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**THE IMPACT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON SUCCESSION PLANNING AMONG PUBLIC
SECTOR EMPLOYEES OF THE UNITED ARAB EMIRATES
(UAE): THE MEDIATING ROLE OF TALENT MANAGEMENT**

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2024**

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(UAE): THE MEDIATING ROLE OF TALENT MANAGEMENT**

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**A thesis submitted to the Ghazalie Shafie Graduate School of Government in
fulfilment of the requirement for the Doctor of Philosophy
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
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ABSTRACT

Succession planning creates a safety net for the seamless transition of personnel positions and roles within an organization, ensuring a successful process of identifying, recruiting and appointing them. Such planning is also crucial in retaining required personnel during periods of management change. This study aims to examine the relationship between human resource management (HRM) practices, including staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and talent management, specifically within the General Directorate of Residency and Foreigners Affairs in Dubai, United Arab Emirates (UAE). It also seeks to explore the link between HRM practices and succession planning in the same organization. Additionally, it examines the mediating role of talent management in the relationship between HRM practices and succession planning. Drawing on Organizational Behavior Theory, this study reviews existing literature to demonstrate that selected HRM practices are crucial for predicting talent management and succession planning. A cross-sectional design was employed, targeting a sample of 420 employees from a total population of 5,000 at the General Directorate of Residency and Foreigners Affairs in Dubai, UAE. Out of the 420 questionnaires that were distributed, 114 were deemed inappropriate because most of the surveys were not completed by the participants. Therefore, only the remaining 306 surveys were suitable for analysis, resulting in a legitimate response rate of 72.8 percent. The research findings indicate a significant impact of HRM practices on both talent management and succession planning. Furthermore, the study reveals the mediating role of talent management in the relationship between HRM practices and succession planning. The study concludes with a discussion of the implications of these findings, in addition to offering recommendations for future research and acknowledging its limitations.

Keywords: HRM Practices, UAE, Compensation, Career Development, Talent Management, Succession Planning

ABSTRAK

Perancangan penggantian mewujudkan jaringan keselamatan untuk kelancaran peralihan jawatan dan peranan kakitangan di dalam sesebuah organisasi, dan seterusnya, memastikan proses mengenalpasti, merekrut dan menggantikan mereka berjaya. Perancangan sedemikian juga adalah penting dalam mengekalkan kakitangan yang diperlukan semasa tempoh berlakunya perubahan pengurusan. Kajian ini bertujuan untuk mengkaji hubungan di antara amalan pengurusan sumber manusia (HRM), termasuk perjawatan dan pemilihan, latihan dan pembangunan, penilaian prestasi, pampasan, pemerkasaan, dan pembangunan kerjaya dan pengurusan bakat, khususnya dalam Direktorat Am Residensi dan Hal Ehwal Warga Asing di Dubai, Emiriah Arab Bersatu (UAE). Ia juga meneroka kaitan di antara amalan pengurusan sumber manusia dengan perancangan penggantian di dalam organisasi yang sama. Selain itu, ia mengkaji peranan pengantara pengurusan bakat dalam hubungan di antara amalan pengurusan sumber manusia dengan perancangan penggantian. Berdasarkan Teori Gelagat Organisasi, kajian ini menyemak karya literatur sedia ada untuk menunjukkan bahawa amalan HRM yang terpilih adalah penting untuk meramalkan pengurusan bakat dan perancangan penggantian. Reka bentuk keratan rentas telah digunakan, menyasarkan sampel 420 pekerja daripada jumlah populasi 5,000 di Direktorat Am Residensi dan Hal Ehwal Warga Asing di Dubai, UAE. Daripada 420 soal selidik yang diedarkan, 114 dianggap tidak sesuai kerana kebanyakan tinjauan tidak dilengkapi oleh peserta. Oleh itu, hanya baki 306 tinjauan yang sesuai untuk analisis. Ini menghasilkan kadar respons yang sah sebanyak 72.8 peratus. Penemuan kajian menunjukkan kesan ketara amalan HRM terhadap pengurusan bakat dan perancangan penggantian. Kajian ini juga mendedahkan peranan pengantara pengurusan bakat dalam hubungan antara amalan HRM dan perancangan penggantian. Kajian ini diakhiri dengan perbincangan tentang implikasi penemuan tersebut, selain menawarkan cadangan untuk penyelidikan masa depan, dan mengakui batasannya.

Kata Kunci: Amalan HRM, UAE, Pampasan, Penilaian Prestasi, Pengurusan Bakat, Perancangan Penggantian

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The act of employing, managing, checking, creating, and sustaining the people who are the major source of a firm is known as ‘Talent Management’, sometimes known as ‘Human Management’ (Pandita & Ray, 2018). Organizations are seeking for solutions to manage their workers because it is obvious that they are their most valuable asset (Vidgen et al., 2017). A management strategy that integrates diverse practical abilities is known as talent management. It is an integrated system that manages skilled resources to achieve integrated effectiveness (Bratton & Watson, 2018).

According to Dorasamy (2021), talent management is the process of training and integrating new hires, enhancing the performance of current employees, and luring highly qualified workers to a firm. In contrast, the conventional approach to human resource management is based on an antiquated idea known as employee relations management and does not explicitly address the significance of the talent component in raising the level of the work system (Michael, 2019).

There are around 7.384 million workers in the UAE, 86.5% of whom are men and 13.5% are women. The Kafala system, a form of sponsorship, serves as the foundation for the labor market in the UAE (Zefane & Melhem, 2017), where every employee is

required to have a sponsor, also known as a 'Kafeel'. All UAE nationals should have access to jobs, training, and development opportunities, according to the National Human Resource Development and Employment Authority (TANMIA) of the UAE. The Emiratization initiative aims to increase employment within the country overall while reducing the reliance on foreign labor in the public sector of the UAE (Khassawneh & Abaker, 2022).

The capacity of individuals to master their talents at work is a key benefit of current notions of human resource management, which combines organizational progress with the ideas of professional empowerment (Majid, 2020). A pattern of planned deployments and activities intended to enable an organization to achieve its goals is what HRM is, according to Dessler (2020). In the UAE's public sector, HRM is crucial to succession planning (Al Awadhi & Muslim, 2023). However, the link between succession planning and HRM in the UAE has not been the subject of academic research (Kaleem, 2019). HRM issues, such as staffing and selection, training and development, performance evaluation, remuneration, empowerment, and career advancement, are prevalent in the UAE's public sector (Osama & Mohamed, 2022).

Talent management is a vital element in constructing a talented workforce through the recruitment and development of public personnel (Clarke & Scurry, 2020). Consequently, competence frameworks have been utilized as a benchmark for identifying and nurturing exceptional public personnel, despite the absence of formal adoption of talent management in the public sector (Lee, 2020). This concept places emphasis on organizational growth and the pursuit of optimal talent opportunities, benefiting both individuals and companies (Oehlhorn, 2020).

Talent management is a new concept that combines personnel management capabilities with an integrated system to support decision making. Despite extensive research on the topic, there is currently no comprehensive study examining talent management in the public sector in the UAE (Sergio Tobona & Josemanuel Luna-Nemecio, 2020). Despite the development of several theories and models for managing talent management, including the methods for dealing with the axis associated with the formulation of talent succession plans, the problem still exists. A thorough analysis of the literature reveals a number of unmet needs, including the paucity of intentional attempts to serve the public sector, particularly in relation to the relevant rules and regulations, and to accurately describe the concept of talent succession management (Majid, 2020).

Regarding talent management's concept and overarching goals, extensive research and scientific studies have highlighted a concerning lack of clarity. Similarly, McDonnell et al. (2017) argue that while recent research on talent management (TM) primarily focuses on the importance of identifying and evaluating talent, there is limited information available on the actual implementation of these practices within organizations; consequently, the public sector needs to adopt standards for both corporate and governmental excellence along with a recognized system of leadership assurance in response to the increasing global competition for talent (Clarke & Scurry, 2020). Therefore, in order to improve organizational efficiency and performance, public sector firms must establish efficient people management strategies.

The succession plan also includes papers outlining what will happen to a company after the main participants leave due to events like discontinuance, retirement, or death

(Romanov, 2020). Succession planning can aid in preserving stock and property assets during management transitions, retaining crucial workers, and reducing tax liability difficulties (Brenkman, 2020). Although having a succession plan has several benefits, many public sector organizations choose not to use them because their implementation strategies or connections to hiring the best talent for the targeted positions in the plan are not clear (Chang & Besel, 2020). While the financial costs of not having a succession plan are significant, the human costs are typically even higher (Rotich, 2020). Optimal leadership change may be achieved within an organization through succession planning, which calls for intentional, planned, and systematic efforts to increase the potential of incoming leaders (Das, 2020). Succession plans ensure that the job categories identified are prepared to fill the desired positions when their employees leave (Das, 2020). The primary interconnected mechanism by which the targeted occupations and job categories are selected in this process is the pillar of succession planning management. In order to prepare people or employee groups for duties related to the work required inside an organization, succession planning is described as a "systemic, long-term process of determining goals, needs, and roles within an organization" (Luna, 2012).

In the UAE, the supreme leadership places great importance on the human element (human resources) and prioritizes its development. There is a concerted effort to invest in and enhance the performance of the workforce, aligning with global best practices and strategic planning. The successful realization of the public sector's overarching vision and strategy is contingent upon various key elements, which encompass efficient performance, ongoing updates and enhancements to the curriculum, and advancements in the workforce. The human factor is of utmost importance as it plays

a vital role in implementing governmental policies and directives. This study will analyze the utilization of human resources strategies in the public sector of the UAE and explore its impact on succession planning. The study will specifically focus on the parameters of the public sector community in the UAE.

The UAE is a dynamic and rapidly developing region that serves as a destination for various enterprises. The public sector in the UAE has evolved to adapt to the changing landscape. In dealing with the challenges of the time, government agencies have organized their work according to two types of administrative systems. The first system focuses on the primary functions for which these organizations were established, while the second system consists of auxiliary administrative systems that support implementation. One of the most important and major endeavors is the human resource management system. The logical objective of this study is to ascertain how talent management impacts succession planning in the UAE's public sector through the use of human resource management approaches.

1.2 Problem Statement

The difference between talent management and Human Resource Management practices (HRMP) lies in their focus and scope within an organization. Talent management is a strategic business activity that aims to attract, retain, and develop the right people to meet the company's objectives, focusing on top talent and long-term planning (Cooke et al., 2014). On the other hand, HRMP encompasses a broader range of administrative functions related to managing employees, such as compensation, benefits, recruitment, training, and day-to-day management of human resources (Anwar & Abdullah, 2021). While HRMP is more tactical and admin-focused, talent

management is strategic, concentrating on enhancing the organization's top talent and aligning with overall business objectives. In essence, HRM handles the operational aspects of managing people, while talent management is about strategically nurturing and developing employees to drive organizational success (Meyers et al., 2020).

Human resource departments have two key issues regarding retaining their human capital in the era of globalization: the loss of crucial talented individuals and the shifting patterns in the skilled labor market (Gilch & Sieweke, 2020). It is obvious that these problems highlight the significance of staff development and retention as a top priority for any business engaged in the labor market. It is easy to understand the positive correlation between the strength of a business's workforce and its performance. This can be achieved by implementing strategies and plans to enhance talent management practices (Ahmad et al., 2020). Furthermore, organizations often face challenges in developing a systematic process for identifying, nurturing, and retaining high-potential employees within their succession planning efforts (Prathima & Sasibala, 2020). As a result, many businesses think it is relatively simple to implement succession plans when choosing second-row leadership replacements for key roles (Ritchie, 2020). However, academic research has not fully addressed this problem. According to Tucker (2020), it might be challenging for organizations to adjust to the realities of work and continuity in accordance with the norms that improve institutional efficiency. Along with the consequences on staff retention and ongoing worry about rising work turnover rates. These are some of the issues that organizations face, and they all stem from the lack of formal planning. Effective management cannot occur in isolation, and succession planning is an integral extension of that process (Prathima, & Sasibala, 2020).

Chaos, a poor reputation, and negative stakeholder concerns are drawbacks of not implementing succession planning in a business; these drawbacks ultimately result in low revenue and customer churn (Prathima, & Sasibala, 2020). In addition to the absence of a defined succession planning, many businesses are unaware of the long-term effects of succession planning. Because of this, the research attempts to include a basic form of succession planning appropriate for most firms looking to adopt succession planning. Concentrating on improving this strategy is crucial because not all organizations have adopted succession planning, and some may have done so incorrectly. Having second-level competencies readily available to assume critical and significant positions is a vital criterion for ensuring institutional efficiency and effectiveness continuity. This applies to the organization at various levels, such as organizational units or work teams, and contributes to achieving significant positive outcomes (Schlichting, 2020).

