

The Mediating Effect of Organizational Productivity on The Relationship between Competencies, Engagement, And Commitment with Talent Management & Succession Planning Programs in Saudi Arabia

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Abstract: - The purpose of the current study is to investigate the relationship between Competencies, Engagement, and Commitment with the Talent Management and Succession Planning Programs in the Saudi Electricity Company. In addition, the mediating role of the Organizational Productivity on the relationship between the variables. This study was conducted following the quantitative research methods through the distribution of 408 questionnaires to the employees of the Saudi Electricity Company. The results revealed that significant relationship between Competencies, Engagement, and Organizational Productivity with the success of the Talent Management & Succession Planning programs, which support what was found in the majority of the previous published literature. But unlike most of the published literature, Commitment was found to be insignificant to the success of the Talent Management & Succession Planning programs. In addition, this study showed that Organizational Productivity played a significant mediating effect on the relationship between Engagement and Commitment with Talent Management & Succession Planning programs. However, Organizational Productivity has shown an insignificant mediating effect on the relationship between Competencies and Talent Management & Succession Planning programs.

Key-Words: - Competencies, Engagement, Commitment, Talent Management and Succession Planning, Organizational Productivity, Saudi Arabia.

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1 Introduction

Human resource management in various countries faces a major challenge in securing the growth of human resources individually and collectively within the organization, and Saudi companies are not isolated from this trend, [1]. The Kingdom of Saudi Arabia is characterized by the size of its economy and the speed of its growth, which means that competition between companies over human resources is a daily routine that companies live through, and through it, they seek to localize competencies internally through attractive salaries and various advantages offered to talented employees who have sufficient experience to make corporate projects successful. But at the same time, Saudi companies are unable to guarantee the survival of these distinguished employees for a long time, due to the high rate of employee turnover in Saudi Arabia, which is considered one of the highest in the world, which constitutes an obstacle for Saudi companies to ensure the continuity of their professional structure within the entity of the institution, [2].

Saudi Arabia set aside \$36 billion for job creation, benefits, and allowances for the country's unemployed. Gulf nations recognize that research and education are critical cornerstones for a successful knowledge economy transformation. As a result, they are striving to construct the required infrastructure to attract top talent from across the world, as well as to train and mold local nationals, [1]. Speaking of the society of Saudi Arabia, according to the KPMG survey in 2019, as per the strategic direction of the Management of organizations in Saudi Arabia, Talent Management and succession planning (38%) is considered the third primary challenge for the HR function to address, which only comes after are Productivity (46%) and Engagement (42%). In the same report, Learning and Reskilling (46%), Performance Management (42%), and Employee Experience/Engagement and Retaining Employees (38%) are the HR capabilities perceived as most valuable to Saudi organizations, [3].

Recently, Saudi companies have taken into consideration the implementation of talent

management and succession planning programs, and these programs are nothing but projects that include a systematic and comprehensive plan to instill talent and skills in the human cadre working in the organization, with the aim of creating new talents and distinguished employees, but from within the company's environment, so that this ensures that the gaps in the higher job grades are filled, while at the same time reducing the percentage of employee leaving the job, and achieving the largest possible amount of organizational productivity, [2]. However, implementing these projects in Saudi Arabia is a major challenge in itself. As Saudi institutions seek to extract these projects from their Western peers, but for governmental and semi-governmental companies, it is like inventing the wheel, as the organizations in Saudi Arabia are still taking their first steps in forming its own projects to train and qualify talent and plan for succession planning, especially in an atmosphere of Saudization that aims to localize professional jobs and rely on Saudi citizens, i.e. reduce dependence on foreign employees, which leads to the exit of a larger number of foreign talents from Saudi Arabia with the difficulty of finding a local alternative with the same capabilities, which increases the need for the projects of talent management and succession planning, but unfortunately such projects caused great harm to the entity of organizations, which prompted many official authorities to set a long-term timetable for the implementation of Saudization plans, pending the establishment of government and semi-governmental companies to establish talent management and succession planning, [2], [4].

Given the above, it can be said that there are 3 main challenges facing Saudi companies in implementing talent management and succession planning projects. In the factors related to the plan of talent management and succession planning, as mentioned earlier, there is a lot of ambiguity around the nature of these projects at the level of government and semi-governmental companies, as the missions of these projects are still unclear for the employees, given that the experiences of the Saudi companies in this field are almost non-existent, although many studies have indicated the importance of clarity of mission in the success of projects, this is not present in the Saudi case, [1], [2], [3], [4], [5], [6], [7].

