



The Effect of Talent Management on the Succession and Profession Skills of Employees

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The Effect of Talent Management on the Succession and Profession Skills of Employees

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ABSTRACT

Succession planning and finding talent are considered as the most principle duties of managers in the organizations. Performing talent finding plans and succession planning for finding management talents in organizations should not cause educational investment barriers of employees who are valuable in their own job notwithstanding the lack of talent for suitable managerial career. In order to solve talent crisis, organizations pay their attentions more on the interior aspects of organizations and adapt succession planning which concentrate on the developing and fostering available talents. Historically, the most successful organizations in the aspect of performance perform long term investments on their employees. By investing on the time and cost for developing interior talents, such kind of organizations would be able to pass the crisis while retiring the main talents or voiding in any reason. The research investigates the effect of talent management on the succession planning and professional skills of employees. Methodology of the research is descriptive- analytic and as an applied one and context finding. Population of the research include 518 employees of social security organization. In order to analyze data we used spss 22 software. For analyzing the interior structure of the research questioner and understanding composition elements of each construct or variable, we used confirmatory factor analysis and for answering research hypotheses we applied linear and multiple regression. According to the results of the statistical tests of the research, all of the research hypotheses are supported. The results of the main hypotheses showed that talent management and professional skills of the employees have positive and direct (significant) effect on the succession planning of talented human force. The results of the research also rectify the effects of talented employees' selection on the succession planning and conserving talented employees on the succession planning.



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1. INTRODUCTION

Nowadays, the presence of expert and skillful forces is considered as the most important capitals of the organizations of companies. In a way that, if the phrase "human force" or "human resource" were applied about experienced or proficient individual formerly, yet nowadays this concept has changed to "human capital". This general rule is also true about the social security organization. Nowadays, the main principle asset of each organization is its human capital and all of the organizations are expert in the conserving and keeping expert capitals. In this regard, there is a very complex competition which is considered as a treat for the under developing countries because they lose their expert forces easily. This issue is very important for social security organization due to long term plans and overviews and because of its presence in international arena, overcoming human resource in the world, and in order to achieve organization perspectives, paying more attention to human resource in the part of expertise is very essential (Hatami and Shafieardekani, 2014). So, the organization should review the procedures of creating motivation among experts since on one hand, there is international requirements and lack of human resource and on the other hand, the existence human resource is confronted with the lack of contentment and the statistic about migration in organizations is increasing. So, it is necessary to conserve expert human resource by encoding encouraging programs. According to the conference of human resource development assistant in 2015, development of expertise level of human resource field was considered as the most principle role of the assistant for preventing gradual amortization of human resource values. (Najirom, news station. 2015).

Nowadays, succession planning management is accomplished through the procedure that is called talent management. Human talents of organization are recognized through this procedure for key careers in the future, and they will be prepare for engaging in their jobs and responsibilities (Abolallae and Ghaffary, 2016; Kermani et al., 2018). Job skill development planning of employees is an agreement between managers and employees that denotes the aims of annual planning by the axis of developing employees' skills (Hassanzade and Shahrani, 2015). So, professional skill



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development of employees is fourfold that is composed of assessing the available situation and improvement fields, determining development goals, planning proper acts for improving function, performing development procedures (Soltani, 2015). It should be noticed that professional skills is not a kind of government, yet it is a kind of ideology. The concept of professional skills is considered as a kind of government misleadingly, yet it should be considered as an approach and factor for employing individuals inside a government (Hatami and Ameri Siahooei, 2013). Individuals inside a profession are judged based on variable criteria about skills. Such kind of criteria include widespread contexts such as ingenuity and behavioral fidelity, general talent and knowledge in a special field (Malmir et al., 2013). One of the main criticism presented about this approach shows that the concept of skill a very subjective and vague issue that is not clear potentially and is under misapplication. Hassan Amraee Abdoli (2016) argue that professional skills is a general approach in the field of guideline management of the government that is called as a eminent selection that select first the eminent and qualified personnel for the structure.

The most important concern of the writer is to answer following question:

If the talent management has any effect on the succession planning and professional skills of employees in the social security organization?