Because of the benefits that other institutions may offer, all organizations struggle to retain individuals with skills and knowledge with minds enriched with experiences and sciences, which will cause an increase in the work turnover rates for highly qualified and skilled employees (Mehrabani & Mohamad, 2021). It is challenging to apply human resource management in an organization to people who are unable to continually adapt and grow their professional behaviors and abilities (Beasley & Ard, 2021). Because the system is not formally and clearly defined in the administrative systems and legal legislation, there is a lack of clarity and weakness in the mechanism for administratively arranging jobs and choosing candidates for those jobs. This results in the implementation of succession plans in some organizations not having a clear vision (Wainright et al., 2021).

The inadequacy of succession planning can be attributed to the significant gap between the traditional approach to human resource management, which lacks a comprehensive understanding of succession planning principles, and the modern scientific approach that emphasizes identifying and developing talented individuals. This gap leads to high turnover rates and hinders the achievement of the government's strategic plans and alignment (Farhangian et al., 2021; Wainright et al., 2018). This issue, especially with regard to senior management roles, can be resolved by maintaining continuity and adhering to the time restrictions established for the position in accordance with the rules and any additional instructions (Desarno et al., 2021).

More specifically, according to the State of the Global Workplace report by Gallup (Gallup, 2023), only 27% of key competency employees actively participate in their work in the UAE. Among those, only a small percentage (12%) possess the talent and capabilities that truly contribute value to the workplace. Moreover, over half of talented employees intend to leave public organizations (Gallup, 2023). This indicates that most organizations in the public sector face talent shortages. However, although the idea of talent management has been the subject of several research studies, Kaleem (2019) found that it was unclear whether the right and thorough methods had been applied in many countries. As the UAE, one of the fastest-growing nations continues to experience economic growth and a simplified understanding of talent management, it has prioritized this concept with great importance. This poses a challenge that necessitates embracing expertise and capabilities defined by delivering high-quality services and promptly meeting deadlines. As a result of the diminishing talent pool, which leads to higher job turnover rates and renders it challenging to implement

modern human resources policies, the country may face a significant dilemma (Oxford Economics, 2020).

Similar to several countries, the United Arab Emirates (UAE) faces a dearth of competent leaders and employees in various industries and subpar quality of existing personnel (Al Jawali et al., 2022). Consequently, there is a significant need for highly skilled and motivated professionals. The workforce encounters diverse obstacles, both domestically and internationally, due to factors such as culture, economy, and politics (Zeffane & Kemp, 2020). Hence, it is imperative to formulate strategic initiatives aimed at addressing the factors that facilitate executive succession planning within the public sector of the United Arab Emirates (UAE). According to the United Arab Emirates (2024), the public sector in the UAE encompasses various components, including government entities, Sheikh's courts (Diwans), state-owned firms, regulatory bodies, security agencies, and advising agencies.

Thus far, there exists a dearth of scholarly investigations pertaining to succession planning in the United Arab Emirates (UAE), despite the recognition of its advantages for both public and private sector entities (Al Suwaidi et al., 2020). The study conducted by Khalid and Ahmad (2021) investigated the collaborative efforts between educational institutions and companies in order to enhance the employability of college graduates by equipping them with the necessary skills. The factors contributing to the sustainability of family businesses in the United Arab Emirates were examined by Jasir et al. (2023). The authors proposed that the resolution of this matter necessitates the implementation of strategic initiatives, such as succession planning. However, they encountered a scarcity of such programs. In their study, Al Khayyal et

al. (2020) examined the utilization of women's empowerment as a tactic for enhancing the national branding of the UAE. They saw a recent emphasis on women occupying managerial positions in corporate, political, and government organizations. Nevertheless, the majority of prior research has been concentrated on either familial or broader succession planning. Limited research has been conducted on the topic of leaders' succession planning within public sector organizations in the United Arab Emirates (UAE) (Al Suwaidi et al., 2020). The primary objective of this study was to ascertain the factors that facilitate leaders' succession planning within the public sector of the United Arab Emirates. The study is anticipated to offer valuable insights to practitioners, policymakers, and scholars into the factors that facilitate executive succession planning within the public sector of the United Arab Emirates.

Additionally, due to the decline in awareness of the value of succession planning in some organizations and challenges in acquiring the necessary competencies, the failure of succession planning implementation in some institutions significantly negatively impacts the current approach to human resource management. Within the public sector, there is a lack of a well-defined scientific framework and legislative foundation that specifically outlines the most effective approaches to implementing succession planning. Moreover, there is a lack of clarity regarding the outcomes of succession plans and the specific instruments and metrics that are used to evaluate their effectiveness (Ali & Mehreen, 2019).

The acceptable situation in the public sector is based on applying the conventional human resources management and succession planning practices in order to achieve the functional organizational goals, which impedes the process of development in

applying succession planning as necessary, which is reflected in the goals of talent management in the public sector, which leads to the inability to effectively align talent management plans by the public sector (Younes & Wasim, 2018). The private sector in the UAE is experiencing significant growth, leading to increased competition with the public sector. As a result, some employees may leave their positions in search of higher pay or better working conditions. Human resource management practices can be complicated in this dynamic environment. Therefore, it is necessary to investigate how HRM practices affect talent management strategies and techniques to enhance succession planning in UAE public sector firms (Jabeen & Isakovic, 2018; Jabeen & Goudi, 2018).

The mediating effect of talent management on the relationship between human resource management practices and succession planning contributes significantly to Organization Behavior Theory and The Ability, Motivation, and Opportunity (AMO) Theory. This mediation plays a crucial role in enhancing organizational effectiveness by linking human resource practices, talent management strategies, and succession planning. It helps in developing a motivated workforce, ensuring the readiness of employees to take on new roles, and fostering a culture of excellence within the organization. The mediating effect of talent management serves as a bridge between HR practices and succession planning, aligning individual skills development with organizational goals and objectives. This contribution underscores the importance of talent management in shaping organizational behavior and performance, emphasizing the strategic role it plays in preparing employees for future leadership positions and ensuring a smooth transition of key roles within the organization.

This study argues that the AMO model oversimplifies the complexities of human behavior and performance by reducing them to three main factors, potentially neglecting other important variables such as HRM practices and talent management that influence succession planning. Therefore, this study suggested expanding the AMO theory by including HRM practices and talent management within the model. According to a study, ability enhancing HRM practices help employees develop the skills they need to meet company objectives (Yahya et al., 2017) such as succession planning. The ability refers to the procedures and guidelines HR uses to ensure that workers possess or acquire the necessary knowledge, skills, and abilities to carry out their duties independently to achieve succession planning. On the other side, ability-enhancing strategies might refer to the steps required to ensure that the recruiting and selection process is successful and that the best candidates are chosen for the available positions based on their talents (Santos et al., 2020). Moreover, the integration of talent management and succession planning is essential for effective workforce planning and development (Cannon & McGee, 2011). Talent management supports succession planning by providing a pool of skilled individuals who can step into key roles when needed (Jindal & Shaikh, 2020). By investing in talent development, organizations can groom employees for future leadership positions, reducing the risk of skills gaps and ensuring a smooth transition when key employees leave (Zeynoddini Bidmeshki et al., 2023).

Key human resource management practices that influence succession planning in organizational behavior theory include talent management, leadership development, training and development, performance management, and career planning. These practices play a crucial role in shaping succession planning strategies within

organizations, ensuring a smooth transition of key positions and maintaining organizational effectiveness. Talent management focuses on identifying and nurturing employees with high potential, while leadership development aims to groom future leaders. Training and development programs enhance the skills and competencies of employees, preparing them for future roles. Performance management helps in evaluating and rewarding employee performance, aligning it with organizational goals. Career planning involves identifying career paths and opportunities for employees, ensuring a pipeline of talent for key positions. These human resource management practices are essential in organizational behavior theory as they contribute to the development of a skilled and motivated workforce, facilitating successful succession planning and organizational continuity.

Modern literature and science have proved that the absence of an integrated system that emphasizes enhancing workplace competencies and an inspiring workplace environment, which promotes employee retention in many ways, are the primary causes of individuals leaving their employment. Another drawback in some public sector institutions is the inability to implement clear policies and procedures to identify and reward exceptional individuals and to use traditional HRM practices effectively. This limitation hinders retaining and growing talented workers in the public sector (Oehlhorn et al., 2020; Gabriel et al., 2020). To uphold the UAE government's modern and advanced position and adopt a proactive approach to talent management, the country is undergoing rapid transformations within the region. These changes highlight the necessity for a highly skilled and adaptable workforce that is well-equipped to tackle forthcoming challenges (Al Awadhi & Muslim, 2023; Al Hosani et al., 2021; Al-Dhaafri & Alosani, 2021).

In the coming years, a number of employees in leadership, supervisory and important positions at the General Directorate of Residence and Foreign Affairs (GDRFA) in Dubai will be eligible to retire based on retirement requirements set by law (Hameed et al., 2022). Additionally, if the succession planning system is not correctly implemented, it may be challenging to locate qualified candidates for such positions, which causes a significant loss of knowledge and expertise inside the firm. Difficulties faced by the General Directorate of Residence and Foreign Affairs (GDRFA) in retaining highly skilled personnel may result in high turnover rates, potentially losing valuable skills and experience and decreased organizational effectiveness. To ensure that the GDRFA - Dubai has the necessary talent to execute its strategic plans, implementing talent management systems has become increasingly vital. These systems aim to attract, develop, and retain talented individuals within the organization. Aside from a plan emphasizing the value of the human element and the need for efficient management of it, the (GDRFA - Dubai) lacks a defined strategy and policy for recognizing and rewarding talents (Hameed et al., 2022). The UAE is undergoing rapid change, which calls for maximal preparedness to handle talents and a quick-renewing workforce prepared to meet the challenges ahead. Therefore, the (GDRFA - Dubai) must create a proactive and integrated strategic approach to talent management in order to sustain its advanced position as a leading and prestigious institute.

In the UAE, public sector organizations have no proper succession management procedures and have not given this issue enough attention. The lack of an integrated system focused on enhancing competencies in the work environment and a stimulating workplace that supports reteaching further exacerbates the problem. The study's

problem revolves around the problematic relationship between human resource management and succession planning in public sector organizations in the UAE.

Poor succession planning results from a significant gap in the conventional approach to managing human resources, which focuses more on lowering turnover rates than succession planning and does not explain the principles of succession planning management or the contemporary scientific method of putting succession planning management into practice.

1.3 Research Objectives

1. To examine the significant relationship between human resource management practices (staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development) and talent management among employees of GDRFA, Dubai, UAE.
2. To examine the significant relationship between human resource management practices (staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development) and succession planning among employees of GDRFA, Dubai, UAE.
3. To examine the significant relationship between talent management and succession planning among employees of GDRFA, Dubai, UAE?
4. To examine mediating effect of talent management on the relationship between human resource management practices and succession planning among employees of GDRFA, Dubai, UAE.

1.4 Research Questions

1. Is there any significant relationship between human resource management practices (staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development) and talent management among employees of GDRFA, Dubai, UAE?
2. Is there any significant relationship between human resource management practices (staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development) and succession planning among employees of GDRFA, Dubai, UAE?
3. Is there any significant relationship between talent management and succession planning among employees of GDRFA, Dubai, UAE?
4. Does talent management mediate the relationship between human resource management practices and succession planning among employees of GDRFA, Dubai, UAE?

1.5 Significance of the Study

1.5.1 Theoretical Significance of the Study

The primary variables of human resource management practices were selected for this study because there were several issues with their execution when used in line with the proper scientific methodology. This study aims to fill the gaps in the existing literature by direct effects of various human resource management practices, such as staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development, on succession planning. In addition, the study will examine the indirect effects of these practices through the mediating role of talent management. The study aims to address this gap and enhance the understanding of succession planning in the specific context of the UAE. The

current study contributes to the corpus of information regarding each study variable as well as the study framework as a whole.

The theoretical significance of the mediating effect of talent management on the relationship between human resource management practices and succession planning lies in how talent management acts as a bridge between HR practices and effective succession planning within organizations. Talent management plays a crucial role in identifying, developing, and retaining individuals with the potential to fill key roles in the future, thereby ensuring a smooth transition in leadership positions (Anwar & Abdullah, 2021). By integrating talent management with HR practices, organizations can strategically align their workforce with business objectives, enhance employee engagement, and mitigate risks associated with succession planning (Zeynoddini Bidmeshki et al., 2023).