In addition, the processes associated with talent management and succession planning projects, for example, policies and procedures are considered important factors in the success of any project, not only talent management and succession planning, as

organizations need deep plans explained by steps and tasks, and with such policies and plans, the process of talent management and succession planning will be easier, especially since Saudi organizations currently do not have previous experience in implementing such projects, [7]. The vision of Saudi organizations must also be expanded to include a more comprehensive view in order to ensure the career development of workers involved in talent management and succession planning projects, [6].

Therefore, the purpose of the current study is to investigate the relationship between Competencies, Engagement, and Commitment with the Talent Management and Succession Planning Programs in the Saudi Electricity Company. In addition, the mediating role of the Organizational Productivity on the relationship between the variables.

2 Literature Review

2.1 Competencies

Due to its nature, the word "competency" is open to multiple interpretations and lacks uniformity across businesses; using it as a general management tool would negate the goal of competency evaluation. Competency standards are often standardized, but in fact, each position and task are distinct in its own right, necessitating the use of various methods of assessment. Competencies must be shown consistently, assessed separately, and classified differently. Organizations must make sure that the competency of their employees is evaluated, maintained, verified, and constantly enhanced. There is a wealth of literature on employee competency that suggests that organizational, competency, and positional positions vary, [8].

As a consequence, many businesses have diverse definitions of their own area of competency. Nevertheless, regardless of the jobs, positions, and levels that exist inside the companies, a set of critical competencies, or "core competencies," has to be defined and specified. To do the work properly, one must possess certain basic competencies. The general competencies list assists businesses in determining the competency dimensions required of their staff, regardless of the various organization types (big or small) and positions (lower, medium, or higher level). These general competencies may be divided into personal-based competencies and job- or task-based competencies, [9].

However, since competency needs vary over time, it may be challenging to create or construct a

competency model that works for the firm. Because of this, determining which competency produces the strongest performance predictors is very laborious and needs extensive investigation. According to that line of reasoning, too many competency sets may confuse businesses when trying to identify the competency or competencies that are the best indicators of organizational performance, [10]. Therefore, selecting competency sets carefully will undoubtedly aid in determining the factors that influence organizational performance. Only a small selection of competencies stands out as significant determinants of organizational performance, according to many researches on competency and organizational performance. Personal competencies and job-based or task-specific competencies should be identified, developed, and combined within organizations. Personal competencies are known as macro competencies, whereas job-based competencies are known as micro competencies, [11]. Therefore, one could hypothesize the following:

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

2.2 Engagement

When a health professional bridges the “gap between the mission statement's aspirations and the experiences of their patients”, there is value. In the field of health, there is a significant vocational component to engagement that allows individuals to see their profession as more of a calling than a job, and when there is a feeling of purpose at work, this leads to higher levels of engagement. These factors were shown to be responsible for 19 percent of the variation in organizational commitment and 30 percent of the variance in job engagement in a study of South African health professionals. Nurses who felt they had a significant contribution to make were more likely to remain in the organization as a result, a point that was also underlined for Danish caregivers. Second, increasing the meaning of work will allow healthcare executives to foster a positive environment that will lead to higher performance results, [12].

Those who find meaning at work “are more competent, committed and contributing; in turn competence, commitment and sense of contribution lead to increased customer commitment; in turn, customer commitment leads to better financial results for the company”. Evidence suggests that meaningfulness is a significant aspect in employee engagement, and that “this was virtually perceived as a basic driving force among the nurses, and it

seemed as though this driving force led to the formation of resilience in very difficult work conditions”. However, ‘organizations are only as good at generalizing ideas as the individuals who make them up’. The relevance of a suitable working environment for patient–health specialist contact, as well as the influence this might have on engagement, has been established within the bounds of meaningfulness, [13].

When employees feel appreciated and appreciated by their employer, they are more likely to be involved in their work and optimistic about their team. In this respect, the culture of the business and the influence it has on the level of employee engagement are crucial, since both of these elements have the potential to alter the quality of care that is provided, [14]. Employee engagement is vital in all scenarios, and professional and social support from co-workers and management was cited as “the most important resource for positive adjustment to challenges at work”. Employee perceptions of trust, both between themselves and their supervisors and between workers and the business, are thought to be critical for long-term stability and well-being, [15]. Overall, one could hypothesize that:

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

2.3 Commitment

Commitment is defined as “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization”, [16].

These three components reflect two research traditions that were prevalent in the literature during the 1970s and 1980s: attitudinal (or affective) commitment, which describes an emotional attachment to the organization, and behavioral approaches, which focus on the behavioral intention to remain in the organization. It should not come as a surprise given the frequently reported consistent relationship between employee commitment and other relevant attitudinal and behavioral constructs such as job satisfaction, well-being, withdrawal intention and behavior, organizational citizenship behavior, and organizational productivity, [17]. While some academics have speculated about the detrimental repercussions of high employee commitment or over-commitment, research has demonstrated that commitment produces beneficial outcomes for both the organization and the individual in the vast majority of circumstances, [17].

