.06%), while the dimension of the ability to cooperate turned out to be the least important dimension in terms of the value of the arithmetic mean that amounted to (4.18), with a response rate of (83.77%), as shown in Table (4) below:

Table 4: Summary of the dimensions of professional Professionalism from the point of view of the research sample

Dimension Arrangement	Variance	Response Percentage	Std. Dev.	Mean	Dimensions	No.
3	15.17	87.06	0.66	4.35	Obey orders	1
1	15.13	84.73	0.64	4.23	Take responsibility	2
2	16.02	83.77	0.67	4.18	Ability to cooperate	3

Fifth: Testing hypotheses

1. The first hypothesis: Which states (There is a significant, statistically significant correlation between the security leadership succession planning strategy in terms of its dimensions and professional Professionalism at the macro and micro levels at a level of significant significance ($\alpha \leq 0.05$).), as it is noted from Table (5) that the level The probability was less than (0.01), i.e. (P-value ≤ 0.01), and it is highly significant, meaning that the greater the adoption of the security leadership succession planning strategy in

terms of its dimensions, the greater the professional Professionalism. Based on the above, the researcher's decision came to accept the main hypothesis (H1), which states (there is a statistically significant correlation between the security leadership succession planning strategy and professional Professionalism), as the value of the correlation coefficient reached (79.2%), which is a very strong direct correlation (Almost complete). This demonstrates the strength of the security leadership succession planning strategy in achieving professional Professionalism.

Table 5: Values of the correlation coefficient between the succession planning strategy for security leaders and professional Professionalism

Correlations				Variables	
Professional Professionalism	Obeying Orders	Ability to cooperate	Carrying Responsibility		
.7920	.936	.793	.834	Person Correlation	Security leadership succession planning strategy
0.000	0.000	0.000	0.000	Sig.(2-tailed)	
217	217	217	217	N	
***Correlation is significant at the 0.01 level (2-tailed).**					

2. The second hypothesis

Which states (there is a significant, statistically significant effect between the security leadership succession planning strategy in terms of its dimensions and professional Professionalism at the macro and micro levels at a significant level ($\alpha \leq 0.05$). To test this hypothesis, the researcher conducted an ANOVA test for the variables. Research in order to identify the level of the coefficient of determination (R Square) for the dependent variable and what it explains of the changes resulting from the independent variable. Since the coefficient of determination is limited to a range between (1-0), the closer the effect

factor is to (0) indicates the weakness of the effect, and the closer it is to (1) indicates the strength of the effect and the power of interpretation of the dimensions of the independent variable on the dimensions of the dependent variable, in addition to measuring the level of Validity of the regression equation model, and determining the amount of contribution of the independent variable (Security leadership succession planning strategy) in influencing the dependent variable (Professional Professionalism). The test was conducted using the program (SPSS: V.26) and the outputs were as follows:

Table 6: Description of the variables of the regression model of the effect of the security leadership succession planning strategy on professional Professionalism

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.792a	0.628	.626	.37776
a. Predictors: (Constant)			

It is noted from Table (6) above that the security leadership succession planning strategy explained (73.2%) of the changes occurring in achieving (professional Professionalism), and the remainder are unstudied or uncontrolled variables through the coefficient of determination (r square) of (0.628). It is a value close to (1), and this indicates the strength of the influence and the power of interpretation of the independent variable (security leadership succession planning strategy) on the dependent variable (Professional Professionalism), which is shown in the Table above. This means that the security leadership succession planning strategy has an influence (62.8%) on achieving professional Professionalism.

As for Table (7), it represents the analysis of variance table, and it was highly significant, which demonstrates the validity of the hypothesis studied regarding the relationship

between the influence of the security leadership succession planning strategy on achieving professional Professionalism, as the total variances that occurred in achieving professional Professionalism are estimated at (157.851), originating from the regression value of the independent variable, which is (115.620) in addition to the value of the residuals from the other variables, which amount to (42.231), and when comparing the percentage contribution of the regression value of the independent variable, which is (73%) with the percentage contribution of the residual value, which is (27%), we see that it took the largest percentage of the total variances, and this explains There is an effect of the independent variable (security leadership succession planning strategy) on the dependent variable (achieving professional Professionalism).

Table 7: Analysis of variance of the effect of the security leadership succession planning strategy on professional professionalism

ANOVAa					
	Sum of Squares	DF	Mean Square	F	Sig.
Regression	51.774	1	51.774	362.810	.000b
Residual	30.681	215	.143		
Total	82.456	216			
A. Dependent variable: Professional Professionalism a. Dependent Variable:					
B. Independent variable: security leadership succession planning strategy. Predictors: (Constant)					

It is noted from Table (7) that the value of (F) (FISHER) used to test the overall significance of the model parameters, and the validity of the regression equation model, reached (362.810) and that its probability value (sig.) reached (0.000), which is less than the level of highly significant significance. (0.05), and this indicates the presence of an impact of the succession planning strategy for security leaders in achieving professional Professionalism, which

means the possibility of achieving professional Professionalism through the succession planning strategy for security leaders. At the aggregate level, the following table shows the amount of contribution of the independent variable (Of the succession planning strategy for security leaders) in Impact on the dependent variable (Professional Professionalism).