Talent management serves as a comprehensive approach to nurturing employees throughout their journey within the company, focusing on skills development, career progression, and ensuring a positive employee experience. This proactive strategy not only prepares individuals for future roles but also contributes to increased employee engagement and retention. Moreover, talent management can aid in tracking employee skills, identifying potential successors, and facilitating leadership development programs, all of which are essential for effective succession planning (Al Awadhi & Muslim, 2023).

The mediating role of talent management in the relationship between HR practices and succession planning emphasizes the importance of aligning talent development

initiatives with organizational goals. By leveraging talent management practices, organizations can better prepare for leadership transitions, address skills gaps, and ensure continuity in key roles (Meyers et al., 2020). This integration enhances the overall effectiveness of succession planning by creating a pipeline of skilled individuals ready to step into critical positions when needed.

The study's conclusions will work as a manual and compendium for creating human capital policies, management procedures, and training programs. A more thorough baseline review based on the impact of succession planning is necessary since the existing implementation of key HRM processes leaves a gap in the proper execution of talent management criteria. Moreover, evaluation of the effect of human resource management practices on talent management in the UAE public sector is also crucial. Furthermore, understanding the proper approach to be taken in the public sector with regard to talent management and the precise alignment that will take place with the objectives of governmental institutional excellence and corporate strategy will undoubtedly be vital.

1.5.2 Practical Significance of the Study

The findings of this study will improve managers' and supervisors' understanding of how human resource management practices (recruitment, selection, training and development, performance evaluation, compensation, and career development) impact succession planning both directly and indirectly at the GDRFA - Dubai in the UAE. Policy makers and HR professionals may create an effective employee retention plan guided by this study's results. This study will be used as a tactical talent management tool. To the best of the researcher's knowledge, the GDRFA - Dubai, in the setting of

the UAE, lacks empirical studies on succession planning. This work may provide prospects for other research projects and is anticipated to inspire other researchers. Additionally, this research will help administrative personnel at all levels establish their vision to maximize their abilities by managing conscious abilities in the authority that enables them to fill positions via efficient succession planning. The findings of this study will be useful to a number of public institutions in the UAE as well as institutions in comparable adjacent nations.

This work is practically important; besides adding to the body of literature, this report is crucial for the UAE public sector overall since it offers insights into ways to enhance succession planning. In order to improve succession planning by using talent management as a mediator, the study's findings offered recommendations and guidelines for creating human capital policies, management procedures, and management development programs. Additionally, employees are caught in this conundrum between the necessity to develop their abilities and the threat of losing their employment. Investigating what motivates staff to better succession planning is therefore necessary. As a result, the study's findings can help the government better understand how to cope with succession planning through effective plans and strategies.

1.6 Research Scope

The study looks at all Emirates' public sectors. Therefore, the population of the current study is sizable enough to portray the full image of the public sector in the UAE. There are several variables to consider when deciding how human resource management strategies affect talent management and how well the UAE public sector performs.

This study acknowledges the mediator role of talent management in the relationships between staffing and selection, training and development, performance evaluation, remuneration, empowerment, career development, and succession planning.

Due to the problems in the UAE's public sector, only a small percentage of work involves succession planning and execution based on methods including HRM approaches and talent management. In order to avoid this, the researcher had to guarantee the secrecy of the data gathered from the screened participants and refrain from disclosing any identities in the final record. The target demographic of the study included more than 5,000 government employees in Dubai, which is in the UAE. In the UAE, it is also seen as a microcosm of the public sector.

According to the latest employment figures from Dubai's GDRFA, there are 5000 employees across all levels of the organization (GDRFA, 2022). Due to the variety of organizational levels and the magnitude of its workforce, the GDRFA in Dubai was chosen. In addition to its lengthy operation history, it has spent significant time working to advance the human resources management system. Additionally, this company has the highest retention rate in the UAE (Media Office, 2021).

The study uses the direct collect survey method to reach a very narrow target sample of employees at the GDRFA in Dubai. The researcher can confidently cover the selected areas using this strategy. Evidence shows that a direct collection strategy is more effective than online or email at obtaining responses, although it is more expensive (Nuno & John, 2015). As mentioned in the preceding sentence, the study's team visited the designated districts of Dubai (the GDRFA) to gather information from

possible participants. Data for the study was gathered from the sites by a team of two people after making arrangements with the GDRFA in Dubai. The target sample employees were given surveys to complete, and data was gathered 10-15 minutes later. Information was gathered in 2022–2023.

1.7 Definition of Key Terms

As a result, the meanings of essential terms in this study are as follows:

- **HRM Practices:** Human resource management practices are those that include HR planning, recruitment and selection, induction, training and development, performance appraisal, empowerment and task autonomy, career planning, compensation and fringe benefits, promotion and transfers (Satyendra, 2020). The researcher defines HRM procedurally as the policies and practices required to perform the routines of human resources in an organization, such as employee staffing, staff development, performance management, compensation management, and encouraging employee involvement in decisions.
- **Staffing and Selection:** The hiring process's phase, known as staffing and selection, involves selecting a candidate for employment from a short list of excellent applicants. Throughout the recruitment process, selection might occur often (Alam, 2018).
- **Training and Development:** Training and development refers to educational activities within a corporation to improve employees' knowledge and skills while providing information and training on better carrying out specific tasks (Noe & Kodwani, 2018).

- **Performance Appraisal:** A performance appraisal, also known as an annual review, performance review, or employee appraisal, is a regular evaluation of an employee's job performance and overall contribution to a company. It assesses the employee's abilities, accomplishments, and growth—or lack thereof (Zheng et al., 2020).
- **Compensation:** Compensation refers to the total remuneration, including both cash and non-cash payments, that an employer provides to an employee in exchange for the work they perform for the organization. It encompasses not only an employee's regular salary but also various other forms of benefits and earnings. Compensation can include bonuses, incentives, allowances, fringe benefits, retirement contributions, stock options, and other forms of rewards provided to employees as part of their overall compensation package (Longhurst & Hargreaves, 2019).
- **Empowerment:** Empowerment is the degree of independence and self-reliance that individuals and groups possess; this enables them to act independently and responsibly in pursuit of their interests (Márquez, 2020).
- **Career Development:** Career development refers to the process of managing one's life, learning, and work throughout their lifespan, and it applies to everyone (Brown & Lent, 2019).
- **Succession Planning:** Succession planning is a procedure whereby people are checked to hand down the management function within a company. The procedure ensures that the business continues to function effectively even in the absence of key employees who have retired or resigned (Brenkman, 2020).

- **Talent management:** It entails attracting and keeping high-quality employees, developing their skills, and continuously inspiring them to improve their performance (Kamel, 2019).

1.8 Summary of the Chapter

The context body of the thesis is formulated of five chapters as the following:

- The context of the study is discussed in Chapter 1, along with the problem statement, research questions, objectives, importance of the study, and the scope and definition of important terms.
- In order to support the earlier stated study questions and the aim of this study, Chapter 2 evaluates the readily available prior related studies and discusses the pertinent literature related to the current investigation.
- The third chapter discusses the theoretical framework and how it was developed. Discussion of the theoretical framework provides a foundation for the study's testable hypotheses. This chapter also covers the study's research methodology. It describes the procedures and approaches used to respond to the research questions and validate the elicited ideas.
- The results of the statistical analysis of the data gathered are presented in Chapter 4. In a well-interpreted explanation, the procedures for data screening, demographic analysis, descriptive statistics, structure model evaluation, measurement model assessment, and moderation assessment are described.
- Chapter 5 illustrates the study's summary, conclusions, additional discussions, limitations, implications, and recommendations.

1.9 Summary

The background section of this study presents the significance of talent management and the rationale for studying and implementing it. It defines the concrete goals of the study that focus on talent management. This study centers on the public sector, specifically focusing on Dubai's General Directorate of Residency and Foreigners Affairs (GDRFA). Examining a particular institution within the public sector provides a regulatory context for the study. The theoretical framework and assumptions are outlined, establishing the foundation for addressing the specific issue this research aims to resolve.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explains the study context, reviews the theories and relevant literatures leading to the development of the conceptual framework of this study. The beginning of this chapter discusses the study context which provides a closer look into the Human Resource Management in UAE Public Sector, brief information the UAE's human resource management responsibilities in the public sector that include HR strategy, job analysis, recruiting, selection, training, the underpinning theories and empirical studies. Overall, this section is considered essential prior to a deeper investigation the research problems and to reach to the recommendations aimed at achieving the objectives of this research. While the subsequent sections cover the literatures review in detail pertaining underpinning theories, Organization Behavior Theory, AMO Theory. The literature review begins with section 2.2 with the description on the human resource management in the UAE in the public sector. Section 2.3 explains what the talent management in the public sector in the UAE is and what are its challenges. Section 2.4 offers definition and review of the independent variables linked with the theoretical framework of this study, section 2.12 with the description on Organization Behavior

Theory, AMO Theory. Section 2.13 provides an explanation of the hypothesis's development. The chapter ends with a summary in Section 2.14. This study, which is also considered a prior study on the effect of human resource management practices on succession planning in the UAE public sector, considers the role of talent management as a mediator between staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development. This chapter clarifies the overall picture of the study's context in terms of the factors surrounding the concept of talent management and its impact on the public sector in the UAE, specifically, considering that talent management is the primary pillar for the success of the human resource management system according to its advanced scientific concept and its role in implementation (GDRFA - Dubai).

2.2 Succession Planning

In order to identify key personnel levels and create a backup plan for their effective replacements, succession planning is used (Perrenoud, 2020). Corporate management is constantly concerned about not having future leaders and successors for all levels of personnel (Sanusi et al., 2020). This has the potential to disrupt company continuity quickly, necessitating implementing a systematic succession plan in every firm (Torres, 2020). The value of succession planning should be weighed against factors like finding a suitable replacement for the departing employee and providing the successor with the necessary training. Succession planning is a productive methodology for competence building, career development, and promotion of employees. (Bazneshini et al., 2020).

Succession planning is viewed as a proactive approach to developing continuous leadership in a company and ensuring that all unfilled positions are filled in the case of planned and unanticipated employee terminations (Boykins, 2019). The fact that organizations are not solely based on leaders and that leaders need skilled and competent manpower to demonstrate their leadership highlights the importance of having a succession plan for all regular employees, not just top executives and leaders alone (Masenya, 2021). Creating educational and instructional policies that assist corporations in managing talent (Omotunde & Alegbeeye, 2021) enables the business to incorporate competences and career aspirations effortlessly into the organizational business plan and personnel competencies inside the company (Kang & Lee, 2021).

The list of available positions is a basic prerequisite for succession planning, and decision-makers must be familiar with the characteristics of those positions in order to succeed in each role in the event of replacements. Planning for succession addresses training and career progression (Ahmad et al., 2020). Contrarily, Ronk (2020) makes the case that while many businesses expend a lot of effort developing succession plans, very few can effectively delegate succession management across all organizational levels and integrate it into daily operations. Succession management is considered a systematic process for both planned roles and the expansion of leadership positions to ensure that the required backup for leadership positions is available and the appropriate potential will be supplied when the positions are opened (Gabriel et al., 2020).

Another advantage of the succession planning process is the emphasis that programs connected to succession management have on developing and maintaining personnel with high potential. As a result, they supply businesses with managerial talent and

competent human resource benefits (Jindal & Shaikh, 2020). Another benefit of succession planning is utilizing resources, potential and existing talent. However, effective succession planning will aid in the growth of organizations, ensure that the need for the right employees at the right time will be met, and increase the likelihood of successful implementation of succession planning if it is integrated into management activities (Brown, 2020).

HR and the other functional managers of the company are both concerned about the effects of various practices on the career planning process, including formal training (Vallina et al., 2020). The "succession management" processes, which include management resourcing strategy, workforce planning, skills analysis, and staff development, specifically management development, are a much larger group of resourcing and development procedures than succession planning (Huvanandana, 2021). In their argument, Salem et al. (2020) asserted that succession planning is connected to identifying roles that are crucial to success and determining the best strategy to satisfy future requirements. They also stated that succession planning entails developing procedures for selecting the best internal and external hiring mix. Hence, succession planning involves selecting one or more successors for crucial positions, while also designing career advancements and development programs specifically tailored for these individuals (Gabriel et al., 2020).

