

# Plan-Process Factor's Effect on Talent Management and Succession Planning Programs

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*Abstract:* - The aim of the current study is to explore the effect of factors related to the Plan (Mission Clarity and Rewards & Compensation) and the Process (Policy & Procedures and Career Development) on the Talent Management and Succession Planning Programs in Saudi Arabia, in addition, this study will focus on the mediating effect of the Organizational Productivity on the relationship between the variables. To achieve these objectives, this study followed the quantitative research methods through the distribution of 408 questionnaires to the employees of the Saudi Electricity Company. The results showed that Mission Clarity, Rewards & Compensation, Policy & Procedures, and Career Development have a significant relationship with Talent Management and Succession Planning. In addition, Organizational Productivity has a significant mediating effect on the relationship between Mission Clarity, Rewards & Compensation, and Policy & Procedures with Talent Management and Succession Planning. However, Organizational Productivity has insignificant mediating effect on the relationship between Career Development and Talent Management and Succession Planning.

*Key-Words:* - Mission Clarity, Rewards & Compensation, Policy & Procedures, Career Development, Talent Management and Succession Planning, Saudi Arabia.

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## 1 Introduction

Organizations in the twenty-first century have significant problems in terms of human capital. One of these issues is succession planning and talent management. Indeed, a variety of factors have led to the increased relevance of talent management and succession planning, most notably the competitiveness between employers on a local, but much more so on a worldwide scale, [1]. More recently, the discourse has shifted to one in which the maximum of individual workers' talent as a unique competitiveness for companies is the key aspect of human capital strategy, [2]. However, the issue that arises is the degree to which corporations manage their talent successfully in this regard. Nonetheless, this is still a poorly studied field, with minimal theoretical development and limited empirical proof, [3].

Talent management and succession planning offer firms a purposeful strategy for the retention and continuance of important capabilities, and they indicate a true commitment to improving the staff that is already in place. Talent management and succession planning is seen as a technique for

establishing human resource and business planning procedures in order to achieve organizational objectives by incorporating talent mindsets. As a result, at the organizational level, people's performance and potentiality increase, [4]. The emphasis of the performance is on the past and now, while the potential reflects the future. People have potential, but it has to be found and nurtured. Talent management is the result of a combination of factors, including Ethos (embedded values and behavior), focus (understanding their position description), positioning (acquiring high-level management positions in the organization), structure (creating tools, methods, and techniques with accountability for their work), and system (taking a long-term holistic approach to bring out a periodic change in organs), [5]. The goal of advanced human resource talent management is to arrive at a decision. Talented human resources are required by the company. Three factors must be considered: how human resources provide value to the organization now, and in the future, and how they bridge the gap in managing the risks, potential, and performance, [6].

Overall, the aim of the current study is to explore the effect of factors related to the Plan (Mission Clarity and Rewards & Compensation) and the Process (Policy & Procedures and Career Development) on the Talent Management and Succession Planning Programs in Saudi Arabia, in addition, this study will focus on the mediating effect of the Organizational Productivity on the relationship between the variables. This study will follow the quantitative research methods on randomly selected participants from the Saudi Electricity Company.

## 2 Literature Review

### 2.1 Mission Clarity

The mission statement, often known as the vision or charter, takes priority over all other organizational papers. It has three distinguishing features: A mission statement does not specify a time limit for its validity, but it must be reviewed on a regular basis. If, as a result of changes in the environment or the firm itself, the mission statement no longer delivers or even hinders success, it will need to be amended or replaced. After finishing the strategic analysis, it is useful to analyze the business mission statement in order to make any required modifications. A mission statement outlines a set of principles that have been thoroughly examined and methodically aligned, [7].

Different types of decisions are limited by these rules. Principle-influenced decisions are called dependent decisions. The mission statement, the company's most crucial business document, guides its long-term development. Mission statement objectives must be followed when building strategic and operational strategies. The mission statement must be modified or created before our suggested process can develop strategies. Business mission statements have been connected to many outcomes, [7]. Several researches focused on the relationship between Mission Clarity and Projects or Programs Success like, [8], [9], [10], [11]. Therefore, one could hypothesize that:

H1: There is a significant impact of Mission Clarity on Talent Management & Succession Planning Programs in Saudi Arabia.

### 2.2 Rewards & Compensation

Numerous internal and external factors, including corporate strategy, culture, technology, people, national and international demographic trends, local and industry standards, industrial relations,

legislation, and institutional factors, should be considered when designing the rewards and compensation landscape. An organization's strategic posture in the market with regard to benefits and compensation is taken into consideration in the next stage, which focuses on making tactical decisions such as establishing the grounds of pay based on that position, [12]. Developing and implementing strategies that are focused on teams or groups can also be considered a component of differential performance. The second set of tactical and strategic decisions to be taken is determining the guiding principles for developing compensation and benefit plans. [13], assert that there are two possible types of rewards: relational or transactional in character, and their substance might be monetary or non-monetary, [13].

Direct and indirect forms of monetary and non-monetary compensation are examples of transactional features that are frequently observed. Relational compensation places a strong focus on intangibles like supplying learning opportunities, recognizing peers and employees, offering job security, supplying challenging assignments and work chances, and so forth. The elements that emotionally connect with certain people are prioritized in this last design stage. Studies on rewards and performance management indicate that performers are frequently split into two groups: poor and average performers and exceptional and high achievers, [12].

A company needs to be able to distinguish between these groupings of people in order to find high-performing individual contributors. Top performers may receive merit-based compensation in addition to market and performance loadings. Based on the idea of workforce flexibility, businesses must divide discrete groups of employees in their salary and benefits plans. Since it might trigger different emotions in people who are employed full-time vs those who are employed in non-traditional organizations, an egalitarian, one-size-fits-all strategy might not be the best course of action. 'Employee flexibility' should also be considered when designing both salary and perks. Allowing perks like flexible scheduling and possibilities like working from home, a co-working place, or a smart work hub are examples of this, [14]. Studies like [12], [15], [16], [17], [18] have confirmed the effect of the rewards and compensation on the success of the organization projects, which means that one can hypothesize that:

H2: There is a significant impact of Rewards & Compensation on Talent Management & Succession Planning Programs in Saudi Arabia.

### 2.3 Policy and Procedure

The policies and procedures of an organization serve as a set of guidelines for the decision-making processes and the manner in that work should be carried out inside that company. Increased openness, accountability, consistency, and stability are the outcomes of having policies and procedures that are created in a way that is clear and is done so properly, [19].

Regardless of the size of the organization, formalizing policies and procedures can help a business run more productively and efficiently. When handling HR-related issues, it may be possible to save time and reduce stress by adhering to established policies and procedures. Seeking a consensus on the best course of action in the absence of established policies is a pointless endeavor that could be better utilized for other purposes. Workers only need to follow the procedures because strict standards have already been defined, and supervisors only need to enforce the policies, [20].