2. PROCLEM STATEMENT

According to Rothwell, the organization should create methods in order to clarify and decrease developmental gaps between actual ability of potential successors and their demand for achieving development competence. Personal development includes elucidation procedure and decrease of this gape (Kermani et al., 2017; Rathwell, 2015). Researches demonstrate that 51 percent of human resource experts don't recognize succession planning and talent recognition activities well and only 21 percent of them perform this plan formally (Collings and Mellahi 2012).

The literature of this concept is very limited and unknown in Iran too, in a way that the researches performed in this field is limited to a few commercial and industrial organizations. Most of the managers don't pay attention to organization needs in



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succession planning in a long term and the successors are not educated for the future demands of the organization in a proper way (Abolalae and Ghaffari 2011).

Although we are seeking for a new strategy about succession planning management, recent researches of human resource management associations demonstrate that more than 70 percent of the organizations under study lack the strategy about succession planning and professional skills. This issue is considered very important at the moment. Due to losing experts, organizations bear big wash outs in the modern business and this issue is along with the lack of human resource with demanded skills in order to replacement and employment.

Since the research is performed as a new one in this filed it is very creative and the results.

Literature

Gravened (2014) in his research called "the effect of organizational teachings in the professional skills of managers" concluded that 14.46 percent of the managers don't coincide with the statue book of management and non-management employment and on the aspect of public characteristics, weak points of mangers are more than their strong points. Skills of educational unit's managers has significant difference with the proper aspects.

In their field study called "investigating professional level in selecting managers of public sector and the level of managers selection based on general criteria", Atafar and Azerbayjani (2014) investigated the issues about unprofessional public governing (and private criteria) and the effects of applying these criteria on the function of organizations. The concept of general or professional criteria in this research means considering experiments, commitment, skills and abilities of individuals and the concept of private criteria means considering special dependencies such as individual relationships, family relationship, ethnicity, race, common language, band or connectionism and even social rate and class of individuals in selecting managers. They concluded that, in spite of selecting based on private criteria, it causes the absence, work decrease, lack of job satisfaction, demolishing creativities and talents, decrease of efficiency and affectivity in organizations and totally wasting social



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resources. Private and un-professional criteria are involved in selecting managers in private and public sections.

3. METHODOLOGY

The research is a descriptive- analytic one based on applied researches that uses context fining method. Sample size of the research includes all the 40 employees of social security organization. In order to recognize variable correlations we used Pearson correlation coefficient.

Since the research is a field and applied one, for collecting data we used desk and field study methods.

Tools of the research

By applying researcher made questioner we analyzed the data and Alpha Cronbakh was estimated as 97%. The questioner include 55 questions with 5 choices that are adjusted based on likert 4 choices spectrum and are categorized as follow.

Table 1 – categorizing questions of the research

Totally dis agree	Disagree	To somehow	Agree	Totally agree
1	2	3	4	5

Analyzing data

In order to answer the questions of the research we used simple and linear linear regression analysis methods and structural equation models.

4. RESEARCH FINDING

Main hypothesis

Hypothesis 1- talent management and professional skills has positive and direct (significant) on the succession planning of human resource.

Talent management and professional skills of employees has positive effect on the succession planning

$$H_0 : \rho = 0$$



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Talent management and professional skills has positive and significant effect on the succession planning

$$H_1 : \rho \neq 0$$

In order to test hypothesis we used multiple regression statistics. So, in this regard, the effect of talent management and professional skill is considered as independent variable and human resources succession as a dependent variable by multiple regression that the results of this statistics was observed by spss in the table (4-9).

Table 2 : the result of multiple regression of talent management and professional skill of employees

Variables	Regression coefficient (B)	Significance	Result
Talent management	0.292	*0.006	H0 is rejected
Professional skill of employee	0.484	*0.000	

*p <0.05

The results of table 1 shows that talent management and professional skills of the employees has direct and positive (significant) effect on the succession planning of human resource. Since p value (sig) level of independent variable of talent management (sig = 0.006) and professional skill of employees (sig= 0.000) is less than 0.05. So, the researcher's hypothesis (H1) is supported and (H0) is rejected. So it can be said that talent management has positive and direct (significant) effect on the succession planning of human resource. According to regression coefficient (B) the independent variables of talent management and professional skills of employees are 0.292 and 0.484 respectively so it can be recognized that the kind of relationship between variables are positive and alongside and the effect of professional skills of



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employees on the succession planning of human resource as a dependent variable is more than talent management.

Hypothesis 2- talent management (significant) effect on the succession planning of human resource.