Because of its widespread use, employee commitment has spawned a plethora of definitions and conceptualizations. The criticism of employee commitment was often based on overlaps with other conceptions or imprecise definitions as a result of these several ideas. Early behavioral definitions that focused on staying in the organization have been chastised for conflating defining factors with employee commitment implications, [18]. In response to the criticism, there is a growing understanding that unidimensional models that concentrate on the individual-organization bond tend to oversimplify a complex variable. As a result, multidimensional models that include various characteristics of employee commitment into the concept are presented. Distinguish between emotional, continuance, and normative commitment. Porter and colleagues' study had a big effect on how we think about emotional commitment, [19]. Therefore, the hypothesis of the study is:

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

2.4 Organizational Productivity

Organizational Productivity: "Productivity captures the relationship between the production of an output and inputs used in accomplishing the assigned task. It is measured as a ratio of output per unit of input over time. It is a measure of efficiency and is usually considered as output per person-hour", [20].

It is extremely significant for organizations to realize the determinants of productivity, so that they can enhance it adequately. For an organization to succeed and achieve the required productivity, the planning process should not include merely structure reform, but rather a number of humanistic procedures should be applied such as proper rewarding systems, mutual decision-making skills promotion, coping vocationally with individual competence, empowerment and democracy, [21]. High productivity can produce proficient plans and can guarantee a higher quality of service. Several steps can be taken to increase productivity at work and keep employees motivated. Consistent work processes that encourage honest communication, refrain from unrealistic deadlines, and give employees more control over their work can assist in keeping their productivity high. A clear performance metrics can be put, for instance, to show employees the efficiency and quality of expected work, and appreciation should be shown when they meet these metrics, [22].

In an early study about flexible work options, [23] involved many procedures, such as: minimized work time, flexible schedule, and part time work. They found that these procedures had a positive impact on workforce productivity. It was noted, additionally, that organizations with a high percentage of women were the highest in productivity, [23]. However, there is no evidence that flexible work time can cause a decrease in productivity, [24].

On the contrary, long work hours have a damaging impact on workforce health, summarized by fatigue, stress, and burnout, it is even documented that there was no boost in productivity upon increasing work hours. Conversely, using overtime caused a decrease in average productivity, [25].

Furthermore, a strict work schedule is also one of the contributors to lower productivity and is considered, as such, a predictor of health work injuries in the long run. More importantly, low staff morale caused by long work hours and overtime can result in decreased productivity. Research implied that organizations that apply such practices, and force its workforce to do the same work times and again, lead them eventually to have cumulative trauma disorders, [26]. Therefore, in the light of literature review, the hypothesis of the mediating role of Organizational Productivity as follows (Figure 1):

H4: There is a significant impact of Organizational Productivity on Talent Management & Succession Planning Programs in Saudi Arabia

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

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

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

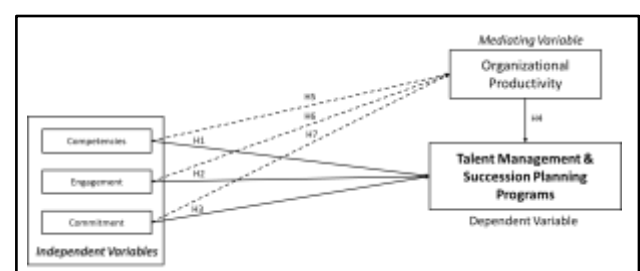


Fig. 1: Conceptual framework

3 Research Methodology

Primary data was collected from the employees working for Saudi Electricity Company. The researcher contacted the HR of the Saudi Electricity Company via emails, personal visits, and telephone and acquired permissions to obtain data collection. Therefore, simple random sampling was utilized and 408 questionnaires were distributed to the employees on the basis of their willingness to participate in the study. Further, they were informed that the results of the survey would be available to them upon request.

4 Instrument Development

The development of instruments was carefully executed in order to reflect the nature of this study. As such, the questionnaire was designed to include 24 items, and the variables were measured using the five-point Likert scale, with five standing for ‘Strongly Agree’ and one standing for ‘Strongly Disagree’. Due to the fact that the respondents were Arabic speakers, it was vital for the questionnaire to be precisely translated from English to Arabic. Therefore, a back translation was performed which is a procedure extensively applied to test the precision of the translation in a cross-cultural survey, [27]. Furthermore, the validated instruments shown in Table 1 are adopted from related previous studies to measure the variables of this study.