Equally important, using these documents enhances how an organization presents itself to the outside world. Making sure the business follows clear policies and procedures could make it easier to comply with relevant laws and regulations. They also provide proof that the firms are continuously managed by qualified people with the necessary training. There's a possibility that this will result in more corporate relationships and better public reputation. As they increase workplace success, policies and procedures are advantageous, claim, [20]. However, for them to be successful, all of the organization's employees must adhere to them, [20]. The organization's operating procedures and decision-making processes will always be standard and consistent when the rules are strictly adhered to, regardless of the circumstances. Failure on the part of the corporation to follow the specified procedures puts the organization in danger. When an employee or other external party files a complaint against the company, the organization's case will be enhanced if it has documented policies and procedures in place, [21]. Therefore, one could hypothesize that:

H3: There is a significant impact of Policy & Procedure on Talent Management & Succession Planning Programs in Saudi Arabia.

### 2.4 Career Development

A pattern of work experiences that lasts a person's whole life span is known as a career. Careers are often seen as consisting of a number of distinct phases or stages, each of which marks the passage from one time of a person's life to the next (sequences of work roles). This means that the term "career" may be understood in terms of the acquisition of information and skills, the ability to learn, the formation of an identity, and the self-concept that serves as a fulcrum for one's career, [22]. The current environmental conditions, a relationship concept (psychological contract), and the dominant points of view (e.g., intra- or inter-organizational) of various sociological disciplines and fields of psychology (e.g., occupational, organizational, personnel, and managerial psychology) are always linked to models for career development and study, [23].

For decades, this intrafirm perspective has focused on single organizational contexts (career development within a single, stable corporation) and made limited career assumptions. Although companies have changed, career study shows that this traditional approach has mainly survived. Most classical career development models reflect this traditional view of work and career, which includes clear principles like hierarchical promotion and inter-organizational mobility, stability in the working environment (e.g., the organization and work role continuing to exist), and constant availability of positions and work roles based on employees' interests, talents, and abilities. It sees enterprises as a 'benevolent' collective that actively contributes to each employee or executive's professional advancement. Two institutions supplied the context for professional responsibility in addition to the career viewpoint, [24]. Overall, several studies considered the effect of Career Development on Organizations' projects and programs, [23], [24], [25], [26], [27], therefore, one could hypothesize that:

H4: There is a significant impact of Career Development on Talent Management & Succession Planning Programs in Saudi Arabia.

### 2.5 Organizational Productivity

High-performing employees help a firm achieve its goals. Productivity enhances the work environment by boosting morale and fostering an excellence-focused corporate culture. Additionally, organizational productivity can be increased by continuously assessing employee skills and

workplace quality and adapting procedures as necessary.

A positive work environment should also be guaranteed in order to ensure increased productivity because otherwise, the workforce will not be able to perform their duties effectively, [28]. Therefore, one could hypothesize the following:

H5: There is a significant mediating effect of Organizational Productivity on the relationship between Mission Clarity Talent Management & Succession Planning Programs in Saudi Arabia.

H6: There is a significant mediating effect of Organizational Productivity on the relationship between Rewards & Compensation and Talent Management & Succession Planning Programs in Saudi Arabia.

H7: There is a significant mediating effect of Organizational Productivity on the relationship between Policy & Procedure and Talent Management & Succession Planning Programs in Saudi Arabia.

H8: There is a significant mediating effect of Organizational Productivity on the relationship between Career Development and Talent Management & Succession Planning Programs in Saudi Arabia.

The research framework of the current study is illustrated in Figure 1 (Appendix).

### 3 Research Methods

A systematic sample can have precision equivalent random sampling" [29]. In this approach, "the researcher chooses a random start on a list and selects every X numbered person on the list. The X number is based on a fraction determined by the number of people on a list and the number that are to be selected on the list (e.g., 1 out of every 80th person)". Finally, the last type of sample selection is "a nonprobability sample (or convenience sample), in which respondents are chosen based on their convenience and availability".

A systematic sampling procedure was used to select the respondents. According to [30], "It is a way of selecting a sample where the sampling frame, depending upon the sample size, is first divided into a number of segments called intervals. Then, from the first interval, using simple random sampling, one element is selected. The selection of subsequent elements from other intervals is dependent upon the order of the element selected in the first interval. If in the first interval it is the fifth

element, the fifth element of each subsequent interval will be chosen".

The researcher will get the list from the human resource management of Saudi Electricity Company, and then prepare for the systematic selection according to the interval of selection which is the research population divided by the sample size ( $37,769/408=7,868$ ) which means that the researcher will select every 7868th respondent in the list to participate in this study. The response rate was 100% as all of the invited participants responded to the questionnaire.

The Saudi Electricity Company employees who provided the primary data were interviewed. Through emails, physical visits, and telephone calls, the researcher contacted the Human Resources Department of the Saudi Electricity Company in order to get approvals to commence data collecting. On the basis of the employees; desire to take part in the research, a total of 408 questionnaires were sent out to them. This was done using a method known as simple random sampling. Additionally, they were told that the findings of the poll will be made accessible to them upon request should they so want.

### 4 Instrument Development

Within the context of this research, the creation of instruments was carried out with great attention in order to accurately represent nature. As a result, the questionnaire was created with 25 items, and the variables were scored using a five-point Likert scale, where five represents "Strongly Agree" and one represents "Strongly Disagree". Because the individuals who filled out the questionnaire were native Arabic speakers, it was very necessary for the questionnaire to be translated from English to Arabic in an accurate manner. In order to test the accuracy of the translation in a cross-cultural survey, a back translation was carried out, which is a method that is often used, [31]. In addition, the validated instruments that are shown in Table 1 (Appendix) were adopted from similar earlier research in order to measure the variables that are being investigated in this investigation.

### 5 Results

The suggested model has been evaluated in the present research in two stages: the measurement model (outer model) and the structural model (inner model) assessments. But before doing these two

things, a brief overview of the respondents' profiles is provided:

### 5.1 Respondent Profile

In the demographic information section, respondents in the Saudi Electricity Company were categorized by their Gender, Age group, and Employment Level, as displayed in Table 2 (Appendix).

