



*Thesis  
Title:*

BARRIERS TO SUCCESSION PLANNING OF EXECUTIVES IN  
GOVERNMENT ENTITIES IN THE KINGDOM OF BAHRAIN:THE CASE  
OF MINISTRY OF FINANCE

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## **Abstract**

The purpose of this study is to examine the barriers and obstacles to succession planning to prepare second line executives in the public sector in the Kingdom of Bahrain, taking Ministry of Finance and National Economy as a case study. The thesis will shed light on the importance of succession planning, and the various barriers that affect the planning related to cultural, financial, managerial, strategic, ethical and political issues.

The auditors highlighted the extreme importance to implement a proper succession plan approved by higher authority for critical positions due to the nature of operational activities conducted by the ministry. No adequate steps have been taken for succession to ensure a smooth transfer of knowledge and skills. Most of succession planning studies related to the private sector, with limited published studies related to government entities in the kingdom of Bahrain,

This thesis followed a qualitative methodology to explore the various barriers acting on the succession planning to prepare second line executives for a future post once position vacant. The researcher conducted thirteen semi-structured interviews with key persons at various levels including directors, chiefs of sections, heads, and seniors.

The empirical results identified the main significant barriers to succession planning in the public sector were lack of management support, administration changes, organizational culture, grooming, training and development programs, shortage of human resources, availability of the appropriate person, budget limitation, insufficient marketing, and awareness effort.

This research study extends the understanding of the importance of succession planning and contributes to the academic knowledge of public management, and support decision makers to overcome barriers to succession planning.

**Keywords:** Barriers, Executives, Public Organization, Succession Planning,