According to Salem et al. (2020), a crucial tool in succession planning involves implementing an integrated strategy that encompasses identifying, selecting, developing, and retaining top talent within the organization. Long-term planning necessitates nurturing and grooming employees as potential successors and

establishing talent management benchmarks. A significant majority of respondents, who were current public sector employees, explicitly expressed their belief that staff development is a critical component of any succession plan (Samson, 2020). However, it is important to emphasize, particularly at lower levels of the organizational hierarchy, the significance of cultivating exceptional leaders internally rather than relying solely on external hires as part of the organization's succession planning efforts (Prathima & Sasibala, 2020). According to Bazneshini et al. (2020), succession planning is a methodical strategy to ensure that workers in a certain company are qualified to create and subsequently take over strategic roles in the organizational hierarchy. An organization without a succession planning system has problems in several areas, including the timely filling of important roles (Bano et al., 2021).

Critical jobs often get filled by external candidates, which leads to ongoing concerns about turnover in those positions. Potential successors are rarely prepared and lack essential skills, and organizations struggle to retain their top talent (Prathima & Sasibala, 2020). In order to determine objectives, needs, and roles within an organization while also preparing people for the duties associated with the labor required inside an organization, succession planning may be seen as a systematic and long-term process (Ronk, 2020). According to Nbabuife and Okoli (2017), succession planning is seen as a procedure that may facilitate smooth leadership transfer throughout the company. Succession planning is a systematic process that involves selecting a successor for a departing manager or director. It is an organizational mechanism businesses implement to prepare for future retirements or executive departures (Onwuka et al., 2017).

2.3 Human Resource Management Practices in UAE Public Sector

Human resources management (HRM) is an essential function in organizations that includes everyone (Bhattacharya et al., 2005; Delery & Doty, 1996), HRM as a machinery is used as a term to signify part of organization activities that are concerned with development and management of individuals through the practices (Wall & Wood, 2005). According to Jackson and Schuler (2002) Wood (1999), and Haslinda (2009) HRM is an umbrella word that comprises (1) HR practices such as training and development, recruitment and selection, performance appraisal, compensation, promotion, (2) formal HR policies which direct and moderately restrain the development of specific practices and, (3) overstretching HR philosophies with specific values of organization policies and practices.

According to Wood (1999) HRM practices as the organizational functional practices that lead to OP and success. These practices work independently and supplement one another in a way to be able to ensure both individual and OP. In other words, HRM practices are activities organization's engage at utilizing the pool of HR and ensuring the resources are used towards the fulfillment of organizational objectives (Schuler & Jackson, 1987).

HRM practices involves HR planning, recruitment and selection, compensation, training and development, performance appraisal, among others if effectively utilized can be source of competitive advantage and enhance OP (Boxall, 2003; Huselid, 1995; Paauwe & Boselie, 2005) RBV argued that HRM practices may be the potential source of competitive advantage and improve performance (Barney, 1991; Wright & McMahan, 1992). Furthermore, HRM practices considered activities within the organization. There is no particular agreement on which or what group of practices or

bundles of practices will be considered as qualified parts of HRM practice (Beer et al., 1984; Boselie et al., 2005). For instance, Boselie et al. (2005) carried out 104 titions on the relationship between HRM practices and performance and identified almost 26 HRM practices that empirically were used in different studies between 1994 and 2004. The UAE government wants to build a smart knowledge-based economy. The UAE is regarded as a high-income developing country with one of the Middle East's most developed economies (Bodolica et al., 2020). A company's objectives are supposed to be attained through a pattern of planned deployments and activities known as strategic HRM. In the UAE, human resources are the abilities of individuals and groups that are significant to organizations (Karam, 2017).

The UAE Constitution expressly mandates the national government of the UAE to ensure job accessibility for its residents and provide them with training to prepare them for employment (Morgan & Ibrahim, 2020). The UAE's national and organizational goals may be achieved economically and socially by utilizing HRM (Duthler & Dhanesh, 2018). On the other hand, the UAE's human resource management responsibilities include HR strategy, job analysis, recruiting, selection, training, and talent management (Karam et al., 2017).

When the country first started to develop quickly, the skill and education levels of the native people could not keep up with the demands of a growing economy, which resulted in a strong need for foreign labor (Tahir, 2020). These are probably the two most peculiar aspects of the UAE labor market. Given the UAE's significant dependence on international expatriates, the HR function plays a crucial role in implementing effective administrative procedures, efficient expatriation management,

successful diversity management, and robust workforce integration plans and practices (Haak-Saheem & Festing, 2020).

Additionally, the public sector supplied extremely big job possibilities in a range of disciplines, whether they were specialist occupations supporting the core company tasks or servicing the nature of the entity's activity. This was made possible by the government's approval of enormous financial budgets to increase the provision of job opportunities for its researchers while highlighting the importance of emphasizing Emiratization in hiring practices (Deepthi Nair, 2021).

The human factor, the most important factor in overall production and the most precious resource for management, is the focus of one of the most crucial management roles in the UAE (Waxin & Bateman, 2016). Most organizations view the management and development of human resources as a pillar because it strives to increase organizational capacities and make it possible for businesses to recruit and qualify talented individuals who can keep up with present and future difficulties (Evelyne, 2019).

In fewer than 50 years, the UAE went from being a rural, agricultural culture to a sophisticated one. According to Zurich's (2022) the businesses Including those organizational units concerned with implementing of human resources management practices across several key sectors in the UAE are struggling to find qualified people, ready to move to a new job given the weakness of practices based on finding a coherent and a structured approach that manages the process of attracting and managing these competencies. Currently, 7.384 million people work for the Emirati government, with

86.5% men and 13.5% women. The kafala sponsorship system serves as the foundation for the labor market, and the government has prioritized providing employment and training opportunities for every local individual (Kaleem, 2019). All UAE employees are intended to have access to employment, training, and development opportunities through The National Human Resources Development and Employment Authority (TANMIA). At the same time, the responsible UAE authorities are interested in regularly staying up to date with advancements in human resource management (Zeffane & Bani Melhem, 2017).

2.4 Talent Management in UAE

Companies in the UAE are developing and implementing HR strategies to lower employee turnover and can benefit from understanding the importance of HR as it relates to talent management in organizations across industries (Waxin et al., 2018). Miller et al. (2017) highlighted that the challenges presented by the UAE's overall business climate and current business environment have implications for implementing human resource practices and their impact on succession planning.

Additionally, managers should favour employing human resource practices closely related to succession planning, understanding organizational processes, and emphasizing the significance of having solid processes in a place that supports human resource practices in organizations across various UAE sectors (Al Imam. 2020).

2.5 The distinction between Human Resource Management Practices and talent management

Human resource management (HRMP) practices and talent management are two related concepts that focus on managing human capital within an organization

(Donald, 2014). While there is some overlap between the two, they have distinct characteristics and objectives. Human resource management practices refer to the set of practices, policies, and processes that organizations use to manage their workforce effectively (Anwar & Abdullah, 2021). It encompasses various activities related to recruitment, selection, training, compensation, performance management, employee relations, and legal compliance. The primary goal of Human resource management practices is to ensure that the organization has the right people with the right skills and abilities in the right positions to achieve its strategic objectives (Alqudah et al., 2022). Human resource management practices typically take a broader perspective and covers the entire employee lifecycle within the organization.

Talent management, on the other hand, is a more focused and strategic approach to managing a select group of employees who are considered critical to the organization's success (Hongal & Kinange, 2020). It involves identifying high-potential individuals, developing their skills, and nurturing their career progression within the organization. Talent management activities often include succession planning, leadership development, performance management, and employee engagement initiatives (Kaliannan et al., 2023). Talent management aims to attract, retain, and develop top talent to drive organizational performance and maintain a competitive advantage. Human resource management practices have a broader scope and cover all employees within the organization, whereas talent management focuses on a select group of high-potential or key employees (Alqudah et al., 2022). Human resource management practices aim to ensure the effective utilization of human resources, maintain compliance with labor laws, and create a positive work environment for all employees.

Talent management, on the other hand, focuses on developing and retaining high-performing individuals who have the potential to make a significant impact on the organization's success (). Human resource management practices are generally standardized and applied uniformly across the organization to ensure fairness and consistency (Armstrong & Taylor, 2020). Talent management takes a more individualized and targeted approach, providing special attention and development opportunities to high-potential employees (Kwon & Jang, 2022). Moreover, human resource management practices often focus on short- to medium-term goals, such as filling immediate job vacancies and addressing current workforce needs, while talent management takes a longer-term perspective, with an emphasis on identifying and nurturing individuals for future leadership roles and strategic positions (Cooke et al., 2014; Armstrong & Taylor, 2020). In terms of integration with strategy, while human resource management practices align their practices with the overall organizational strategy, talent management is more explicitly linked to strategic business objectives (Armstrong & Taylor, 2020). Talent management initiatives are designed to support the organization's long-term goals by ensuring a pipeline of skilled and capable leaders and specialists.

It's important to note that the distinction between human resource management practices and talent management can vary across organizations. Some organizations may use the terms interchangeably or consider talent management as a subset of human resource management practices. The specific definitions and practices may differ based on organizational context, industry, and individual perspectives (Cooke et al., 2014).

2.6 Staffing and Selection

Due to the current economic and competitive issues, managers must be more concerned than ever about ways to improve employee performance (Majid, 2020). A few dimensions with various elements have been established that can quantify organization performance and turnover, taking into account the hiring and selection process, succession planning, and other organizational aspects (Nyberg et al., 2020). Effective hiring, which requires considering staffing and selection, needs over a longer period rather than just doing it often (Kath et al., 2020). The best way to think about employees is as part of an investment portfolio or human resource portfolio since they contribute in some way to the company's growth and are, therefore, like investments (Collins, 2021).

According to Aftab et al, (2023), since every business has diverse scenarios and strategies for various situations, there is no best-fit model for selection. What is effective for one organization may not always be effective for another. Organizations are required to logically examine the consequences of poor selection approaches, accept the best efficient ways, and align with the organization's culture. The advantages of employing effective and efficient recruiting and selection methods and policies by businesses when choosing the best candidates for open positions are essential to their success (Cherif, 2020).

Businesses may be able to reduce employee turnover at the start of an employee's career by ensuring a strong match between the candidate and the organization's culture at the recruiting stage through more stringent procedures, such as focusing on the quality of their qualifications (Duggan et al., 2020). Additionally, companies that

actively train their staff for more senior positions and promote from within may see lower annual employee turnover rates (Prieto & Pilar, 2020). Green (2021) explores the impact of professional development programs on hiring practices and the compatibility of applicants with organizational hiring practices and long-term career development objectives. Many organizations today focus on choosing replacements for all employee levels and positions during times of crisis; however, this is a reactive approach in which they wait until they believe they have no other choice and are on the verge of collapse before they feel the need for it. Instead, they should have a succession planning process in place within their organizations (Morgan, 2017).

The employee selection process consists of several processes and is in charge of choosing the applicant who best fits the job requirements to become a valuable asset for the company (Santos et al., 2020). Applicants often tend to be cautious and make a concerted effort to create a favorable impression on their resumes (Rustam, 2020). However, some applicants aim to present an impressive appearance on their CV to attract the staffing and selection. Having an excellent CV may occasionally be extremely helpful to a candidate during the selection process and increase their chances of being picked, even though it also helps to emphasize their skills and knowledge (Usmani, 2020). The company utilizes advanced technologies to select the most suitable candidate for a position. This process, known as competency-based selection, involves assessing candidates based on their competencies and skills. Additionally, it encompasses the management of internal roles and functions within the organization (Luna -Arocas et al., 2020).

The definitions and concepts used to describe the talent management system differ; some viewed it as a system for assessing and managing individual behavior, while others saw it as managing human development, maintenance, and recruiting. The fundamental tenet of organizational human resource management is that the people who make up a company are their most valuable assets (Brenkman, 2020). In order to manage human resources in accordance with the tenets of the human resources management system, all firms have implemented administrative systems and legislation (Majid, 2020).

Many organizations that employ competency-based selection afterward utilize the same abilities to promote further advancement or growth as well as to plan and assess the effectiveness of the company (Thoma et al., 2020). Recruiters have been proven to be subject to manipulation of the content of resumes, which may include the candidate's quantity of information, skills, and competencies. The hiring and selection process has a significant role in identifying the best resource for the company (Yusuf, 2020). It is thought that hiring a candidate who is not a good fit for the job and who does not fit the organization's culture could cause severe problems for the business in the future, including possible disciplinary issues regarding workplace performance as well as effects on organizational performance in general (Dhir, 2019).