### 5.2 Measurement Model

Smart PLS 3.3 was used in order to do the testing of the research model for this investigation. In addition, an investigation was carried out with reference to the measurement model (validity and reliability of the measures) and the structural model (testing the hypothesized relationships within the framework). The first step in the evaluation process is to examine the level of internal consistency and reliability. Cronbach's Alpha and the Composite Reliability Index were both utilized over the course of the testing that took place. In the first run, the values for Cronbach alpha in this study were above the cutoff of 0.7 that was proposed by [34], there is no need for any additional change in either the first or second run (Table 3, Figure 2 and Figure 3 in Appendix). Two items, PP1 and RC2, had low levels of factor loadings as a consequence of this. These items received scores of 0.139 and -0.080, respectively. It has been proposed by [34] that these values are below the cutoff point for factor loadings. As a result, a form of modification was taken into consideration during the second run, and as a consequence, PP1 and RC2 were eliminated in order to attain levels of factor loadings that were adequate. Factor Loadings, Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE) have all seen their respective cutoff points that have been reached by all variables. as illustrated in Table 3 (Appendix).

An assessment was carried out in the second phase of the process to assess the discriminant validity. This was done to determine the precise extent to which a certain construct differs from other constructs. A significant factor to consider while establishing validity is the correlations between the variables. The validity was assessed using measures of the correlations between constructs and the square root of the average variance discovered for a construct, [35], [36]. [36], reports that the model's estimate did not surpass 0.95, [36]. Moreover, the model did not provide any statistically significant results. As a consequence, the Fornell and Larcker Criterion findings are shown in Table 4 (Appendix), which shows that no value exceeds the suggested cutoff point of 0.95, [35].

Moreover, the Heterotrait - Monotrait Ratio (HTMT) offers an approximation of the genuine correlation between two constructs assuming they were precisely assessed or completely dependable. The average of all correlations (i.e., cross-correlations) between indicators measuring distinct constructs with respect to the (geometric) mean of the average correlations between indicators measuring the same construct is also known as the Heterotrait-Monotrait Correlations (HTMT). The HTMT may be used for a discriminant validity assessment [34]. The level of HTMT that is deemed "acceptable" in the literature is 0.90. For further details [37], (Table 5 in Appendix).

### 5.3 Structural Model

The structural model is a representation of the theoretical or conceptual part of the path model. In PLS-SEM, the structural model is also known as the inner model, according to [34]. The latent variables and the path relationships between them are included in this model. The next step is to assess the structural model, which comes after the measurement model has been examined. In order to assess the structural model, [34] state that four actions need to be taken. The evaluation of the path coefficients (step 2), the effect size ( $R^2$  value) (step 3), the evaluation of the coefficient  $f^2$ , and the assessment of collinearity (step 4) are these phases [34].

Table 6 (Appendix) illustrates the results of PLS bootstrapping consisting of the Beta value, t-values, p-values, hypothesis results (whether supported or not) confidence interval,  $f^2$ , and VIF scores. Furthermore, Table 6 (Appendix) summarizes the results of the structural model and PLS bootstrapping.

#### 5.3.1 Assessment of the Structural Model for Collinearity Issues

The first stage of developing the structural model is evaluating the collinearity problems. Prior to doing a latent variable analysis in the structural model, it is vital to take precautions against construct collinearity. By measuring the value of the VIF, the collinearity has been measured. The threshold value of the assessment is set at 3.3 in accordance with the suggestions made by [38]. Table 6 (Appendix) illustrates that all of the inner VIF values for the constructs under examination lie between the range of 1.025 and 2.533. For this inquiry, collinearity is not a concern since they are all less than 3.3 [38].

### 5.3.2 Assessing the Significance of the Structural Model Relationships

It has been established in Table 6 (Appendix) and Figure 4 (Appendix) that the bootstrapping process has been used in order to generate results for each path relationship in the model. This was done in order to test the hypotheses.

According to [34], bootstrapping in PLS is a nonparametric test that involves repeated random sampling with replacement from the initial sample. The objective of this test is to generate a bootstrap sample and achieve standard errors for the purpose of hypothesis testing [34]. [39] recommended carrying out bootstrapping with a total of one thousand samples [39]. This was in reference to the number of resampling samples. This investigation has resulted in the formulation of nine hypotheses about the constructs. Through the use of the bootstrapping function in SmartPLS 3.3, t-statistics for each and every path have been created in order to test the significance level. The bootstrapping procedure has been configured with a significance level of 0.05, a test with one tail, and a total of one thousand subsamples. According to the one-tailed test, the critical value for the significance level of five percent ( $\alpha = 0.05$ ) is 1.645, [40].

The results shown in Table 6 (Appendix) indicate that the path coefficients have a standardized value that falls between -1 and +1 (i.e., values between 0.070 and 0.270). Estimated path coefficients approaching +1 show significant positive relationships, and the closer the value comes to zero, the weaker the relationships grow [34]. The t-test is then performed on the relationships, and it is discovered that the t-values are greater than or equal to 1.645. Thus, for H1, H2, and H4, these relationships are significant at 0.05, while H3 was rejected. A summary of these findings is illustrated in Table 6 (Appendix).

### 5.3.3 The Coefficient of Determination ( $R^2$ )

In the next step, the predictive accuracy of the model will be evaluated by determining the value of the coefficient of determination ( $R^2$ ) that was produced from the model. The value of  $R^2$ , which spans a range from zero to one and may be anywhere in between, is directly related to the model's predictive ability. A greater value denotes a higher level of accuracy in the predictions made by the model, according to [34]. The Smart PLS method was used to create Table 6 (Appendix), which displays the computed value of  $R^2$ .

The standards established by [41] were followed throughout the investigation. These standards state that values of 0.02, 0.13, and 0.26 are considered to

represent weak, moderate, and substantial levels of predictive accuracy, respectively [41]. This is justified by the fact that our study has been done in compliance with many sets of criteria, each of which establishes a distinct acceptable value for  $R^2$ . Table 6 (Appendix) shows that 62.2% of the variation in Talent Management and Succession Planning (TMSP) can be attributed to the components of Career Development (CD), Mission Clarity (MC), Organizational Productivity (OP), Policy and Procedures (PP), and Rewards and Compensation (RC). This indicates that predictive accuracy has reached a substantial level.

### 5.3.4 Assessment of the Effect Size ( $f^2$ )

The effect sizes, denoted by the symbol  $f^2$ , have been assessed at this point. When it comes to the relative influence of a predictor construct on endogenous constructs, the value of  $f^2$  is tied to this relationship. According to [42], it is essential to provide not just the p-value but also the substantive significance (effect size) and statistical significance (p-value), [42]. This is in addition to the fact that the p-value should be stated. In addition, a guideline that was established by [43] has been adhered to in order to measure the size of the effect. [43], found that the values of 0.02, 0.15, and 0.35 reflect small, medium, and substantial effects, respectively. These values are based on the findings of the research that [43] conducted. As can be viewed in Table 6 (Appendix), Mission Clarity (MC) has a small effect on generating the value of  $R^2$  for Talent Management and Succession Planning (TMSP). In addition, Rewards & Compensation (RC) and Career Development (CD) both have a medium effect on the production of the value of  $R^2$  for Talent Management and Succession Planning (TMSP). However, Policy & Procedures (PP) has no effect on producing the value of  $R^2$  for Succession Planning (TMSP).