Talent management (by controlling professional skills of employees) does not have significant effect on the succession planning.

$$H_0 : \rho = 0$$

Talent management (by controlling professional skills of employees) has significant effect on the succession planning.

$$H_1 : \rho \neq 0$$

In order to test hypotheses of the research, we used simple linear regression test. So we calculated the effect of talent management and professional skills of employees as independent variable on the succession planning of human resource as dependent variable through simple linear regression. The results of these analyses are indicated in the table 2 by spss.

Table 3 : the results of linear regression of talent management

Variable	Regression coefficient (B)	Significance	Results
Talent management	0.610	* 0.000	H0 is rejected

*p< 0.05

Table 4 the results of linear regression of professional skills of employees

Variable	Regression coefficient (B)	Significance	Results
Talent management	0.605	* 0.000	H0 is rejected



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The results of table 3 shows that talent management (by controlling professional skills of employees) has positive and direct (significant) effect on the succession planning of human resource. Since p value (sig) of independent variables of talent management (sig= 0.000) and professional skills (sig=0.000) is less than 0.05. so so, the researcher's hypothesis (H1) is supported and (H0) is rejected. So it can be said that talent management has positive and direct (significant) effect on the succession planning of human resource. According to regression coefficient (B) the independent variables of talent management and professional skills of employees are 0.605 and 0.777 respectively so it can be recognized that the kind of relationship between variables are positive and alongside and the effect of professional skills of employees on the succession planning of human resource as a dependent variable is more than talent management.

Secondary hypotheses

1- Selection of talented employees has positive and direct effect on the succession planning of human resource

Selecting talented employees does not have significant effect on the succession planning.

$$H_0 : \rho = 0$$

Selecting talented employees has significant effect on the succession planning.

$$H_1 : \rho \neq 0$$

In order to test hypotheses of the research, we used simple linear regression test. So we calculated the effect of talent management that is selection of talent as independent variables on the succession planning of human resource as dependent variable through simple linear regression that the results of this analysis are indicated in table 4 by spss.



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Table 5- the results of linear regression of talent selection and succession planning

Variable	Regression coefficient (B)	Significance	Results
Talent selection	0.196	*0.021	H0 is rejected

*p<0.05

The results of table 4 shows that talent selection (by controlling professional skills of employees) has positive and direct (significant) effect on the succession planning of human resource. Since p value (sig) of independent variables of talent selection (sig= 0.021) and is less than 0.05 so, the researcher's hypothesis (H1) is supported and (H0) is rejected. So it can be said that talent selection has positive and direct (significant) effect on the succession planning of human resource. According to regression coefficient (B) the independent variables of talent selection it gets clear that the kind of correlation between two variables are positive and alongside and selecting talented employees has 0.196 effect on the succession planning of human resource as a dependent variable.

2- Talented employees communion has positive effect on the succession planning of human resource

Talented employees' communion does not have positive effect on the succession planning

$$H_0 : \rho = 0$$

Talented employees' communion has positive effect on the succession planning

$$H_1 : \rho \neq 0$$

In order to test hypotheses of the research, we used simple linear regression test. So we calculated the effect of talent management that is the communion of talented employees as independent variables on the succession planning of human resource as dependent variable through simple linear regression that the results of this analysis are indicated in table 5 by spss.



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Table 6- the results of communion linear regression and succession planning

Variable	Regression coefficient (B)	Significance	Results
Communion	0.227	0.002	H0 is rejected

*p<0.05

The results of table 5 shows that talented employee's communion has positive and direct (significant) effect on the succession planning of human resource. Since p value (sig) of independent variables of talent selection (sig= 0.002) and is less than 0.05 so, the researcher's hypothesis (H1) is supported and (H0) is rejected. So it can be said that talented employee's communion has positive and direct (significant) effect on the succession planning of human resource. According to regression coefficient (B) the independent variables of communion it gets clear that the kind of correlation between two variables are positive and alongside and talented employees communion has 0.227 effect on the succession planning of human resource as a dependent variable.

3- Training talented employees has positive effect on the succession planning of human resource

Training talented employees does not have positive effect on the succession planning

$$H_0 : \rho = 0$$

Training talented employees has positive effect on the succession planning

$$H_1 : \rho \neq 0$$

In order to test hypotheses of the research, we used simple linear regression test. So we calculated the effect of talent management that is Training talented employees as independent variables on the succession planning of human resource as dependent variable through simple linear regression that the results of this analysis are indicated in table 6 by spss.