Table 1. Questionnaire Development

Variable	No. of items	Reference
Competencies	6	[28]
Engagement	5	[29]
Commitment	5	[30]
Organizational Productivity	4	[31]
Talent Management and Succession Planning Programs	4	[32]

5 Findings

The current study has assessed the proposed model in two steps consisting of the assessment of the measurement model (outer model) and the assessment of the structural model (inner model). However, prior to these two steps, a brief explanation is given regarding the respondents’ profiles.

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.

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

5.2 Measurement Model

The research model of this study was tested using Smart PLS 3.3. In addition, an examination was conducted in regard to the measurement model (validity and reliability of the measures) and the structural model (testing the hypothesized relationships). As a result, one item scored a low level of factor loadings, which is EN4 (-0.021). This value is below the cutoff point for Factor loadings, as recommended by [33]. Therefore, a form of modification was considered in the second run and, consequently, EN4 was deleted in order to achieve satisfactory levels of Factor loadings. Overall, all variables have achieved the cutoff point for Factor Loadings, Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE), as illustrated in Table 3 and Figure 2.

Secondly, the discriminant validity was examined in order to assess how truly distinct a construct is from other constructs. In the area of distinguishing validity, the correlations between variables. The estimation of the model did not exceed 0.95, as suggested by [34], and the validity was tested based on measurements of the correlations between constructs and the square root of the average variance derived for a construct [34], [35]. Hence, Table 4 contains the results of the

Fornell and Larcker Criterion and shows no value above the recommended cutoff point of 0.95 [35].

Table 3. Convergent Validity

Variables	Items	Factor loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Commitment (COM)	COM1	.790	.877	.906	.660
	COM2	.804			
	COM3	.756			
	COM4	.835			
	COM5	.873			
Competencies (COP)	COP1	.872	.922	.937	.715
	COP2	.882			
	COP3	.939			
	COP4	.941			
	COP5	.626			
	COP6	.768			
Engagement (EN)	EN1	.808	.848	.897	.685
	EN2	.841			
	EN3	.818			
	EN5	.843			
Organizational Productivity (OP)	OP1	.811	.875	.914	.728
	OP2	.901			
	OP3	.876			
	OP4	.821			
Talent Management & Succession Planning Programs (TMSP)	TMSP1	.741	.815	.878	.643
	TMSP2	.815			
	TMSP3	.807			
	TMSP4	.840			

Table 4. Discriminant validity - Fornell and Larcker Criterion

	COM	COP	EN	OP	TMSP
COM	0.813				
COP	0.743	0.845			
EN	-0.048	-0.051	0.828		
OP	-0.110	-0.064	0.732	0.853	
TMSP	-0.120	-0.151	0.615	0.697	0.802

Moreover, the Heterotrait-Monotrait ratio (HTMT) is an estimate of what the true correlation between two constructs would be if they were perfectly measured (i.e., if they were perfectly reliable). Furthermore, HTMT is the mean of all correlations of indicators across constructs measuring different constructs (i.e., the Heterotrait-Monotrait correlations) relative to the (geometric) mean of the average correlations of indicators measuring the same construct (i.e., the Heterotrait-Monotrait correlations) and can be used for discriminant validity assessment [33]. As such, the accepted level of HTMT is 0.90, as recommended in the literature, [36] (Table 5).

Table 5. Discriminant validity - HTMT

	COM	COP	EN	OP	TMSP
COM					
COP	0.834				
EN	0.066	0.080			
OP	0.128	0.086	0.834		
TMSP	0.127	0.157	0.735	0.814	

5.3 Structural Model

The structural model represents the theoretical or conceptual element of the path model. Also referred to as the inner model in PLS-SEM, the structural model includes the latent variables and their path relationships, [33]. The next step after the evaluation of the measurement model is to assess the structural model. In sync with PLS-SEM, there are four steps required to assess the structural model according to [33] including the assessment of collinearity (step one), assessment of the path coefficients (step two), coefficient of determination (R^2 value) (step three), and effect size f^2 (step four), [33].

Table 6 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, Figure 3 summarizes the results of the structural model and PLS bootstrapping.

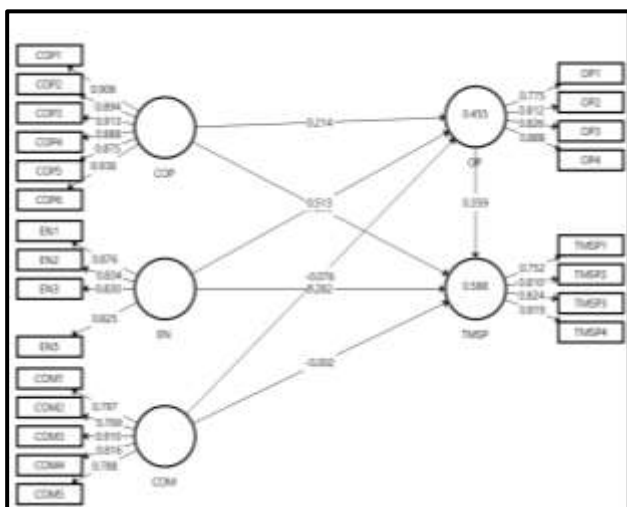


Fig. 2: PLS Algorithm Results

Table 6. PLS Bootstrapping Results.