Usmani (2020) makes the case that a candidate's CV should reflect both their talents and knowledge, and if they have an attractive resume, it may help them stand out more throughout the selection process and boost their chances of getting hired. All of these firms might also pay close attention to potential workers who may be anticipated to take on leadership roles within the organization soon (Starodubtseva, 2021). To ensure

that the incumbents are able to perform their roles effectively, top management must be involved in defining the technical skills, competencies, and core values required for key positions (Chen, 2020). The recent change in that organization to competency-based staff selection has inevitably increased the participation of division heads and made them accountable for the choice of the best candidates. Analysis of the job profiles necessary for these jobs' effective performance by senior management can help (Narváez et al., 2019).

2.7 Training and Development

Training new hires is the procedure of exposing staff to a variety of abilities they are ignorant of so that they might learn them and apply them to the organization's advantage (Friday, 2019). According to Rahayu et al. (2019), training is the process of enhancing an employee's abilities and teaching them new ideas, principles, or attitudes to help them do their jobs more effectively. An organized process called training is used to change someone's attitude, knowledge, skill, or behavior via learning experiences in order to help them perform better in a particular task or set of activities (Guerin & Toland, 2020). Moreover, in order to attain successful performance in a particular activity or set of activities, training is a systematic procedure used to alter employee work attitudes, abilities, and behavior via learning experiences. Training is all about acquiring information and abilities that are connected to certain practical competences in oneself or another (Guerin & Toland, 2020).

Training is the process of developing skills and defining quantifiable goals and should result in noticeable behavior change. Supporting employee learning that is connected to job activities at work is a deliberate effort on the part of organizational leaders

(Jahan, 2020). According to Bin Mahfodh and Obeidat (2020), training is a methodical process that shows employees how to improve their knowledge, skills, or attitudes via learning experiences in order to achieve effective performance. It calls for applying organized techniques to disseminate knowledge and assist subordinates in acquiring the abilities they need to do their tasks successfully (Friday, 2019). On-the-job training is a training approach in which an experienced worker mentors' trainees, guiding them as they practice and develop job skills within the workplace. It involves a hands-on learning experience where employees are led to complete tasks or assignments while they are already employed, allowing them to acquire practical knowledge and skills through real-world application (Ibrahim et al., 2017).

The employee will receive training in interpersonal interactions, negotiation, and communication skills (Ab Rahman et al., 2020). Managers must promote succession planning and management, which is the foundation for conveying career routes, setting growth and training programs, defining career trajectories, and determining individual job transfers (Stumne, 2020). Additionally, the training programs aid employees in acquiring new talents by assisting them in learning new abilities and skills (Gabriel et al., 2020). Training programs should be made available for successful succession planning since the trained employees are more empowered (Rodriguez, 2020). In order to foresee future replacement needs, the coordinator can maintain a timetable of anticipated retirees using performance assessments and training monitoring (Sadaf, 2020).

As a result, succession planning offers formally sanctioned chances for professional growth and takes care of staff training requirements by honing the abilities required for leadership advancements (Dawson, 2020). Employee involvement in the training program can then be linked to performance reviews to track the results using the data acquired from employee competence studies, determining the training participants in management roles will need (Ansari et al., 2021). Given the growing importance placed on organizational outcomes, it is necessary to measure and evaluate the training requirements of all parties involved in order to ensure that performance goals are met (Anwar et al., 2020).

The growth in consumer expectations for quality and service, the intensifying rivalry, and the significance of training and development as key elements of the development of human resources have all contributed to the need to cut costs (Berinyuy, 2021). Pursuing training and development is one of the most significant HR endeavors. Most businesses see training and development as an essential part of developing human resources, and since the turn of the century, organizations worldwide have given this field more attention (Stokes et al., 2019). Training must comprise a planned activity following a detailed requirements analysis and concentrate on certain competencies to be effective. Most importantly, training must take place in a setting conducive to learning (Kurniaman & Zufriady, 2019).

Training is frequently thought of as a planned and systematic process of learning in the sense of acquiring, changing, and growing knowledge, abilities, and skills in order to achieve and enhance employees' performance in the present job and prepare them for intended employment (Rodriguez & Walters, 2017). Training techniques, such as

requirements assessment, planning, delivery, and evaluation, are part of human resource management (HRM) processes (Huang, 2019). Training encompasses a set of procedures employed to manage individuals within business settings effectively. During the training design phase, it is important to consider various factors, including learning objectives, learner characteristics, current research on learning processes, and practical considerations. These elements play a crucial role in designing training programs tailored to meet learners' specific needs and maximize their learning outcomes (Sahoo & Mishra, 2019).

2.8 Performance Appraisal

Despite the global trend of corporate downsizing, managing and developing human potential and leadership is still a top issue for managers today (Megheirkouni & Mejheirkouni, 2020). A competent performance management system, notably a system for performance reviews and a succession plan for the workers, is essential for sustaining and retaining a skilled and knowledgeable workforce and ensuring a smooth career path for individuals inside the company (Pandita & Ray, 2018). Conducting employee performance evaluations is one of the most crucial tasks in managing a company's personnel, and it is useful when getting ready for any particular job within the corporation (Madanat & Khasawneh, 2018). The performance evaluation, in the opinion of Attipoe et al. (2021), is a methodical procedure that assesses workers' performance and identifies persons' potential for advancement along the professional ladder of the organization.

According to Mollel Eliphas et al. (2017), the major objectives of a performance evaluation system are to track employee performance, boost employee motivation, boost corporate morale, and act as a useful tool for comprehending and assessing employee skill potential. Most of the time, supervisors are the ones who immediately evaluate and judge the performance of their employees. However, in more recent techniques for performance evaluation, like 360-degree feedback, an employee is evaluated by everyone with whom he interacts, including coworkers, customers, peers, subordinate managers, team members, suppliers, and vendors (Olabode & Rufus, 2020). This type of performance review provides a full picture of the employee's performance, which varies from more conventional techniques in that information about the individual, is obtained from all pertinent sources or a thorough assessment of the employee from many sources (Islami et al., 2018). On the other hand, subordinates (appraises) are also now acknowledging the significance of performance assessments, as this technique of performance management influences their incentives and opens the door for further developmental chances like training, promotions, transfers, pay increases, bonuses, and so on (Mahomole, 2017). Performance assessment data can be utilized to identify potential successors for crucial leadership roles within the organization to ensure a strong HR talent pool and effectively fill vacant positions. Succession planning involves the process of identifying and developing internal employees who have the potential to assume significant leadership positions (Bolander et al., 2017). Organizations need to adopt a structured approach or system to identify and promote the most qualified candidates, as the caliber of their workforce ultimately determines their survival, growth, and competitive advantage over other organizations (Ahmad, 2020).

Using a multi-valued assessment model, which is frequently employed hazily in terms of linguistic variables, an attempt is made to give a succession planning and performance evaluation methodology that work together (Mohlamme, 2020). The second crucial idea used for growth is performance appraisals, also known as performance evaluations, which give employees feedback on their performance (Murphy, 2020). Additionally, the performance review considers the employees' previous performance while concentrating on methods to enhance their future performance (Aboramadan et al., 2020). However, evaluation goals assist companies' assessors in educating staff members about their performance, as well as in rewarding superior performance and penalizing subpar performance (Hawkins et al., 2020). Moreover, the term "performance appraisal" refers to the techniques and processes businesses use to gauge their employees' performance level, and it plays a crucial part in managing human resources in enterprises (Murphy, 2020).

The primary objective of the performance evaluation process in businesses is to enhance employee performance, which often entails monitoring employees' performance and giving them feedback regarding the degree and quality of their performance (Eyouun et al., 2020). The objective might be met by employing several procedures, including administrative choices relating the performance evaluation's information to organizational incentives or penalties like salary raises, promotions, or termination (Getachew, 2020). Additionally, the performance evaluation process entails giving the employees who were reviewed performance feedback, enabling them to modify their performance strategies to match the required performance (Eyouun et al., 2020).

Performance appraisals are a method that makes employees aware that they are being assessed, and they are a systematic technique to evaluate an individual's performance (Dandalt & Brutus, 2020). Performance is evaluated using factors such as job knowledge, output quality and quantity, initiative, leadership potential, management abilities, dependability, collaboration, judgment, versatility, and health (Harris, 2021). This technique is used to support both employee and organizational growth. Regardless of the template format utilized, the final overall performance grade for the year, an assessment of the employee's commitment to diversity and inclusion, and signatures from the individual, the supervisor who prepared the appraisal, and the department manager are all necessary. This data will be used to distinguish merit raises in the pay review process and to assure parity between the two procedures (King, 2020).

2.9 Compensation

When it comes to compensation, it is important to consider how it relates to succession planning and the leadership team's responsibility (Barton, 2019). Chaudhuri et al. (2018) emphasize the need for integrating succession planning with personnel management strategies like job titles, education, pay, learning and development and rewards and incentives. Additionally, a successful succession planning program may require employees to consider diagonal career moves to enhance their skills and experience. It is crucial to ensure that such moves do not result in a downgrade in job titles or compensation opportunities in order to maintain employee acceptance and job satisfaction (Autsadee, 2019).

In recent years, the lines between leadership development concepts and compensation planning principles have become less clear (Brock et al., 2021). Rewards created to encourage a high-performance culture have replaced the conventional pension and deferred pay structures (Jones & White, 2021). As a type of remuneration in and of itself, personal growth and opportunity are valued by a new generation of leaders. Additionally, there is a growing understanding that successful leadership and company plan alignment provide shareholder returns that enable everyone's compensation (Fox et al., 2020). Performance can increase when talent and reward plans are in line with corporate objectives as part of a comprehensive strategy, which is why management development and pay planning should be coordinated (Moustaghfir et al., 2020). A "total rewards" approach to performance can assist in safeguarding the firm's future and its value to stakeholders because succession planning is one of those goals (Jindal & Shaikh, 2020).

The initiatives to generate successors may also directly include compensation methods. Just as long-term incentive plans can help retain successors, short-term incentives can encourage workers to achieve training, educational, and developmental goals. Chang and Besel (2020) noted that the short-term incentive plan can also be utilized to encourage executives to devote the required amount of time and attention to the succession planning process. Today's organizations should keep a number of factors in mind when developing their pay strategies. In addition to being competitive and acceptable, remuneration should encourage, recognize, and reward achievement (Bryant et al., 2020).

When it comes to planning for the future and ensuring a transition of leadership, having compensation plans becomes essential. These plans serve as a tool for retaining and motivating executives who may not have ownership stakes but are crucial for the organization's future success. Promotion, performance, and appraisal allow supervisors to design promotion programs for effective workers (Zaman, 2017). These strategies are just a few that organizations may utilize to match employee remuneration packages with succession planning goals. Performance evaluation seeks to value performance, and it is a requirement for pay packages that include bonuses, high salaries, additional perks, allowances, and prerequisites (Toma, 2019). Pay significantly impacts employee performance, especially in terms of the relationship between financial bonuses and performance (Ranjan & Mishra, 2017).

The impact of pay on the overall performance of personnel in industrial enterprises has been studied extensively. As part of compensation management, employers are obligated to provide benefits to workers that are both monetary and non-monetary (Al Mojahed, 2020). Privileges, such as overtime pay and incentives, are examples of these benefits (Kristal et al., 2020). Numerous studies have examined the relationship between employee compensation, rewards, recognition, and staff turnover (Sarkar, 2018).

According to research on salaries, workers who are not paid enough frequently abandon their jobs since it is crucial for them to be paid appropriately ((Lynch et al., 2020). Workers will remain with the company as long as they are happy with their pay, but numerous studies have shown that compensation has a significant impact on staff turnover, and compensation in the form of base pay may not be effective in luring or

keeping people (Hung et al., 2018). Employees who value professional growth, skill acquisition, and efficient performance management anticipate advancement within their firm (Antony, 2018). The combination of performance management, salary, and training and development is crucial for keeping personnel (Johennesse et al., 2017).

2.10 Empowerment

Every individual expects to receive tangible or intangible rewards for their work, and promotions are one of the incentives that motivate individuals to become more engaged in their organizational roles and responsibilities (Mwakasole, 2020). Employee engagement is equally as important to the company's success as succession planning is (Pandita & Ray, 2018). A high degree of employee engagement may keep talent inside the company, improving both shareholder value and organizational performance (Jindal et al., 2017). Employee empowerment is influenced by various factors, such as workplace culture, organizational communication, management strategies, trust and respect, leadership, and the reputation of a business (Li et al., 2019). Work-life balance, decision-making authority, and access to training and career opportunities are all essential in today's evolving workplace environments (Alias et al., 2018).