Table 7-the results of linear regression of talent training and succession planning

Variable	Regression coefficient (B)	Significance	Results
Communion	0.343	*0.000	H0 is rejected



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* $p < 0.05$

The results of table 6 shows that Training talented employees has positive and direct (significant) effect on the succession planning of human resource. Since p value (sig) of independent variables of Training talented employees (sig= 0.002) and is less than 0.05 so, the researcher's hypothesis (H1) is supported and (H0) is rejected. So it can be said that talented employee's communion has positive and direct (significant) effect on the succession planning of human resource. According to regression coefficient (B) the independent variables of Training talented employees it gets clear that the kind of correlation between two variables are positive and alongside and talented employees communion has 0.343 effect on the succession planning of human resource as a dependent variable.

4- Hypothesis 4- conserving and keeping talented employees has positive effect on the succession planning of human resource.

Conserving and keeping talented employees does not have positive effect on the succession planning

$$H_0 : \rho = 0$$

Conserving and keeping talented employees has positive effect on the succession planning

$$H_1 : \rho \neq 0$$

In order to test hypotheses of the research, we used simple linear regression test. So we calculated the effect of talent management that is conserving and keeping talented employees as independent variables on the succession planning of human resource as dependent variable through simple linear regression that the results of this analysis are indicated in table 7 by spss.



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Table 8- the results of linear regression of conserving and keeping talented employees and succession planning

Variable	Regression coefficient (B)	Significance	Results
conserving and keeping talented employees	0.343	*0.000	H0 is rejected

* $p < 0.05$

5- The results of table 7 shows that conserving and keeping talented employees has positive and direct (significant) effect on the succession planning of human resource. Since p value (sig) of independent variables of Training talented employees (sig= 0.000) and is less than 0.05 so, the researcher's hypothesis (H1) is supported and (H0) is rejected. So it can be said that talented conserving and keeping talented employees has positive and direct (significant) effect on the succession planning of human resource. According to regression coefficient (B) the independent variables of conserving and keeping talented employees it gets clear that the kind of correlation between two variables are positive and alongside and talented conserving and keeping talented employees has 0.561 effect on the succession planning of human resource as a dependent variable.

Factor analysis

Factor validity is a form of construct validity that is achieved by the factor analysis. In order to understand the substructure variables of a phenomenon or summarize data collection we used factor analysis. Factor analysis can be in the form of confirmative or exploratory. The aim of researcher is determining special factor structure in confirmative factor analysis. Indeed, we are seeking for dimensions and elements of an unknown field in the factor analysis. Yet, in confirmative factor analysis we are looking for confirming these fields through related elements.

Structural equations model

The processes of covariance structure analyses include a series of steps that are mentioned in this research:



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- 1- Representing the model
- 2- Assessing the model
- 3- Modifying the model
- 4- Testing hypothesis
- 5- Describing the model
- 6- Writing the reports of the research

In the following section we explain the above mentioned steps.

Representing the model

Structural equation model starts through expressing the model that is going to be assessed. In the simplest level, the model is a statistical phrase about the correlation between variables. These models have different shapes in the contexts of different analytical approaches. For example, a model about correlation generally expresses non-oriented (bilateral) correlation between two variables. Yet, multiple regression and variance analysis show models with oriented correlation between variables. This step is considered as one of the most important steps in structural equation models. Since there is no analyses unless the researcher expresses his own model formerly.