Hypothesis	Std. Beta	Std. Error	T values	P values	Decision	Confidence Intervals		f ²	Effect size	VIF	R ²	
						Lower	Upper					
H1	COP -> TMSP	.256	.048	5.324	.000	Supported	.218	.057	.221	Medium	2.267	.522
H2	EN -> TMSP	.280	.059	4.780	.000	Supported	.105	.331	.247	Medium	2.244	
H3	COM -> TMSP	.082	.032	2.597	.005	Supported	.055	.134	.164	Small	2.168	
H4	OP -> TMSP	.348	.054	6.490	.000	Supported	.437	.631	.371	Large	2.190	

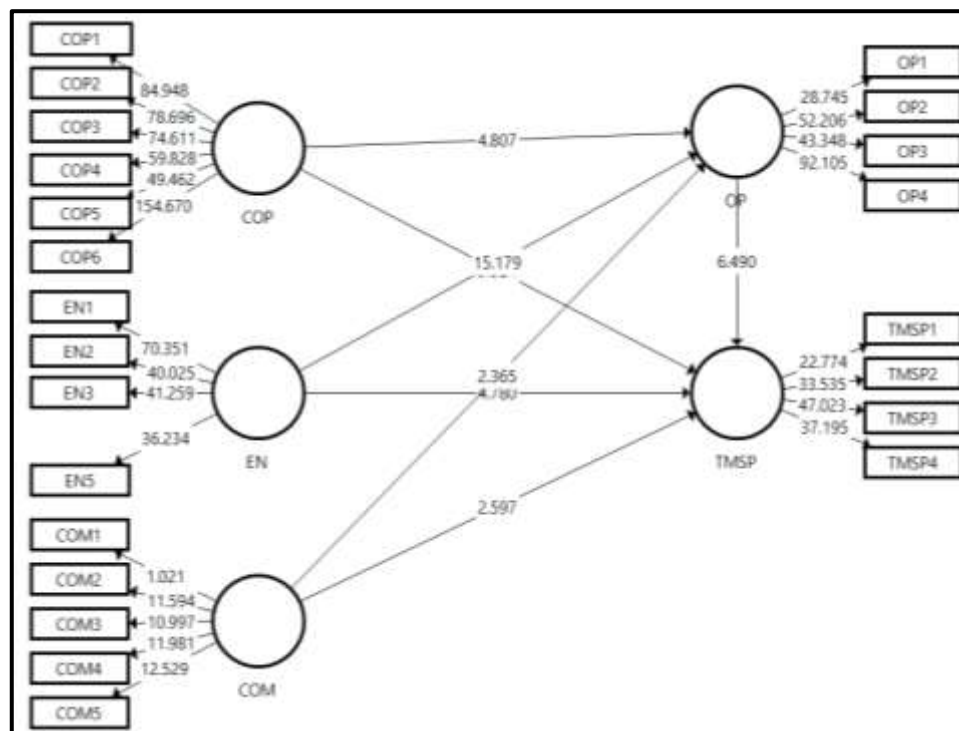


Fig. 3: PLS Bootstrapping Results

5.3.1 Assessment of the Structural Model for Collinearity Issues

The first step in the structural model is to assess collinearity issues. It is vital to safeguard against collinearity issues between the constructs before performing a latent variable analysis in the structural model. As such, the collinearity has been measured by measuring the VIF value. The threshold value for the assessment is 3.3, following the recommendation of [37]. In this study, as illustrated in Table 6, all inner VIF values for the constructs are within the range of 2.267 to 2.168. All are less than 3.3, thus indicating that collinearity is not a concern in this study.

5.3.2 Assessing the Significance of the Structural Model Relationships

In order to test the hypotheses, the bootstrapping procedure has been employed to produce results for each path relationship in the model, as demonstrated in Table 6.

Bootstrapping in PLS is a nonparametric test which comprises of repeated random sampling with replacement from the original sample with the goal of producing a bootstrap sample and attaining

standard errors for hypothesis testing, [33]. In regard to the number of resampling, [38] suggested performing bootstrapping with 1000 samples. In this study, nine hypotheses have been developed for the constructs. To test the significance level, t-statistics for all paths have been generated using the bootstrapping function in SmartPLS 3.3. The bootstrapping has been set to a significance level of 0.05, a one-tailed test, and 1000 subsamples. The critical value for the significance level of five percent ($\alpha = 0.05$) is 1.645 for the one-tailed test, [39].