Table 8: Values of regression coefficients for the effect of the security leadership succession planning strategy on professional Professionalism

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Coefficients[a]					
	B	Std. Error	Beta		
(Constant)	1.094	.168		6.505	.000
Security leadership succession planning strategy	0.779	.014	.792	19.048	.000
Dependent variable: professional Professionalism					

It is noted from Table (8) that the value of (B), which represents the value of the regression coefficients, as the value of the coefficient of the independent variable (security leadership succession planning strategy) is estimated at (0.779), and this value is positive, meaning that there is a strong direct relationship between the leadership succession planning strategy and Security and achieving professional Professionalism, meaning that the availability of strategic leadership for succession planning in the organization under investigation will positively impact and enhance the level of professional Professionalism. Whenever the value of the parameter of the security leadership succession planning strategy changes, achieving professional Professionalism changes in the same direction. As the value of (B) for the security leadership succession planning strategy variable increases, the achievement of professional Professionalism increases, and vice versa. This means that if the independent variable represented by (the security leadership succession planning strategy) changes by one degree, the dependent variable represented by (professional Professionalism) changes by a degree of (0.779). This is a very large change, and this justifies the strong impact of the security leadership succession planning strategy in achieving professional Professionalism. The calculated value of (t) for the independent variable reached (19.048) and when compared to the value of tabulated (t) of (1.962) at a significance level of (0.05) and degree Freedom (216), we find that the calculated (t) value is greater than the tabulated (t) value. It is also noted that the probability value of (0.000) is less than the significance level of (0.05). Thus, the null hypothesis can be rejected, which states that there is no statistically significant effect of the security leadership succession planning strategy in achieving professional Professionalism. We accept the alternative hypothesis, which states that there is a statistically significant effect. Succession planning strategy for security leaders to achieve professional Professionalism, Based on the above, the researcher's decision came to accept the second main hypothesis (H₁), which states: There is a statistically significant impact relationship for the security leadership succession planning strategy in achieving professional Professionalism at the overall level, at a level of moral significance (a ≤ 0.05), and to reject the null hypothesis, which states "There is no statistically significant impact relationship for the security leadership succession planning strategy in achieving professional Professionalism at the overall level, at the level of moral significance (a ≤ 0.05)," and based on that, the main research question was answered, which is (What is the level of contribution of the planning strategy? The succession of security leaders in achieving professional Professionalism at the Defense University for Military Studies showed that the percentage reached (.779), which is a very strong positive percentage.

Section Four: Conclusions and Recommendations
Firstly: Conclusions

1. The results of the statistical analysis showed that there is a statistically significant effect between the succession planning strategy for security leaders in terms of its dimensions and professional Professionalism. That is, the greater the adoption of the succession planning strategy for security leaders at the Defense University for Military Studies, the more this enhances professional Professionalism.
2. The results of the statistical analysis showed that there is a statistically significant correlation between the security leadership succession planning strategy and professional Professionalism, meaning that the greater the adoption of the security leadership succession planning strategy at the Defense University for Military Studies, the more this will lead to achieving professional professional Professionalism in it.
3. Adopting a leadership succession planning strategy contributes significantly to directing the process of maintaining the path of implementing leadership activities with flexibility by preparing leaders who possess extraordinary levels of professional Professionalism and professional competence, in addition to achieving organizational balance that contributes to creating paths of preparation and preparation of capable leadership competencies who possess a future vision based on. To be aware of the changes taking place in the dynamic external environment to face challenges, keep pace with developments, and set clear standards in determining their needs to fill leadership positions.
4. Developing professional relationships and partnerships helps build strong relationships with other organizations and government and military agencies, which enhances opportunities for fruitful cooperation and partnerships.
5. Ability to deal with crises Professional leaders and well-trained employees are more able to deal with crises and emergency situations effectively and quickly.

Second: Recommendations

1. The need to strengthen work on the dimensions of the succession planning strategy for security leaders at the Defense University for Strategic Studies by setting clear and precise standards for the skills and experiences required for each leadership position, and evaluating performance using performance evaluation tools and feedback from colleagues and managers to identify potential leadership competencies.
2. The need for leaders at the Defense University for Military Studies to strengthen the work culture with the dimensions of professional Professionalism in its formations by supporting the security leadership succession planning strategy.
3. Increasing the development and training of security

leaders is one of the dimensions of the succession planning strategy for security leaders for current and potential leadership positions to enable them to manage their positions with a high strategy and distinguished professional Professionalism.

4. Enhancing responsibility as one of the dimensions of professional Professionalism in the organization under investigation through supporting leadership, clarity of orders and directives, delegation of powers, and non-interference in work.

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