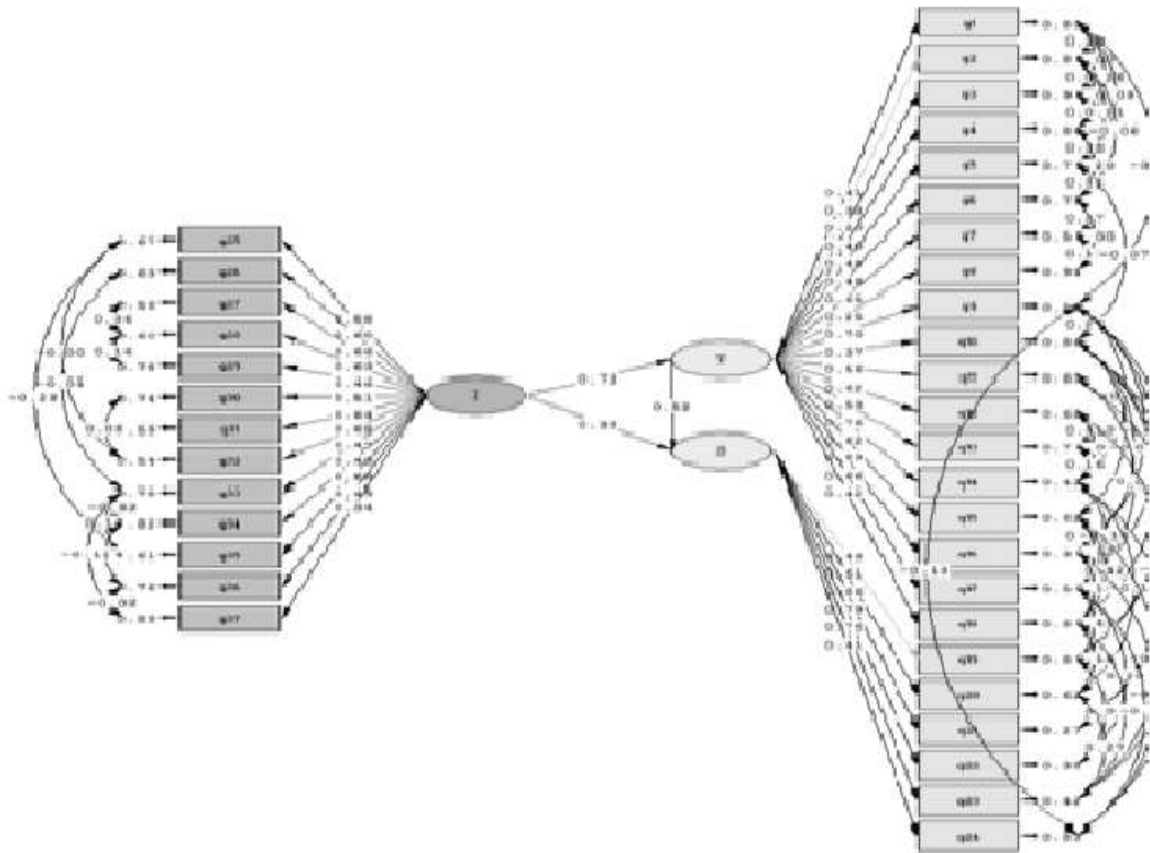
Assessing the model

After presenting and assessing a model, free parameters should be assessed by data. This step includes a series of iterative processes that makes an implied covariance matrix in each frequency. Comparing these matrixes produces a remained matrix and this processes continues until remaining the least matrix



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Graph 1- research model for the standard coefficient assessment

Graph 1 shows the research model in assessing standard coefficients. All of the variables of the model are divided into two categories including clear and hidden. Clear or observed variables (rectangles) are measured directly by the researcher, while latent or unobserved variables (oval) are not measured directly, yet based on correlation or relationship between measured variables. Latent variables are a series of theoretical constructs like abstract concepts that are not visible directly but they are made by other variables. Latent variables are into shapes of endogenous variable and exogenous variables. Each variable can be considered both as an endogenous and exogenous variable in the system. Endogenous variable is affected by other variables inside the model. On the other hand, exogenous variable does not go under any effects of variables. In the current research management talent and succession planning are considered as endogenous variable and professional skill variable as a exogenous variable. In the above graph, the numbers or coefficients are in two groups that include