Based on the findings shown in Table 6, the value of the path coefficients has a standardized value approximately between -1 and +1 (values from 0.070 to 0.270). According to [33], estimated path coefficients near +1 demonstrate strong positive relationships and the closer the value gets to zero, the weaker the relationships become. In the next step, toward conducting the t-test, relationships are found to have t-values of more than or equal to 1.645. Therefore, these relationships are significant at 0.05 for H1, H2, H3, and H4. A summary of these findings is illustrated in Table 6.

5.3.3 The Coefficient of Determination (R²)

The next stage is to evaluate the model's predictive accuracy through the derived value of the coefficient of determination (R²). The value of R² is linked to the model's predictive power and ranges from zero to one, with a higher value indicating a higher level of predictive accuracy, [33]. Using the Smart PLS algorithm, the value of R² has been calculated as shown in Table 6.

Since there exists a variety of sets of rules regarding the acceptable value of R², this study has followed guidelines set by [40], designating the values of 0.02, 0.13, and 0.26 to represent a weak, moderate, and substantial level of predictive accuracy, [40]. Overall, referring to Table 6, Competencies, Engagement, Commitment, and Organizational Productivity explain 52.2 percent of the variance in Talent Management and Succession Planning (TMSP). This signifies a substantial level of predictive accuracy.

5.3.4 Assessment of the Effect Size (f²)

In this stage, the effect sizes (f²) have been evaluated. The value of f² is connected to the relative impact of a predictor construct on endogenous constructs. According to [41], aside from reporting the p-value, both the substantive significance (effect size) and statistical significance (p-value) are crucial to be reported, [41]. Furthermore, in order to measure the effect size, a guideline set by [40] has been followed, [42]. Based on the study [42], the values of 0.02, 0.15, and 0.35 represent small, medium, and large effects respectively, [42]. As can be viewed in Table 6, Competencies and Engagement both have a medium effect on the production of the value of R² for Talent Management and Succession Planning (TMSP), while Organizational Productivity (OP) has a large effect on the production of the value of R² for Talent Management and Succession Planning (TMSP). However, Commitment has no effect on producing the value of R² for Succession Planning (TMSP).

5.3.5 The Mediating Effect of Organizational Productivity

The mediation hypothesis was investigated once the direct effect was evaluated. The key feature of a mediating effect is that it involves a third variable that acts as a link between the independent and dependent variables. The effect 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 (Figure 4). When a researcher develops mediation hypotheses, he or she considers how an independent variable (Y1) influences a

dependent variable (Y3) via one or more potential intervening factors, or mediators (Y2), [43].

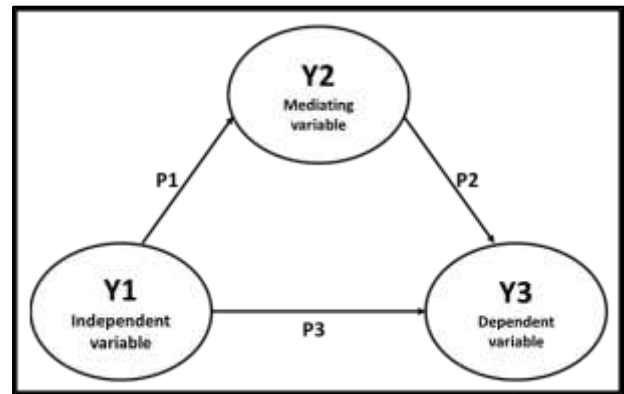


Fig. 4: Mediating Paths

As shown in Table 7 and observed from, the current study presented 4 hypotheses that were constructed in order to assess the mediating effect of Organizational Productivity. In the current study, the mediating effect analysis carried out using Smart PLS found the following:

In H5: Organizational Productivity has no significant mediating role in the relationship between Competencies and Talent Management & Succession Planning Programs in Saudi Arabia.

In H6: Organizational Productivity plays a significant mediating role in the relationship between Engagement and Talent Management & Succession Planning Programs in Saudi Arabia.

In H7: Organizational Productivity plays a significant mediating role in the relationship between Commitment and Talent Management & Succession Planning Programs in Saudi Arabia.

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	COP -> OP -> TMSP	.034	.533	.151	.014	.034	.990	.161	Rejected
H6	EN -> OP -> TMSP	.729	.533	.220	.030	.046	8.367	.000	Supported
H7	COM -> OP -> TMSP	-.122	.533	.062	.014	.033	1.992	.023	Supported

Testing for the type of mediation in a model requires running a series of analyses, which Figure 5 illustrates. The first step addresses “the significance of the indirect” effect (p1 · p2) via the mediator variable (Y2). “If the indirect effect is not significant (right-hand side of Figure 5), 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”.