### 5.3.5 The Mediating Effect of Organizational Productivity

Following the evaluation of the direct impact, the analysis of the mediation hypothesis was carried out. The presence of a third variable acting as a connection between the independent and dependent variables is the defining characteristic of a mediating effect (Figure 5, Appendix). This is the most important aspect of the impact. As a matter of fact, the influence of the Y1 (IV) on the Y3 (DV) is technically mediated by a third variable, Y2, which is referred to as the mediating variable or mediator (Table 7 in Appendix). The process of developing mediation hypotheses involves the researcher taking

into consideration the ways in which an independent variable (Y1) might impact a dependent variable (Y3) via the use of one or more possible intervening factors, often known as mediators (Y2), [44].

As shown in Table 7 (Appendix) and observed, the current study presented 4 hypotheses that were constructed in order to assess the mediating effect of Organizational Productivity.

Testing for the type of mediation in a model requires running a series of analyses, which Figure 6 (Appendix) illustrates. The first step addresses “the significance of the indirect” effect ( $p1 \cdot p2$ ) via the mediator variable (Y2). “If the indirect effect is not significant (right-hand side of Figure 6 in Appendix), the researchers conclude that “Y2 does not function as a mediator in the tested relationship. While this result may seem disappointing at first sight, as it does not provide empirical support for a hypothesized mediating relationship, further analysis of the direct effect  $p3$  can point to as yet undiscovered mediators. Specifically, if the direct effect is significant, the researchers can conclude it is possible there is an omitted mediator, which potentially explains the relationship between Y1 and Y3 (direct-only non-mediation). If the direct effect is also nonsignificant (no-effect non-mediation), however, we have to conclude that our theoretical framework is flawed. In this case, we should go back to theory and reconsider the path model setup. Note that this situation can occur despite a significant total effect of Y1 on Y3”.

As shown in Table 8 (Appendix) and observed from Figure 6 (Appendix), the current study presented 4 hypotheses that were constructed in order to assess the mediating effect of Organizational Productivity (OP). In the current study, the mediating effect analysis carried out using Smart PLS found the following:

In H5: Organizational Productivity (OP) plays a significant mediating role in the relationship between Mission Clarity (MC) and Talent Management & Succession Planning Programs (TMSP) with partial mediation level and complementary mediating.

In H6: Organizational Productivity (OP) plays a significant mediating role in the relationship between Rewards & Compensation (RC) and Talent Management & Succession Planning Programs (TMSP) with partial mediation level and complementary mediating.

In H7: Organizational Productivity (OP) plays a significant mediating role in the relationship between Policy & Procedure (PP) and Talent Management & Succession Planning Programs

(TMSP) with full mediation level and complementary mediating.

In H8: Organizational Productivity (OP) has no significant mediating role in the relationship between Career Development (CD) and Talent Management & Succession Planning Programs (TMSP) as the mediating analysis results showed that no effect was noticed.

## 6 Conclusion and Discussion

The aim of the current study is to explore the effect of factors related to the Plan (Mission Clarity and Rewards & Compensation) and the Process (Policy & Procedures and Career Development) on the Talent Management and Succession Planning Programs in Saudi Arabia, in addition, this study will focus on the mediating effect of the Organizational Productivity on the relationship between the variables.

In the quantitative data analysis, Mission Clarity affects the success of the Talent Management & Succession Planning programs. Hence, H1 was supported, the programs of the Talent Management & Succession Planning conducted by the Human Resources Department will be more successful if these programs are associated with the mission of the Saudi Electricity Company. Missions of the firms in Saudi Arabia must clearly state that developing the human capital is essential and crucial, as the success of these programs will be met when the employees acknowledge the importance of their development within the structure of the organization, starting from the mission statement of this organization. Such a result was anticipated, not only because the majority of the published literature concurred with that, but also because the mission statement describes the identity of any organization. If the mission statement is well-written, any employee will feel a sense of belonging to this organization, and regardless of the circumstances, they will perform better in order to accomplish the objectives of the company. On the other hand, a mission that is both ambiguous and superficial will have the opposite impact and will be detrimental to the process of the company's objectives being achieved. As a result, Talent Management and Succession Planning Programs are relying on the clarity of the mission statement. The mission statement needs to contain an unambiguous declaration that the development of human capital is at the top of the firm's mission and that the company is working hard to accomplish this goal. This result is consistent with the previous published literature,

with some studies found to disagree with these findings [9], [10].

Moreover, Rewards & Compensation affect the success of Talent Management & Succession Planning programs. Hence, H2 was supported. Speaking of the current study, Rewarding the employees with tangible and intangible benefits will bring the employees to level of working harder and always maintain the high level of performance, which will lead to gaining more experience and becoming ready for promotion and ensuring the success of the Talent Management & Succession Planning programs. In the researcher's opinion, it is always important to set up a program dedicated to rewarding the high level of performance abreast of the programs of Talent Management & Succession Planning, and that is to make sure that the first program will lead to the success of the second program. In light of this fact, the result achieved during the analysis was legit and expected. This result is in consistent with the previous published literature, with no studies found to disagree with these findings [18], [45].

Policy & Procedure do not affect the success of the Talent Management & Succession Planning programs. Hence, H3 was rejected, which means, that while the finding of an insignificant effect of policy and procedure on Talent Management & Succession Planning Programs may initially seem surprising, it offers valuable insights into the complexity of Talent Management & Succession Planning Programs. It suggests that organizations in Saudi Arabia should consider a holistic approach that considers various factors beyond just policies and procedures. Considering this unexpected result, while the result may challenge some preconceptions, it offers a valuable opportunity for organizations and researchers to dig deeper into the complexities of Talent Management & Succession Planning Programs in Saudi Arabia. Rather than dismissing the significance of policy and procedure, it prompts a reevaluation of how these elements interact with various contextual, cultural, and organizational factors. This result is in consistent with the previous published literature, with no studies found to disagree with these findings. [20], [46], [47].

Furthermore, Career Development affects the success of the Talent Management & Succession Planning programs. Hence, H4 was supported. Speaking of the current study, there is no doubt that career development Talent Management & Succession Planning programs are attached together, meaning that Talent Management & Succession Planning programs are working on the development

of the skills of the human capital, while the concept of the career development focusing on the self-awareness of the continuant development personally. Therefore, the success of the Talent Management & Succession Planning programs in the Saudi Electricity Company is strictly associated with the career development of the employees. From the research point of view, this result is expected, as both concepts are working on the development of the skills of the human capital in each company, let alone the Saudi Electricity Company. Therefore, with proper career development, the Talent Management & Succession Planning programs will be more successful. This result is consistent with the previous published literature, with no studies found to disagree with these findings [45], [48], [49].