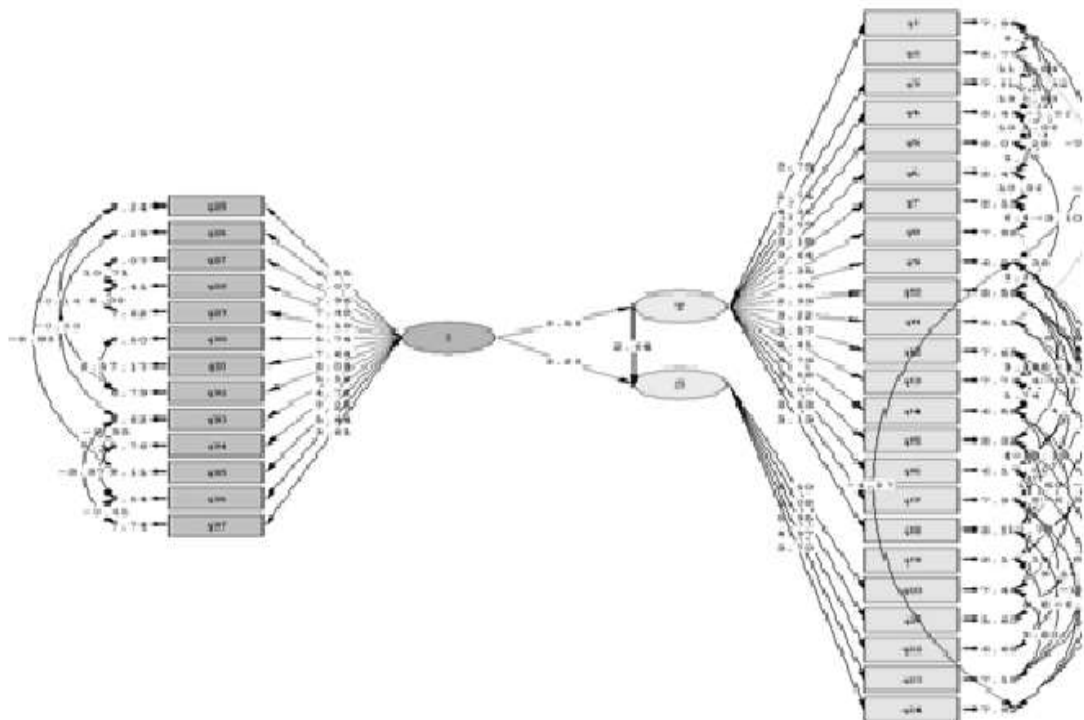


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the correlation between latent variables and observed variables. These equations are called factor analysis. The second kind of structural equations show the correlation between latent and observed variables and they are used for testing hypotheses that are called path coefficient. According to factor analyses the index having the highest factor, will have the most part in measuring related variable and vice versa.

Model test



Graph 2 the general model of the research in significance case of the coefficients (T-value)

Graph 4-8 shows research model in the case of T-value. The model tests all of the structural models through t test.

Describing the model

If the tests show that the model is coincide with the data, it should be concentrated on the parameters if the model in this level.

Significance of the parameters of model will be assessed in this step. Tests, comparison of parameters assessment and also their presentation demands standard assessments. That is why, we will change the non-standard assessments that are



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dependent on their scale to a standard assessments that are not dependent on their scales and this issue affects to somehow model parameters.

This level of structural equations is exactly the same as standardization of regression coefficient in statistics.

Table 9- the results of factor analysis and t test (talent management)

Observed variable	Factor analysis	T test
Q1	0.41	7.9
Q2	0.33	8.7
Q3	0.30	7.5
Q4	0.40	8.4
Q5	0.48	8.0
Q6	0.46	8.4
Q7	0.65	8.1
Q8	0.30	7.9
Q9	0.70	6.8
Q10	0.37	8.5
Q11	0.56	8.1
Q12	0.62	7.6
Q13	0.53	7.7
Q14	0.76	6.5
Q15	0.62	8.3
Q16	0.83	6.1
Q17	0.66	7.9
Q18	0.42	8.1

Table 10- the results of factor analysis and t test (succession planning)

Observed variable	Factor analysis	T test
Q19	0.43	8.1
Q20	0.61	7.4



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Q21	0.86	5.6
Q22	0.79	6.6
Q23	0.76	7.1
Q24	0.41	7.9

Table 11- the results of factor analysis and t test (profession skill of employees)

Observed variable	Factor analysis	T test
Q25	0.58	6.5
Q26	0.60	7.0
Q27	0.66	7.9
Q28	0.63	7.4
Q29	0.46	5.1
Q30	0.34	5.7
Q31	0.51	7.6
Q32	0.64	8.0
Q33	0.68	5.1
Q34	0.47	4.7
Q35	0.43	7.2
Q36	0.63	5.4
Q37	0.49	3.6

In order to support the questioner's structure and discover formation elements of each structure we used supportive factor analysis. The results are indicated in table. The related factor analyses were above 0.3 for three variables of talent management, succession planning and profession skills of employees. So, all of the factor analysis are significant in 95% and could create a significant portion in construct measurement. According to this model path coefficient and factor analysis are significant in 95% and if $t > 1.96$, and if $t < 1.96$ so factor analysis won't be significant. If t statistics is < 2.58 , Path coefficient and factor analysis will be significant in 95%, so path coefficient and factor analysis in 99% is significant.