In order to recruit and keep individuals with the skills and competencies required for the organization's development and sustainability, proactive workplace policies and practices are designed, assessed, and measured (Chakraborty & Biswas, 2020). The modern work group, seeking inspiration and empowerment to thrive in times of uncertainty, finds its needs met by transformational leadership, a key element of a new leadership paradigm (Decuypere et al., 2018). Succession planning holds talented and

skilled employees who enable the organization to appoint them to unexpected vacant positions for the smooth functioning of operations and to maximize the potential of their human resources. Leadership effectively develops leaders and is linked to the outcomes most organizations, employees, and leaders would value (Fusarelli et al., 2018).

Additionally, individuals are increasingly engaged in their professional development and job goals; therefore, businesses must create succession planning plans to ensure they can attract and retain talent (Muriithi, 2020). Succession planning plays a crucial role in reducing the risk of turnover by being proactive and transferring knowledge to the younger generation, who will inevitably assume important leadership positions in the future (Welch, 2020). The succession plans and the employees' career goals are intertwined, boosting employee empowerment and productivity (Gabriel et al., 2020). Furthermore, empowering employees and finding replacements is a key factor in career success since it improves employees' attitudes toward learning, training, and development and lowers their intent to leave their jobs (Mehboob, 2020).

In a similar way, succession planning promotes worker performance by promoting promotions within the firm and allows employees to carry out their career paths quickly and effectively through learning opportunities (Gabriel et al., 2020). To fulfill both personal and professional objectives, it is sense for employees to consider their careers and adjust their professional objectives in light of organizational transformation (Kim & Beehr, 2020). Employee development opportunities, such as succession planning, may foster a good attitude in employees, which in turn fosters

long-term behavior. This behavior promotes progress and decreases the sense of a job content plateau (Oduntan, 2020).

Individuals can attain economic empowerment by concentrating efforts on projects that promote economic opportunity, support individuals' legal standing and rights, and secure their voice, inclusion, and involvement in economic decision-making (Johnston & Land-Kazlauskas, 2018). This is particularly relevant to the world of business. Company succession planning is a key driver of the development of socially inclusive and participative economies in empowering employees and reaping the rewards of entrepreneurship (Guirado et al., 2017). In conclusion, succession planning not only ensures the continuity of a business and the preservation of its founder or successor but also contributes to the company's overall viability, which has a significant positive impact on economic well-being, economic empowerment, and poverty eradication. Additionally, visionary leadership that acknowledges and rewards exceptional performance fosters a culture of appreciation for human resources, while employee empowerment and involvement create opportunities for trust and accountability.

2.11 Career Development

According to Wang et al. (2020), career development is a process that helps employees find chances for progress, promote job satisfaction, and increase productivity. It also involves giving employees career information and assisting them in doing so. Career development is a crucial organizational approach that encourages internal advancement from the perspective of advantages. Employers may help staff members build their skill sets, plan and implement professional objectives, and prepare

themselves for their chosen career path by using this technique to help them discover and understand their interests and skills (Mappamiring & Kusuma Putra, 2021).

Career development can also help businesses keep the best employees over time by motivating, developing, and attracting top candidates (Zaharee et al., 2018). A properly designed organizational career development system provides several advantages, including greater employee organization fit, improved employee-job fit, enhanced communication between workers and management, and increased employee loyalty (Wong et al., 2017). Additionally, it can raise staff morale and work satisfaction, enhancing performance. As a result of the enhanced engagement, it may aid attempts to decrease turnover through succession planning, employee motivation, and internal promotion (James, 2020).

During their productive lives, employees in one organization advance from lower to higher positions in their careers (Xiao, 2020). The route of a person's life, especially the professional one where they gain experience and develop their potential, is regarded as their 'career.' This career is seen as subjective and displays their attitude, experiences, and personal progress (Cassel et al., 2018). Evaluation of one's ability, interest, and establishment of career objectives and personal ambitions for the applicable period, including techniques, activities, and materials required to reach specified goals, are all important aspects of human growth (Runhaar et al., 2019). Choosing professional objectives is known as career development, and the steps one takes to attain a personal career plan are known as career development activities (Wehmeyer et al., 2019). Career management is developing and implementing goals, plans, and strategies for the organization's capacity to satisfy employee demands while

enabling employees to achieve their professional ambitions (Bagdadli & Gianecchini, 2019).

Career development—which comprises personal changes made by each employee, training, development, and educational programs offered by the firm and other institutes—is crucial to carrying out a career plan (Lee & Lee, 2018). The most crucial element of career development is that each employee must take ownership of their growth, and different career development actions are beneficial if an employee is dedicated to their professional development (Smith et al., 2018). Employee career development through different management strategies, such as training, management by objectives, incentive, and succession planning, contributes significantly to maintaining organizational productivity and preparing employees for a changing global environment (Dialoke & Nkechi, 2017).

Training should continue at various points during each employee's advanced career path and is not just about first orientation (Ozkeser, 2019). This underlines the interaction between career management and career development and underscores how important it is to understand and conceptualize careers in order to bridge the gap between individual aspirations and national policy, organizational practice, and organizational practice (Kennedy & Chan, 2020). To prepare for and actively engage in career management and the professional growth process, it is essential to comprehend the contemporary career and its many representations throughout history (McMahon & Patton, 2018). Career management and development are viewed as mainly falling under the purview of the individual, despite the fact that organizational assistance programs are perceived as aiding in achieving personal career objectives

while also fulfilling an employer's future skill and competence requirements (Imoniana & Imoniana, 2020).

2.12 Talent Management

Today's businesses are coping with a talent shortage, and the need for expertise is much higher, as opposed to the past, when manpower confronted the issue of occupation shortage (Aziz et al., 2019). Since identifying brilliant individuals is one of the most valuable goods in the world, nations and companies have focused on the talent pool and talent management (Khoreva & Kostanek, 2019). However, economists have also shown that doing so has proven to be quite challenging. Talent can be understood as a multifaceted combination of employees' skills, knowledge, cognitive abilities, and potential. It is characterized by the experience gained and the ability to develop skills that enable individuals to handle complex tasks (Crane & Hartwell, 2019). Organizations define talent in terms of high ability and performance and base their priorities on these two characteristics. While some talent management strategies focus on finding, locating, and retaining the finest people, some firms place more emphasis on talent diagnosis in their programs (Latukha & Veselova, 2019).

Talent management is difficult to define because it is a challenging activity that is commonly utilized in the context of human resources strategy. The process of recruiting, moving, developing, and employing related tactics in an organization is known as talent management. It is also a procedure and a chance to help management identify individuals inside the firm who has the ability (Borisova et al., 2017). Due to two factors: first, talent management guarantees that an organization can effectively recruit and retain the required talent; second, talent management should be

implemented in an industry where personnel are employed. To recruit, keep, and develop talent, talent management is now recognized as a more comprehensive concept (Boštjančič & Slana, 2018).

The competitive vision in talent management emphasizes the need to identify and address the demands of talented individuals in order to prevent them from being poached by competitors. According to Damer (2020), the talent management strategy aims to ensure that existing talent is recognized as valuable and aligns with strategic visions to shape the organization's approach to talent management. One of the most useful outcomes in this field is the scope of talent management, which might be coding and planning strategic priorities and vision of talent management method. Talent management happens in many shapes and sizes (Van Zyl et al., 2017).

Talent management development also partially defines future employees' career paths (Khoreva et al., 2017). One of the core concepts in talent management is that this configuration varies based on the organizational level (Pandita & Ray, 2018). At this level, individual and group talent are acknowledged; however, at a higher level, a talent management plan has been formed and outlined in the organization's strategy (Collings et al., 2019). Effective succession planning procedures include determining managers' expectations, developing a capabilities model, carrying out multiple assessments, developing performance management systems, identifying and evaluating talented individuals, planning a tool for ongoing development, carrying out development plans, supplying bench strength, having both individual and organizational accountability, and evaluating the results (Schepker et al., 2018).

The distinction between talent management and succession planning may be recognized by identifying the succession planning process (Schepker et al., 2018). Like talent management, succession planning is a multi-layered, multi-level process (Barton, 2019). According to Cappelli and Keller (2017), some managers may believe that talent management is equivalent to succession planning, others believe it is equivalent to employment, while others believe it is equivalent to leadership development. Problems can arise when succession planning is not aligned with talent management. For instance, issues may arise if there is a well-defined talent management procedure but an unclear succession planning approach (Johnson, 2020). Regarding succession planning, Talent management can be an efficient auxiliary procedure, or it can occasionally integrate succession planning with leadership and organizational management (Damer, 2020).

One of the goals of developing management programs is to create a talent pool to fill the designated job classes while emphasizing individual skills, competencies, and behaviors since succession planning is the ultimate goal of talent management (Omotunde & Alegbeleye, 2021). Without succession planning, it is challenging to train future managers, and human resources experts agree that every company needs a talent management strategy to survive and flourish (Ali & Mehreen, 2019). A processing and strategic system is necessary for talent management, as is the integration of process and strategy inside that system (Yao et al., 2020). The distinction between talent management and HRM is that the former is seen as a perspective taken into account as a component of the trading strategy known as the strategic property. According to performance management, human resources management primarily

focuses on individual growth, which is more or less supported by providing prizes and financial incentives (Kozjek & Franca, 2020).

2.13 Underpinning Theories

In order to comprehend the nature of the variables used in this study and its conceptual framework, many supporting hypotheses may be appropriate. The next sections provide descriptions of these illustrative hypotheses together with supporting evidence. Organization behavior theory and the history of ability, motivation, and opportunity (AMO) are two concepts that might aid HRM in developing talent management processes to improve succession planning in the UAE public sector.

2.12.1 Organization Behavior Theory

The study of organizational behavior is applied in HRM, and its relevant subjects help us understand what people think, feel, and do in organizational environments (Kuenzi et al., 2020). This knowledge enables HR and, perhaps, all employees, to anticipate, recognize, and assess organizational events (Ritchie, 2020). According to Kuenzi et al, (2020), the study of organizational behavior covers topics such as improving job efficiency, boosting task security, encouraging innovative thinking, and developing leadership. A discussion of organizational behavior helps to explain how certain behaviors affect employees' performance and discretionary effort, as well as how to take into account and predict the effects of various strategies on managing human resources (Putra, 2022).

From the standpoint of organizational behavior, there are a lot of important factors to consider, including the fact that people are social creatures who are interested in communicating with one another and are also impacted by what others say and do (Buchanan & Huczynski, 2019). People are concerned with fairness and equality, both the results of distribution and the processes used to get at those results (Anwar & Abdullah, 2021).

The entities within organizational behavior theory are embedded in a social context and are influenced by and may imitate other organizations. This is partly driven by the desire to gain legitimacy by emulating similar practices and partly due to social expectations and requirements. The study of organizational behavior looks at how individuals, processes, and groups affect behavior inside organizations, intending to apply this information to improve an organization's performance (Anwar & Abdullah, 2021).

Organizational behavior theory is the study of human behavior in an organizational context. This implies that issues regarding why people act in certain ways at work are raised by organizational behavior. The real-world interactions between employees and the organization itself are studied by organizational behavior theory. Additionally, it assists businesses in putting that information to use and improving processes in order to boost productivity, engage staff, and boost revenues (Ritchie, 2020).

The study and analysis of employee behavior in the workplace, including motivations, attitudes, and personalities, are topics covered by organizational behavior theory. Human behavior is all of the action that comes from a person, whether material or

mental, conscious or subconscious, or both. In terms of organization, it refers to the institutions where people work and those who labor in society (Buchanan & Huczynski, 2019).

The idea of organizational behavior provides insight into how expectations and behaviors surrounding workers within an organization might support human resource (HR) policy. According to organizational behavior theory, the HR function plays a central role in managing various aspects of employees, such as recruitment, training, and termination. HR is responsible for providing feedback to employees as well as the entire organization, working closely with specific managers (Dirani, 2020).

2.12.2 The Ability, Motivation, and Opportunity (AMO) Theory

According to the AMO theory, three distinct elements of the work system combine to produce employee characteristics: Ability, Motivation & Opportunities (Harney & Jordan, 2008). These components are what lead to organizational success (succession planning). These three factors best serve the organizational rate of interest because AMO theory offers the road for line supervisors to adopt effective strategies that encourage employee inspiration while utilizing HR regulations and procedures (Bos-Nehles et al., 2013). According to Yahya et al. (2017), ability enhancing HRM procedures help employees develop the skills they need to meet company objectives. The ability refers to the procedures and guidelines HR uses to ensure that workers possess or acquire the necessary knowledge, skills, and abilities to carry out their duties independently to achieve succession planning. On the other side, ability-enhancing strategies might refer to the steps required to ensure that the recruiting and selection process is successful and that the best candidates are chosen for the available positions based on their talents (Santos et., 2020).