The final segment of the current study is the concept of including the mediating effect of Organizational Productivity. In this segment, the organizational productivity of the Saudi Electricity Company is put into question whether it is improving factors that affect the success of the Talent Management & Succession Planning programs. First, Organizational Productivity plays a significant partial mediating effect on the relationship between Mission Clarity, Talent Management & Succession Planning Programs. As a consequence of this, the level of production that is produced by the employees will also contribute to the success of the Talent Management and Succession Planning programs. This is due to the fact that the employees will be able to comprehend the mission in a way that will allow them to be more productive. Therefore, H5 is supported. In addition, Organizational Productivity has a significant partial mediating effect on the relationship between Rewards & Compensation and Talent Management & Succession Planning programs. It means that when the employees are well-rewarded for their high level of production, the success of the Talent Management & Succession Planning programs will be higher. Which means that H6 is supported. Additionally, Organizational Productivity has a significant mediating role in the relationship between Policy & Procedures and Talent Management & Succession Planning programs. This means that when policies and procedures are set considering a high level of production, the Talent Management & Succession Planning programs will be more successful which means that H7 is supported. Finally, Organizational Productivity has an insignificant mediating effect on the relationship between Career Development, Talent Management & Succession Planning programs, meaning that H8 is rejected. It means that whether the organization's



overall production is high or low, the employee will remain focused on the development of their careers, while the success of the Talent Management & Succession Planning programs will not be affected. Similarly, many studies focused on the mediating role of the Organizational Productivity, [48], [50].

## 7 Research Implications

This study has various implications for Saudi Arabian companies' human capital development. The study reveals that Talent Management & Succession Planning programs' success is correlated with their mission statement. Practically, Saudi Arabian enterprises should concentrate on their mission statement; goals should be carefully picked and effectively presented to employees to increase employee attachment and future leadership. Having a well-designed reward system would assist companies because when employees are recognized for their efforts, they will keep doing well and contribute to the Talent Management & Succession Planning programs' success. The organization will also be on track to attaining the success of the Talent Management & Succession Planning programs with well-planned and well-written policies and processes. Finally, encouraging employees to develop their careers will affect Talent Management & Succession Planning programs, so Saudi companies should put more effort into training their human resources.

Productive and non-productive companies are easily recognized. This attribute boosts all firm numbers and reflects human capital morale. In the study, putting more effort into the company's mission statement means drawing up goals and objectives with employees, which boosts production and Talent Management & Succession Planning programs' success. Dedicate the same effort to the rewards system to increase productivity. Rewarded employees will work more, which will boost Talent Management & Succession Planning programs' success. Policies and procedures affect organizational productivity; thus, companies should be attentive while writing them. Last but not least, the success of Talent Management & Succession Planning programs is still affected by the career development of the employees, whether they work for high- or low-productive companies.

## 8 Future Research Recommendations

The current study considered only one example of the Semi-Public Sector companies in Saudi Arabia,

which is the Saudi Electricity Companies, and no other companies, therefore, future studies could consider other companies in Saudi Arabia. Furthermore, this research was carried out in a small amount of time; repeating the same investigation using the same framework over a longer time frame might improve the results and provide a larger range of findings. Additionally, this study was restricted to using just one kind of research methodology, namely quantitative research methodologies. Additionally, the scope of this study was restricted to two sets of variables: plan and process-related variables. A lengthy list of factors, such as organizational or human-related factors, could be found in the published literature and could affect the success of Talent Management and Succession Planning programs.

## 9 Practical Implications for Asian Business

The conclusions of this study have significant implications for businesses located in Asia, particularly in Saudi Arabia's context. In addition to that, these implications are of great importance in the practical realm. In the first place, it emphasizes how essential it is to establish a mission statement that is not only understandable but also appealing, and that is also in accordance with the procedures of talent management and succession planning. It is possible to achieve the aims of increasing employee engagement and fostering potential future leaders by providing employees with the opportunity to participate in the design of goals and ensuring that these goals are effectively communicated to employees. The approach that is being taken is in good harmony with the cultural values that are widespread in Asian countries, such as collectivism and loyalty to the organization. This is the case since the approach is being followed. Among the countries that exhibit these qualities, Saudi Arabia stands out as particularly prominent.

In the second place, the study reveals that a well-structured incentive system has a substantial impact on the development of a culture of high performance and on the motivation of employees to achieve to the best of their abilities. It is possible to significantly boost job happiness and dedication in Asian cultures by providing employees with rewards for their accomplishments. Many cultures place a significant amount of value on the idea of "face" and recognition. It is possible to boost the effectiveness of talent management and succession planning programs by providing employees with incentives to

perform at a high level and make significant contributions to the long-term success of the business. The possibility that these programs would be effective would increase as a result. To facilitate the employees' growth toward achieving this goal, they are offered opportunities to participate in activities that have personal significance for them. If employees had the chance to grow in their professions and acquire new skills, it's quite likely that they would find it easier to accomplish this goal. This is a very plausible situation.

The significance of having comprehensive policies and procedures within a corporation is one of the third issues that is investigated within the scope of the research study. Probably the most important aspect of this situation is that it offers the chance to control organizational behavior and ensures that choices will be made consistently. The situation's most significant component is this. To inform you that the policies and procedures that have been implemented have been placed in the appropriate place is, in my view, of the utmost significance. Asian business cultures are distinguished by two primary traits: a strong commitment to upholding long-standing customs and a reverence for hierarchical organizational structures. It is important to remember that the two characteristics described above are only two of the many that make up Asian business cultures. It is crucial that you keep a watchful eye out for these two distinct individuals in order to prevent any negative consequences. In the event that a situation similar to the one that is now occurring occurs, it is of the utmost significance to have policies and procedures in place that are not just apparent but also seem to be quite clear. Its great significance leads to this outcome, which is the consequence. These procedures are also carried out to ensure that the succession planning and talent management programs are implemented in an appropriate way and to dispel any uncertainty that could arise from the implementation of these programs. The theory that this theory represents ties in well with the notion that Asian corporate cultures are often seen as having a high level of respect.

The study's conclusions are meant to draw attention to the problem and emphasize the significance of investing in the professional development of the company's employees. The organization hopes to increase the size of the talent pool it can now access through the project's implementation. If employees have the opportunity to participate in training and skill development as part of their job, it's probable that they will be able to improve their abilities and raise the possibility

that they will hold leadership positions in the future. Because of this information, companies can now provide their employees with opportunities to grow in their specific areas of competence. This particular element is very important in Asian cultures because of its significance in Asian civilizations, which place a great value on the quest for knowledge and the improvement of oneself via personal development. In another sense, it makes a significant contribution.