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- Correlation between latent variable of talent management and succession planning is 52% that is a good correlation. T is 2.64 that shows observed correlation is significant.
- Correlation between latent variables of profession skills of employees and talent management is 72% that is very good correlation. T is 3.58 that shows observed correlation is significant.
- Correlation between latent variables of profession skill of employees and succession planning is 0.38 that is a good correlation. T is 3.28 that shows observed correlation is significant.

Model fit indexes

Modification model

The issue is that how this model based on theoretical framework and experimental literature is based on the reality? How the collected data support the model that is written theoretically? One of the most important models in this field is fitting model. Acceptable Scientific criteria for supporting encoded theoretical model using collected data forms the main issue of model fit indexes. This indexes sometimes are called goodness of fit (because the more the indexes, the higher supports of the model) or badness of the fit (since, the higher the amount of that index, the weaker the supports about theoretical model. X^2 and RMSEA are among these indexes.

X^2 is considered as the most important and applicable indexes of fit in the modeling of equation structure that the smaller, the fit data model, in a way that the level of zero for it shows complete fit. Theoretically, the amount of X^2 changes between zero and extreme. Its amount equals 153.898 that is bigger than table 0.819, 79, so the model is significant.

Root Mean Square Error of Approximation (RMSEA)

This index was introduced by Echtiger (1990) that is based on matrix analysis fragment. Unlike most of the other index fit models in modeling that have just a point assessment, this index is calculable for validity distance makes it possible to determine that the model is significant in 0.5 or not. The amount of RMSEA in this research is 0.083 that shows the model is proper.



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Results

According to Berger (2004) training and improvement of organization include: teaching, observation on the job, holding sessions with the employees for investigating the current problems, job circulation, company educational courses (including electronic courses, courses out of the company, educational courses, psychologist helps and extra circular periods. Since the purpose of employees education is obviating functional defects and also amending human resources in contract with the results of function assessment (Saadat, 1994, p:56), these elements are performed by planning units and human resource development according to kind and entity of the organization.

Employees' companion in the organization decisions causes the responsibilities to be tangible and their association to be more in fulfilling their responsibilities. According to Kaningham (2007) in effective applying (companion) of human resource, observing job congruence in employing and management of function is very influential and empowers endogenous impellent for employees (Mirsepasi, 2003, p: 123).

Conserving talent and presenting solutions in order to prevent intelligent employees' job leaving from correct management principles. If an organization manage well its talents and experts, it should motivate financially and other motivational elements for conserving them, because elites are not replaceable easily in having experiments and finding a proper replacement demands more cost and time for the organization.

The same results of the researches such as Momeni and Molavi (2009) showed that existence of proper processes in defining a job and finding suitable people for it and being aware of correct encouragers as an elements of conserving talents in organization and assessing and optimizing by three factorial analyses based on behavioral pattern, value and attitude and duty coefficients of individuals improve the processes of selecting human force significantly.

According to accepting all of the hypotheses of this research it is possible to conclude that talent management and profession skills of employees has effect on the succession planning of human resource in oil company of Shiraz. Regarding management discussion, managers should pay attention to selecting talented employees, talented



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workers communion, education and conserving them, because the success or failure of an organization depends on the presence of talented forces. Managers can ensure through performing talent management in the organization that by making talent bank they can access to qualified and efficient forces in order to prevent crisis. The key important point emphasized in this research is the issue that applying talent management and recognizing key affairs and employing them can help in improving the situation. In the field of succession planning, by planning in selecting successor and development of them, managers can provide situations that the organization could escape from losing talented and experienced forces and prevent crisis. Profession skill of employees can facilitate the affairs of organization. One important application is providing data basis of employees in order to present a profile to every employee in organization that shows skills, education, and history. According to employees' information, managers can choose the best successor in the important job and the last years in the organization in order to be trained and develop their education to prevent the organization from a crisis about talented forces. Yet, the most important element that causes this research gain suitable results in organization is the continues support of managers.

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