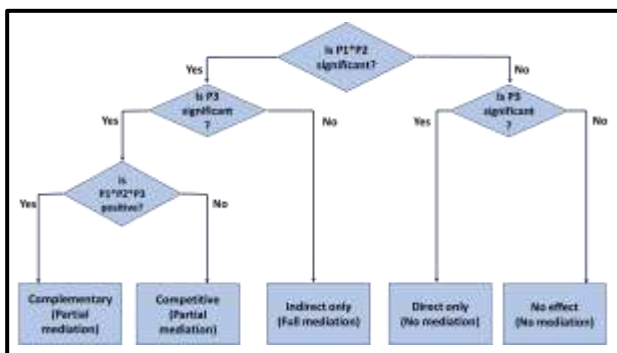


Fig. 5: Mediation Analysis Procedure

Table 8. Final decision on mediating effect.

H	Relatio nship	Is P1*P2 significa nt?	Is P3 signifi cant?	P1*P2*P 3	Mediation size of effect
H5	COP -> OP -> TMSP	No	Yes	Positive	Direct only (No mediation)
H6	EN -> OP -> TMSP	Yes	Yes	Positive	Complement ary (Partial mediation)
H7	COM - > OP -> TMSP	Yes	Yes	Positive	Complement ary (Partial mediation)

As shown in Table 8 and observed from Figure 5, 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) has no significant mediating role in the relationship between Competencies (COP) and Talent Management & Succession Planning Programs (TMSP) as the mediating analysis results showed that no effect was noticed.

In H6: Organizational Productivity (OP) plays a significant mediating role in the relationship between Engagement (EN) and Talent Management & Succession Planning Programs (TMSP) with

partial mediation level and complementary mediating.

In H7: Organizational Productivity (OP) plays a significant mediating role on the relationship between Commitment (COM) and Talent Management & Succession Planning Programs (TMSP) with partial mediation level.

6 Discussion and Conclusions

The aim of the current study is to explore the effect of Competencies, Engagement, and Commitment and Talent Management and Succession Planning Programs in Saudi Arabia, in addition, this study will focus on the mediating effect of Organizational Productivity on the relationship between the variables.

Competencies affects the success of the Talent Management & Succession Planning programs. Hence, H3 was supported. Speaking of the current study, competent employees of the Saudi Electricity Company are mostly expected to get promotions in the Talent Management & Succession Planning programs. Like the results in the previous studies [44], [45] this study also found that the competencies of the employee play an important role in Talent Management & Succession Planning programs, as it is essential for these programs to get employees with potential into promotion to occupy high-level positions. Therefore, it was no surprise to reach such results in the data analysis. This result is consistent with the previous published literature, with no studies found to disagree with these findings.

In addition, Engagement affects the success of the Talent Management & Succession Planning programs. Hence, H4 was supported. Speaking of the current study, Employees of the Saudi Electricity Companies are well to contribute to the success of the Talent Management & Succession Planning programs when they are well-engaged in the organization, especially in the process of product design and decision making. The findings were not surprising to the researcher, as many previous studies agreed with the results. In addition, engagement has always proven its importance in both literature and practice. Engaged employees are attached to the organization, which means they will be potential nominees to be promoted and take the vacant positions in the upper level of management, which is the final result of the Talent Management & Succession Planning programs. This result is consistent with the previously published literature, with no studies found to disagree with these findings like [46], [47].

Furthermore, Commitment affects the success of the Talent Management & Succession Planning programs. Hence, H5 was supported. Speaking of the current study, the findings of this study suggest that organizations in Saudi Arabia should prioritize plans aimed at enhancing employee commitment as a means to bolster Talent Management & Succession Planning Programs. While the technical aspects of these programs are undeniably crucial, the motivational and psychological aspects, as highlighted by employee commitment, should not be underestimated. Fostering commitment can lead to more engaged employees, a stronger leadership pipeline, and a more harmonious organizational culture, all of which contribute to the success and sustainability of talent management initiatives in Saudi Arabia's unique business environment. This result is consistent with the previous published literature, with no studies found to disagree with these findings. This result was not surprising to the researcher, as several researchers insisted that getting employees to be more committed to the companies' projects, and without their commitment, companies' projects will be severely affected. This result not only adds depth to our understanding of Talent Management & Succession Planning Programs but also underscores the dynamic interplay between organizational strategies and employee attitudes, especially in a culturally rich and diverse environment like Saudi Arabia. The findings highlight the need to move beyond mere technicalities and embrace a holistic approach that values and fosters commitment as a cornerstone of Talent Management & Succession Planning Programs in the region. This result is consistent with the previous published literature, with no studies found to disagree with these findings like, [48], [49], [50], [51].