The study's results are significant because they highlight the significance of strategic approaches to human resource management in support of organizational success in Asian business environments. This is due to the fact that they showed the significance of these methods. Businesses in Asia, especially in Saudi Arabia, have the opportunity to improve their succession planning and people management programs, which will eventually result in the attainment of long-term organizational success. This is a very good chance for Saudi Arabian businesses. This goal can be accomplished in a variety of ways, such as emphasizing the creation of a clear mission statement, establishing a productive system for rewarding employees, establishing precise policies and procedures, and investing in the professional development of employees.

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The authors equally contributed in the present research, at all stages from the formulation of the problem to the final findings and solution.

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#### **Conflict of Interest**

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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### APPENDIX

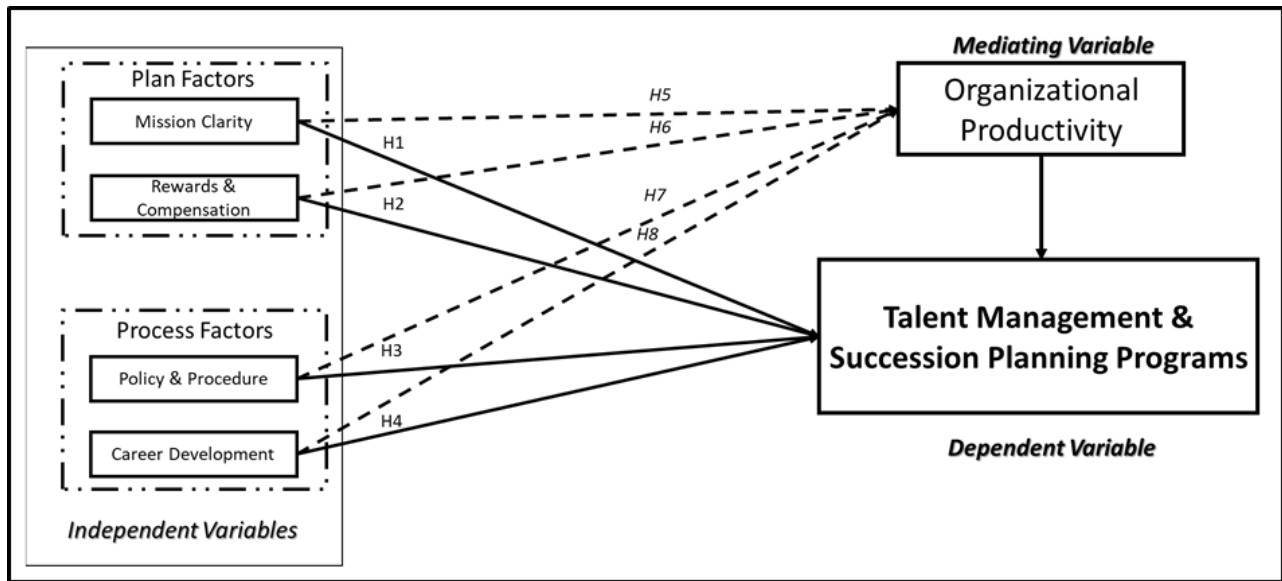


Fig. 1: Research Framework

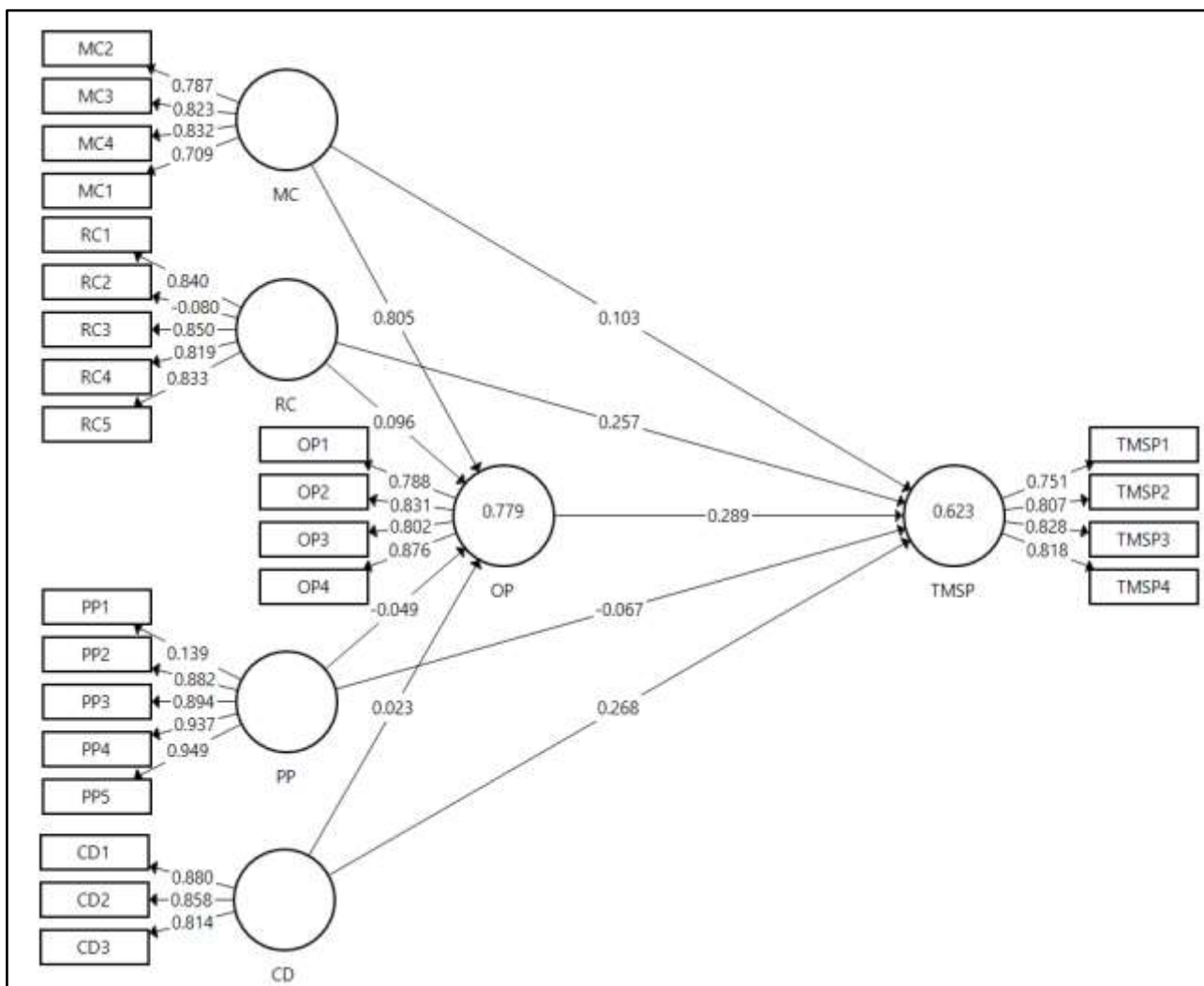


Fig. 2: PLS Algorithm Results – First run

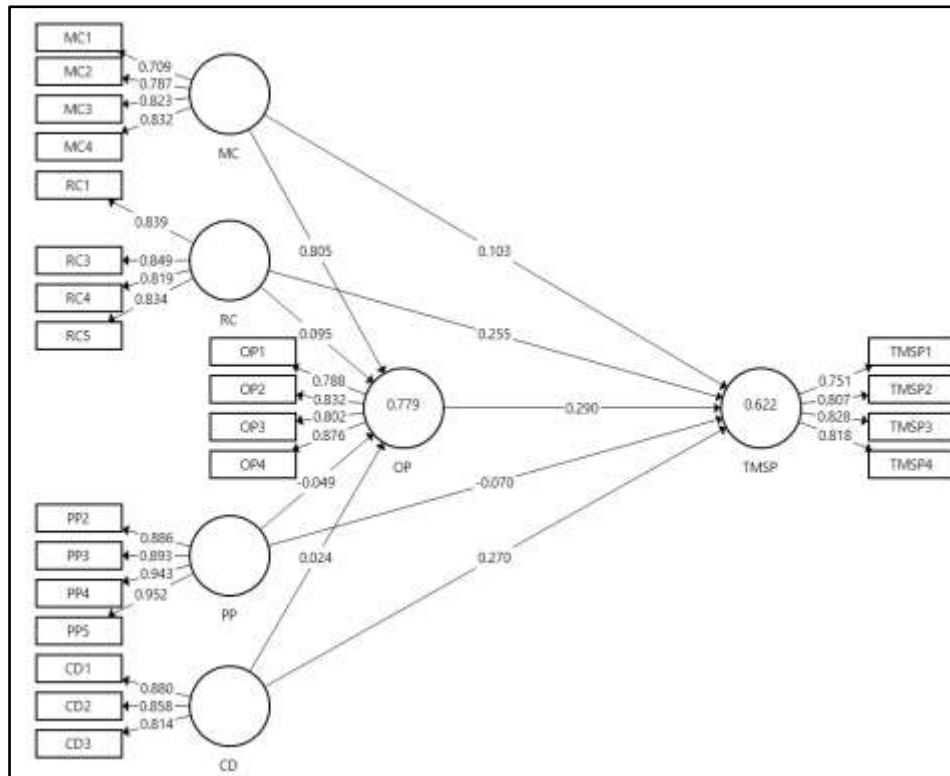


Fig. 3: PLS Algorithm Results – Second run

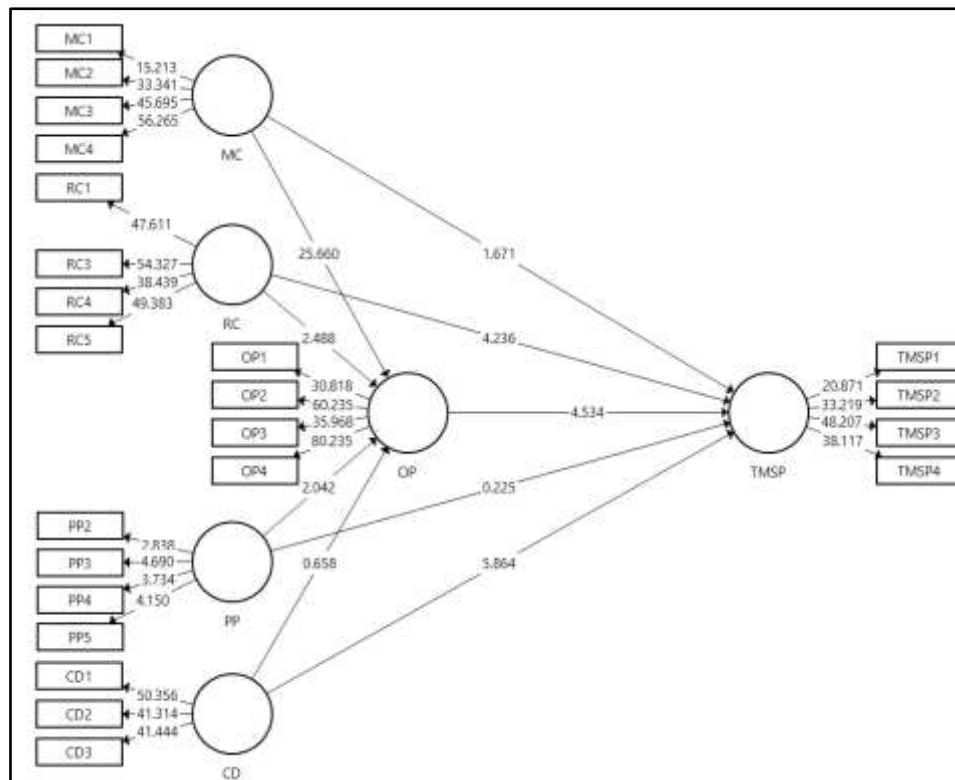


Fig. 4: PLS Bootstrapping Results



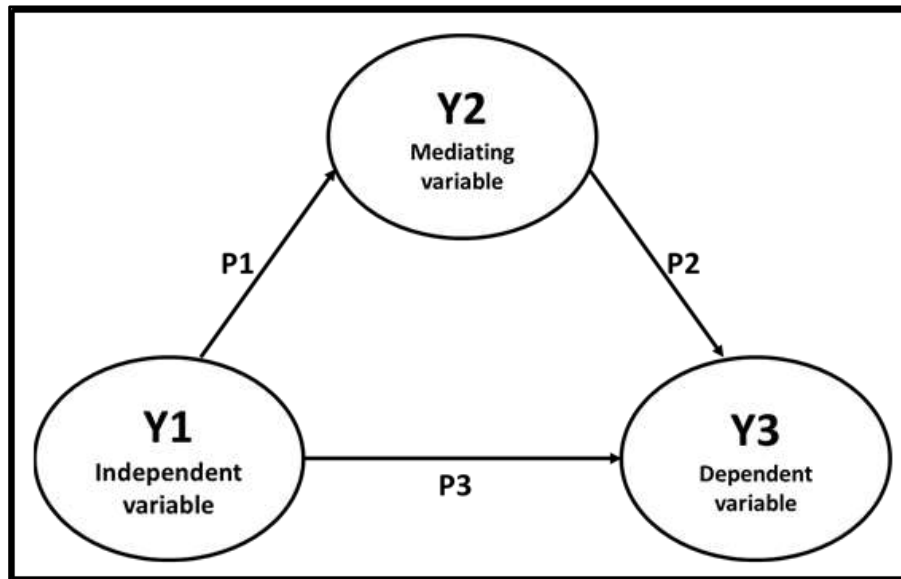


Fig. 5: Mediating Paths