HRM practices encompass not only recruitment and selection methods but also training and development processes that aim to enhance the skills and competence of employees, enabling them to effectively perform their job responsibilities (Bos-Nehles et al., 2017), and achieve succession planning. The inspiration explains employee productivity and HR's changes to manage workplace motivation (Mahmoud et al., 2021). It also explains how employees are encouraged to exert even more and also added efforts in carrying out their assigned tasks, primarily by rewarding them for the efforts they have already made in their jobs. This is done by "inspiring improving HRM method within the organizations to do much better which included contingent benefits and performance monitoring" (Yahya et al., 2017).

BelloPintado (2015) defines opportunities enhancing HRM practices as methods that, by exchanging information, move decision-making authority and accountability from higher levels of hierarchy to lower levels of hierarchy. This approach ensures the growth of the company's workforce and contributes to organizational development through cumulative job opportunities.

To comprehend people in the workplace and to be aware of the expectations, identification, and inspection of the organizational environment and employees, the researcher in this study simply used two types of organizational theories connected to people's behavior. Organizational behavior, as is widely known, is the subject of research that examines the influence of both people and groups on behavior inside organizations to define and enhance the latter's efficacy. The two sorts of organizational theories are as follows in this regard:

1. Organization Behaviour Theory
2. AMO Theory

The first hypothesis seeks to explain how and why individuals behave in particular ways in various professional groupings. This idea offers several benefits, most of which are ways to improve relationships by reaching individual and group objectives. It encompasses a wide variety of human resources, including behavior, development and training, change management, leadership, and teamwork, among others.

The second hypothesis focuses on three work system elements that together make up an employee's traits and help an organization succeed. The notion emphasizes paying attention to an employee's aptitude, drive, and opportunity. The consideration of strategies for achieving the following objectives characterizes this theory:

1. Increase employee capacity.
2. Motivate employees.
3. Provide opportunities to participate effectively within the organization.

In other words, this study aims to explore human resource management principles and examine talent management's impact on succession planning. By strengthening succession planning and effectively implementing talent management strategies, the study seeks to enhance overall performance levels in public sector organizations in the UAE. The goal is to establish connections between these concepts and investigate their interplay.

2.13 Hypotheses Development

The study model that demonstrates how the variables relate to one another is illustrated by the study framework in Figure 1.1. This model demonstrates the effects of human resource management practices on succession planning in the UAE's public sector.

The framework includes hiring, selection, training and development, performance assessment, remuneration and empowerment, and career development for succession planning in light of the mediating function of talent management.

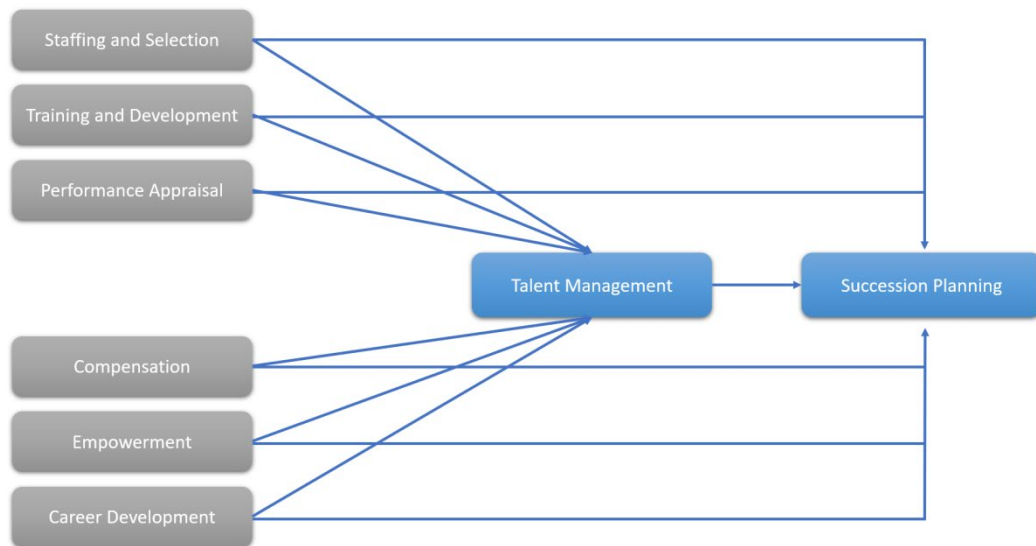


Figure 2. 1 Conceptual Framework

2.13.1 Staffing and Selection and Succession Planning.

The portion of the hiring process known as ‘selection and staffing’ is responsible for choosing an employee to hire from a shortlist of excellent applicants (Hosseini et al., 2018; Siewert & Louderback, 2019). Actually, during the hiring process, there are various moments when options are available (Barton, 2019; Cragun & Wright, 2017; Turner, 2019). Succession planning is positively impacted by staffing and selection, according to some researchers who have studied the topic (Armugam et al., 2019; James, 2017; Lavanya, 2019; Shet et al., 2017; Stumne, 2020; Talpoş et al., 2017; Weisblat, 2018; Zafar & Akhtar, 2020). A stronger succession plan is substantially aided by staffing and selection, which puts the appropriate person in the right location (Hoon et al., 2019). Based on that, the researcher anticipates that personnel and selection will considerably influence succession planning in the UAE public sector.

This theory is similar to other theories found in previous investigations (Gunawan et al., 2019; K. E. Johnson, 2020; R. D. Johnson et al., 2018; Kumaravelu, n.d.; KURIA, n.d.; Richins, 2018; Tootian, 2019; Yawson, 2019).

- Hypothesis 1: Staffing and Selection has a significant impact on Succession Planning.

2.13.2 Training and Development and Succession Planning

Training and development aim to increase the effectiveness of groups, individuals, and organizations (Bano, 2017; Huff, 2018; Yeonsoo Kim, 2017). While development is related to the advancement of long-term organizational and staff member objectives, training may be considered to acquire specific knowledge, skills, and competencies necessary for performing job-related tasks. Although training and development theoretically have different meanings, they are commonly used in conjunction or interchangeably (Al-Ayed, 2019; Drossel et al., 2020; Werner et al., 2020; Witmer & Mellinger, 2016), and even though ‘training and development’ has historically been a topic in applied psychology, it has recently emerged as a topic that is closely related to personnel management, talent management, human resource advancement, instructional design, human factors (O'Bryan & Casey, 2017; Keller, 2018). (K. E. Johnson, 2020; Tucker, 2020), and expertise monitoring (Ballaro & Polk, 2017; Opute, 2020; Santora, 2019). According to several researchers who have examined the issue of training and development, succession planning benefits from training and development (Ritchie, 2020; Black et al., 2019; Damer, 2020; Keller, 2018; Oduwusi, 2018; Ogbu Edeh, 2019; Okwakpam, 2019; Perrenoud, 2020). ‘Training and development’ provides more competent workers, which significantly aids in better succession planning (Kariuki & Ochiri, 2017; Syed & Tariq, 2018). Based on this, the

researcher anticipates that training and development will substantially influence succession planning in the UAE public sector. This theory is similar to other theories found in previous investigations (Hosseini et al., 2018; K. E. Johnson, 2020; Sutar & Mehendale, 2017; Turner, 2019; Word & Sowa, 2017; Yawson, 2019).

- Hypothesis 2: Training and Development has a significant impact on Succession Planning.

2.13.3 Performance Appraisal and Succession Planning.

The process of recording and evaluating a person's productivity at work is known as a performance evaluation (Hosseini et al., 2018; Turner, 2019). It is sometimes referred to as a 'performance evaluation', discussion of (occupational) growth, or worker evaluation. According to Barton, Lavanya, and Weisblat (2019), performance evaluation is part of career development and includes typical testimonials of employee performance inside firms. Usually, a prompt manager, such as a line supervisor or front-line manager, conducts efficiency reviews (Ramlall & Melton, 2019; Stumne, 2020). Annual performance reviews have drawn criticism for providing comments too seldom to be beneficial and for usually doing more harm than good (Cavanaugh, 2017; Harper et al., 2018; Kiplangat & Kidombo, n.d.). It is a feature of the principal-agent architecture that explains the collaboration of information between the employer and employee, and in this case, the direct outcome and action obtained when an evaluation of performance is conducted (Bano, 2020; Taylor, 2018; Tursunbayeva, 2019). According to several researchers who have examined the subject of performance evaluation, succession planning benefits from performance appraisal (Berger, 2020; Cappelli & Keller, 2017; Collings et al., 2017; Gallardo-Gallardo et al., 2017; Khoreva et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; van Zyl et al., 2017).

Ensuring that performance is consistently strong and continuously improving through performance reviews significantly enhances succession planning (Bolander et al., 2017; van Zyl et al., 2017). Based on that, the researcher anticipates that performance evaluation will substantially influence succession planning in the UAE public sector. This theory is similar to other theories found in previous investigations (Alziari, 2017; Crowley-Henry & Al Ariss, 2018; Glaister et al., 2018; Ingram, 2016; Liu et al., 2020; Mousa & Ayoubi, 2019; Rotolo et al., 2018).

- Hypothesis 3: Performance Appraisal has a significant impact on Succession Planning.

2.13.4 Compensation and Succession Planning.

According to Jooss et al. (2019), Turner (2017), and Zhang et al. (2019), financial compensation refers to the act of giving someone money or other valuable items in exchange for their work, output, or as a form of compensation for any harm they may have experienced. According to various scholars who have studied pay, remuneration supports succession planning (Erasmus et al., 2017; Gandy et al., 2018; Makram et al., 2017; Schreuder & Noorman, 2019; Tyskbo, 2019; Vinichenko et al., 2017; Wiblen, 2016; Williamson & Harris, 2019). Employee motivation and comfort are increased by compensation, which significantly aids in improving succession planning (Ballaro & Polk, 2017; Morales et al., 2019; Verreynne et al., 2018). Based on this, the researcher anticipates that remuneration substantially influences succession planning in the UAE public sector. This theory is similar to other theories found in previous investigations (Ritchie, 2020; Black et al., 2019; Budhiraja & Pathak, 2018; Obedgiu, 2017; Ogbu Edeh, 2019; Okwakpam, 2019; Opute, 2020; Perrenoud, 2020; Sharma & Sengupta, 2018).

- Hypothesis 4: Compensation has a significant impact on Succession Planning.

2.13.5 Empowerment and Succession Planning.

According to Oduwusi (2018), Perrenoud (2000), and Yedder (2018), empowerment is the degree of autonomy and self-reliance in people and communities. This enables individuals to behave responsibly and autonomously as representatives of their passions (Damer, 2020; Ugoani, 2020). It is the process of growing stronger and more positive, particularly in taking charge of one's life and standing up for one's rights (Bano, 2017; Keller, 2018; Wassell & Bouchard, 2020). In order for people to overcome their sense of helplessness and lack of influence, as well as to recognize and utilize their resources, they need both the process of self-empowerment and professional aid (Gupta et al., 2019; Kariuki & Ochiri, 2017; Yeonsoo Kim, 2017). According to some researchers who have investigated the topic of empowerment, succession planning is positively impacted by empowerment (Gunawan et al., 2019; K. E. Johnson, 2020; Sutar & Mehendale, 2017; Tootian, 2019; Tucker, 2020; Word & Sowa, 2017; Yawson, 2019). Enhancing performance through empowerment will significantly improve succession planning (Hosseini et al., 2018; Siewert & Louderback, 2019). Based on that, the researcher anticipates that empowerment will substantially influence succession planning in the UAE Public Sector. This theory is similar to other theories found in previous investigations (Armugam et al., 2019; Barton, 2019; Cragun & Wright, 2017; Lavanya, 2019; Talpoş et al., 2017; Tepayakul & Rinthaisong, 2016; Turner, 2019; Weisblat, 2018).

- Hypothesis 5: Empowerment has a significant impact on Succession Planning.