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 all put into question whether it is improving factors that affect the success of the Talent Management & Succession Planning programs. First of all, Organizational Productivity has a significant direct effect on the success of Talent Management & Succession Planning programs, which means that H4 is supported. It means when the organization is highly productive, such programs will mostly be successful. However, Organizational Productivity has an insignificant mediating effect on the relationship between Competencies, Talent Management & Succession Planning programs. It means whether the

organization has a high or low level of production, only competent employees will push the success of the Talent Management & Succession Planning programs forward thanks to their skills. Which means H5 is rejected.

Moreover, Organizational Productivity has a significant partial mediating effect on the relationship between Engagement, Talent Management & Succession Planning programs. This means that the highly productive firms will have the most engaged employees and vice versa, which will increase the success of the Talent Management & Succession Planning programs. Hence, H6 is supported.

Furthermore, Organizational Productivity has shown a partial mediating effect on the relationship between Commitment and Talent Management & Succession Planning programs, which means that with a high level of production, the commitment of the employees will become important to the success of the Talent Management & Succession Planning programs. Hence, H7 is supported.

7 Research Implications

The purpose of this study is to determine what factors are related to the success of the Talent Management & Succession Planning programs in Saudi Arabia. The study included Critical Success Factors, namely clustered in three different types of variables; Competencies, Engagement, and Commitment, as independent variables. In order to achieve better results from this study, the researcher has introduced Organizational Productivity as a mediating effect on the relationship between the variables. The target population for this study is employees of the Saudi Electricity Company. This study suggests a significant relationship between Competencies, Engagement, and Organizational Productivity with the success of Talent Management & Succession Planning programs, which supports what was found in the majority of the previously published literature. But unlike the majority of the published literature, Commitment was found to be significantly affecting the success of Talent Management & Succession Planning programs.

In addition, with respect to the methodological implications of the investigation, it suggests an appropriate model to guide answering the research questions and describing the essential components that are involved in the study. In addition, the research is conducted in a scholarly manner in order to attain the research goals and provide answers to the research questions. The approach that was used in the research consisted of several different steps in

order to accomplish its objectives. The purpose of the literature review is to identify the theories and factors that are suitable to the area and environment of this study, as well as to construct a research model.

In addition, the development and validation of the questionnaires came first in the process of data gathering. Quantitative methods were used to gather the data for this investigation. After administering a questionnaire to respondents in a technique that ensured they were selected at random, a pilot study was carried out. The reliability and validity of the elements that make up the construct are put to the test in this research by using techniques such as Cronbach's alpha and Pearson's bivariate correlation. In the final step of the research project, the collected data is analyzed, and the findings are presented. This includes measurement and structural model analysis to examine the relationship between dependent and independent variables, as well as testing the research hypotheses with Smart PLS.

One of the most important theoretical implications that it will enrich the body of literature with a holistic study dedicated to the semi-public sector, which is very common in Saudi Arabia like the Saudi Electricity Company, and that is to firmly conceptualize what are the variables that affect the success of the Talent Management & Succession Planning programs, which many studies were limited and did not include this aspect. Therefore, this study was well structured to bridge this gap and overcome the problem caused by this gap theoretically. In addition, including Organizational Productivity in the study as a mediating effect has drawn a new theoretical discipline, by highlighting how this variable could be integrated into the underpinning theories of the current topic, like Critical success factors, Expectancy theory, and Goal setting theory.

8 Future Research Recommendations

This study has a lot of potential, many of which could be addressed here in order to make sure that future researchers are aware of them, and to list a few:

- In Saudi Arabia, there are several semi-public companies, like gas and petroleum companies. Therefore, studying the same model on these companies will enhance the results of the current study in the future.
- Studying a larger sample size may results with more options in the analysis and results.

- Following the of mixed methods (i.e. including the interviewing) as a methodology for future studies would spot the light on the Talent Management & Succession Planning programs in Saudi Arabia and opinions that are worthy of studying.
- In this study, Human Resources variables were considered as independent variables, while a good sum of studies considered studying Human Resources Practices as theory and independent variables for a holistic study. Therefore, future studies could focus on the effect of the Human Resources Practices on the Talent Management & Succession Planning programs.
- Redoing the same study but with other independent variables would come back with different determinants of the success of the Talent Management & Succession Planning programs.
- The research was conducted over a relatively short period of time. Extending the study to a longer timeframe and using the same framework might enhance the results of the current study in the future.
- This study was limited geographically to one country only, namely, Saudi Arabia, without investigating potential variations in determinants of the success of Talent Management & Succession Planning programs in different regions or countries. So, Redoing the same study in different regions will enhance the results of the current study in the future.

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