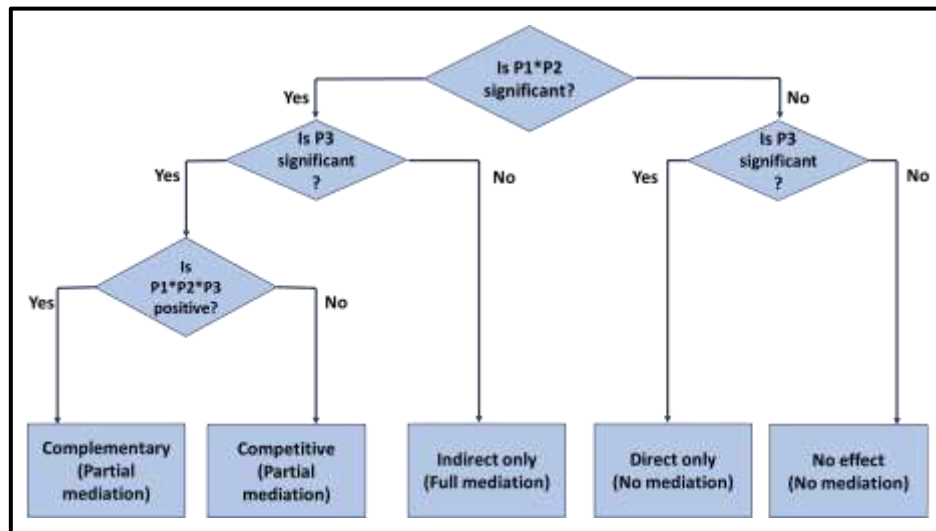


Fig. 6: Mediation Analysis Procedure

Table 1. Questionnaire Development.

Variable	No. of items	Reference
Mission Clarity	4	[10]
Rewards & Compensation	5	[16]
Policy & Procedures	5	[20]
Career Development	3	[27]
Organizational Productivity	4	[32]
Talent Management and Succession Planning Programs	4	[33]



Table 2. Respondent Profile

Items	Answer	Frequency	Percentage
Gender	Male	304	74.51
	Female	104	25.49
Age group	20 – 25 years	18	4.41
	26 – 30 years	107	26.23
	31 – 35 years	92	22.55
	36 – 40 years	94	23.04
	41 years and above	97	23.77
Employment Level	Employee	278	68.14
	Unit head	78	19.12
	Section head	18	4.41
	Division manager	13	3.19
	Department Manager	17	4.17
	Executive Director	3	0.74
	Vice president	1	0.25

Table 3. Convergent Validity.

Variables	Items	Factor loadings	Cronbach's Alpha	Composite Reliability	AVE
Career Development	CD1	0.880	0.813	0.888	0.725
	CD2	0.858			
	CD3	0.814			
Mission Clarity	MC1	0.709	0.799	0.868	0.623
	MC2	0.787			
	MC3	0.823			
	MC4	0.832			
Organizational Productivity	OP1	0.788	0.844	0.895	0.681
	OP2	0.832			
	OP3	0.802			
	OP4	0.876			
Policy & Procedures	PP2	0.886	0.941	0.956	0.845
	PP3	0.893			
	PP4	0.943			
	PP5	0.952			
Rewards & Compensation	RC1	0.839	0.856	0.902	0.698
	RC3	0.849			
	RC4	0.819			
	RC5	0.834			
Talent Management and Succession Planning	TMSP1	0.751	0.815	0.878	0.643
	TMSP2	0.807			
	TMSP3	0.828			
	TMSP4	0.818			

Table 4. Discriminant validity - Fornell and Larcker Criterion

	CD	MC	OP	PP	RC	TMSP
CD	0.851					
MC	0.540	0.789				
OP	0.527	0.877	0.825			
PP	0.110	0.092	0.132	0.819		
RC	0.668	0.573	0.576	0.070	0.835	
TMSP	0.656	0.655	0.678	0.165	0.666	0.802

Table 5. Discriminant validity - HTMT.

	CD	MC	OP	PP	RC	TMSP
CD						
MC	0.656					
OP	0.619	0.824				
PP	0.105	0.094	0.135			
RC	0.786	0.692	0.670	0.082		
TMSP	0.783	0.800	0.810	0.172	0.793	

Table 6. PLS Bootstrapping Results.

Hypothesis		Std. Beta	Std. Error	T values	P values	Decision	Confidence Intervals		f <sup>2</sup>	Effect size	VIF	R <sup>2</sup>
							Lower	Upper				
H1	MC -> TMSP	0.097	0.058	1.671	0.045	Supported	0.003	0.193	0.036	Small	2.533	0.622
H2	RC -> TMSP	0.253	0.060	4.236	0.000	Supported	0.154	0.359	0.283	Medium	2.083	
H3	PP -> TMSP	0.009	0.039	0.225	0.411	Rejected	-0.117	-0.022	0.013	No effect	1.025	
H4	CD -> TMSP	0.276	0.047	5.864	0.000	Supported	0.192	0.354	0.299	Medium	1.946	

Table 7. PLS bootstrapping - Total Indirect Results.

H	Relationship	Path P1 Beta	Path P2 Beta	Path P3 Beta	Indirect P1*P2	Std Error	t value	P value	Decision
H5	MC -> OP -> TMSP	0.805	0.290	0.103	0.233	0.055	4.274	0.000	Supported
H6	RC -> OP -> TMSP	0.095	0.290	0.255	0.028	0.014	1.966	0.025	Supported
H7	PP -> OP -> TMSP	0.049	0.290	0.070	0.014	0.007	2.045	0.021	Supported
H8	CD -> OP -> TMSP	0.024	0.290	0.270	0.007	0.011	0.646	0.259	Rejected

Table 8. Final decision on mediating effect.

H	Relationship	Is P1*P2 significant?	Is P3 significant?	P1*P2*P3	Mediation size of the effect
H5	MC -> OP -> TMSP	Yes	Yes	Positive	Complementary (Partial mediation)
H6	RC -> OP -> TMSP	Yes	Yes	Positive	Complementary (Partial mediation)
H7	PP -> OP -> TMSP	Yes	Yes	Positive	Indirect only (Full mediation)
H8	CD -> OP -> TMSP	NO	Yes	Positive	Direct only (No mediation)