2.13.6 Career Development and Succession Planning.

Career development is the continual process of managing study, employment, enjoyment, and changes in order to approach a directly selected and evolving preferred future (Carpio Vázquez & Lysenko, 2017; Hoon et al., 2019). In instructional development, career development gives a person, usually a student, a focus for choosing a future vocation or subject(s). Universities frequently provide career advisors to help students advance academically (Cavanaugh, 2017; Ngcamu, 2019). According to several researchers who have researched the issue of career development, succession planning benefits from career development (Bano, 2020; Cavanaugh, 2017; Harper et al., 2018; Kiplangat & Kidombo, n.d.; McDonnell et al., 2017; Tursunbayeva, 2019). Career development enables an individual to perform better and more effectively, which is crucial for improving succession planning (McDonnell et al., 2017; Taylor, 2018; Whysall et al., 2019). Based on this, the researcher anticipates that career development will substantially influence succession planning in the UAE public sector. This theory is similar to other theories found in previous investigations (Berger, 2020; Cappelli & Keller, 2017; Collings et al., 2017; De Boeck et al., 2018; Khilji & Schuler, 2017; Khoreva et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017).

- Hypothesis 6: Career Development has a significant impact on Succession Planning.

2.13.7 Staffing and Selection and Talent Management

As part of the hiring process, ‘selection and staffing’ involves choosing a candidate to work with from a shortlist of deserving candidates (Bolander et al., 2017; Cappelli & Keller, 2017; Khilji & Schuler, 2017). In actuality, selection might occur at many

points during the recruitment process (Mousa & Ayoubi, 2019). Some researchers that looked into the issue of staffing and selection discovered that talent management benefits from staffing and selection (Alziari, 2017; Crowley-Henry & Al Ariss, 2018; Glaister et al., 2018; Ingram, 2016; Rotolo et al., 2018; Thunnissen & Gallardo-Gallardo, 2017; van den Broek et al., 2018). Staffing and selection aid in selecting the best candidates, which significantly aids in improving personnel management (Rotolo et al., 2018; Thunnissen & Gallardo-Gallardo, 2017). Based on this, the researcher anticipates that staffing and selection will substantially influence talent management in the UAE public sector. This theory is similar to other theories found in previous investigations (Filippus & Schultz, 2019; Ford, 2017; Horner, 2017; Jooss et al., 2019; Makram et al., 2017; Mensah, 2019; Mwila & Turay, 2018; Turner, 2017; Tyskbo, 2019).

- Hypothesis 7: Staffing and Selection has a significant impact on Talent management.

2.13.8 Training and Development and Talent Management

According to Gandy et al. (2018), Schreuder & Noorman (2019), Williamson & Harris (2019), and others, the term “training and development” describes educational activities carried out within a company to enhance employees’ skills and knowledge while offering details and instructions on how to better complete particular jobs. ‘Training and development’ has been studied by several academics, who have shown that talent management benefits from it (Duchek et al., 2020; Herbane, 2019; Hillmann & Guenther, 2020; Kahn et al., 2018; Ma et al., 2018; Prayag et al., 2018; Rodríguez-Sánchez et al., 2019; Sahebjamnia et al., 2018). More talented people are essential for improving talent management (Patriarca et al., 2018; Ruiz-Martin et al., 2018).

Training and development may assist in increasing employee talent. Based on this, the researcher anticipates that training and development will substantially influence talent management in the UAE public sector. This theory is similar to other theories found in previous investigations (Al-Abrow et al., 2019; Bouaziz & Hachicha, 2018; Clément & Rivera, 2017; Herbane, 2019; Ishak & Williams, 2018; Ma et al., 2018; Prayag et al., 2020; Rodríguez-Sánchez et al., 2019).

- Hypothesis 8: Training and Development has a significant impact on Talent management.

2.13.9 Performance Appraisal and Talent Management

An evaluation of a staff member's performance on a job and overall contribution to a firm is known as a performance assessment (Bouaziz & Hachicha, 2018; Brown et al., 2017; Clément & Rivera, 2017). A performance appraisal, which is sometimes referred to as ‘annual assessment’, ‘performance review or analysis,’ or ‘worker evaluation’, looks at a worker's abilities, successes, and growth—or lack thereof (Al-Abrow et al., 2019; Ishak & Williams, 2018). According to several researchers that have looked into the issue of performance reviews, they discovered that reviews had a favorable effect on talent management (Back et al., 2017; Darkow, 2019; Jiang et al., 2019; Jung, 2017; Ortiz-de-Mandojana & Bansal, 2016; Teo et al., 2017; Witmer, 2019; Xiao & Cao, 2017). Performance reviews boost employee competition, which significantly aids in improving talent management (Annarelli & Nonino, 2016; Tasic et al., 2020). Based on this, the researcher anticipates that performance reviews will substantially influence talent management in the UAE public sector. This theory is similar to other theories found in previous investigations (Al-Ayed, 2019; Bento et al., 2020;

Falegnami et al., 2018; Giustiniano et al., 2018; Young Kim, 2020; Werner et al., 2020; Witmer & Mellinger, 2016).

- Hypothesis 9: Performance Appraisal has a significant impact on Talent management.

2.13.10 Compensation and Talent Management

According to Drossel et al. and Werner et al. (2020), compensation is the payment made to an employee in exchange for their ideas or unique contributions to the company. In other words, compensation refers to the money that an employee receives from a corporation as payment for services rendered (Gilson et al., 2020; Verreyne et al., 2018). According to several researchers that have looked into the subject of pay, talent management is positively impacted by remuneration (Ballaro & Polk, 2017; Black et al., 2019; Budhiraja & Pathak, 2018; Morales et al., 2019; Obedgiu, 2017; Opute, 2020; Santora, 2019; Sharma & Sengupta, 2018). Employee motivation is increased through compensation, which considerably aids in improving talent management (Ali et al., 2019; Ritchiem 2020; Oduwusi, 2018; Ogbu Edeh, 2019; Perrenoud, 2020). Based on this, the researcher anticipates that remuneration will substantially influence talent management in the UAE public sector. This theory is similar to other theories found in previous investigations (Ali et al., 2019; Damer, 2020; Keller, 2018; Oduwusi, 2018; Ugoani, 2020; Wassell & Bouchard, 2020; Yedder, 2018).

- Hypothesis 10: Compensation has a significant impact on Talent management.

2.13.11 Empowerment and Talent Management

According to Shatilwe and Amukugo (2016) and Wassell and Bouchard (2020), empowerment is the level of autonomy and independence that people and communities have. Staff employees who are encouraged to make decisions that benefit the customer are helping the business achieve its strategic and organizational goals (Bano, 2017; O'Bryan & Casey, 2017). Staff must have the power and resources to address an irate customer (Huff, 2018; Yeonsoo Kim, 2017; Syed & Tariq, 2018). According to researchers who have researched the issue of empowerment, talent management is benefited by empowerment (Chiocchio & Gharibpour, 2017; Jibrin-Bida et al., 2017; K. E. Johnson, 2020; Kamil et al., 2016; Kariuki & Ochiri, 2017; Tootian, 2019; Tucker, 2020). The ability to do tasks more quickly and effectively helps employees produce better work (R. D. Johnson et al., 2018; Yawson, 2019). Based on that, the researcher anticipates that empowerment will substantially influence talent management in the UAE public sector. This theory is similar to other theories found in previous investigations (Barton, 2019; Gunawan et al., 2019; Kumaravelu, n.d.; KURIA, n.d.; Richins, 2018; Turner, 2019).

- Hypothesis 11: Empowerment has a significant impact on Talent management.

2.13.12 Career Development and Talent Management

The process of managing life, learning, and work throughout the course of a lifetime is known as career development (Carpio Vázquez & Lysenko, 2017; Njeri et al., 2019). Everyone is affected by the fact that children consider what they want to do when they grow up and acquire ideas about adult jobs and life during very early childhood development (Ramlall & Melton, 2019; Stumne, 2020; Talpoş et al., 2017). According to several researchers who have researched the issue of career development, talent

management is positively impacted by career development (Armugam et al., 2019; James, 2017; Lavanya, 2019; Njeri et al., 2019; Stumne, 2020; Tepayakul & Rinthaisong, 2016; Weisblat, 2018). Career advancement aids in improving employee performance, which in turn aids in improved Talent management (Barton, 2019; Zafar & Akhtar, 2020). Based on this, the researcher anticipates that career development will substantially influence Talent management in the UAE Public Sector. This theory is similar to other theories found in previous investigations (Barton, 2019; Cragun & Wright, 2017; Hosseini et al., 2018; Siewert & Louderback, 2019; Turner, 2019; Weisblat, 2018; Zafar & Akhtar, 2020).

- Hypothesis 12: Career Development has a significant impact on Talent management.

2.13.13 Talent Management and Succession Planning.

Talent management (TM) is the process of anticipating and planning for the human resources that a firm will require to meet its future needs (Cascio & Aguinis, 2018; Turner, 2017). Over the past ten years, the field has grown in importance and become more passionate among professionals as well as in the academic debate, particularly in the wake of McKinsey's (1997) publication on 'The Battle for Talent' (Cascio & Aguinis, 2018; O'Connor & Crowley-Henry, 2019). The management of performers is not what talent management in this sense refers to (Mwila & Turay, 2018; Rotolo et al., 2018). According to Liu et al. (2020) and Thunnissen and Gallardo-Gallardo, (2017), talent management is the science of employing strategic human resource planning to improve service value and enable businesses to achieve their goals. In addition to deliberate workforce planning, talent management encompasses all activities aimed at recruiting, retaining, developing, compensating, and motivating

individuals to perform at their best (Hongal & Kinange, 2020; Schreuder & Noorman, 2019). To be more effective, a talent management plan must be connected to corporate strategy and local context (Hongal & Kinange, 2020; Mwila & Turay, 2018; Rotolo et al., 2018; Schreuder & Noorman, 2019). According to Crowley-Henry and Al Ariss (2018), Mupepi (2017), and van den Broek et al. (2018), succession planning is a process for selecting and developing future leaders who will succeed current ones when they leave, retire, or pass away.

The availability of seasoned and skilled employees who are ready to assume these responsibilities when they arise is increased through succession planning (Sun et al., 2019). According to Gallardo-Gallardo et al. (2017) and van Zyl et al. (2017), the core of succession planning is "replacement preparation" for critical roles. According to several researchers who have examined the issue of talent management, succession planning benefits from talent management (Berger, 2020; Collings et al., 2017; De Boeck et al., 2018; Khilji & Schuler, 2017; Khoreva et al., 2017; McDonnell et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; Whysall et al., 2019). Better workers help the company plan better succession (Collings et al., 2017; Ngcamu, 2019; Taylor, 2018). Moreover, talent management helps the company have better employees. Based on this, the researcher anticipates that Talent management will substantially influence succession planning in the UAE public sector. This theory is similar to other theories found in previous investigations (Bano, 2020; Cavanaugh, 2017; Davis & Dolson, 2018; Harper et al., 2018; Hoon et al., 2019; Kiplangat & Kidombo, n.d.; Mhlongo & Harunavamwe, 2017; Ngcamu, 2019; Samuel & Amah, n.d.).

- Hypothesis 13: Talent management has a significant impact on Succession Planning.

2.13.14 Talent Management as a Mediator

The continuous talent management process includes high-quality personnel recruiting and retention, skill development, and continual performance incentive (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019). The primary objective of talent management is to create a motivated workforce that will remain with a company over the long term (Hongal & Kinange, 2020; Ford, 2017; Schreuder & Noorman, 2019). When talent is handled strategically, the organization's goal, vision, and goals are achieved (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). Many recent studies (e.g., O'Connor & Crowley-Henry, 2019; Turner, 2017; Zhang et al., 2019) (Ford, 2017; Gandy et al., 2018; Vinichenko et al., 2017) have demonstrated that an efficient talent management system enables key employees to feel that they are a part of something broader than their current position. Talent management is a comprehensive approach designed to optimize the utilization of an organization's human resources in the present and future. It aims to align these resources with the organization's vision and maximize its potential by fostering a positive work culture that inspires enthusiasm and commitment (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017). Talent management, which was first developed by McKinsey & Company in 1997 and made popular by the McKinsey book 'Battle For Talent', is regarded essential in a world where human capital is seen as a company's most valuable asset and where employers frequently run the risk of losing their best employees to more enticing rivals (Erasmus et al., 2017; Gandy et al., 2018; Thunnissen & Buttiens, 2017; Vinichenko et al., 2017).

A Talent management approach, for example, may enhance succession planning (Filippus & Schultz, 2019; Makram et al., 2017; Wiblen, 2016). Talent management also entails using qualitative and quantitative tools to increase the return of investment (ROI). Using talent management software to track training needs, assessments, and other talent management responsibilities is becoming more and more commonplace in businesses (Cascio & Aguinis, 2018; Mwila & Turay, 2018; Rotolo et al., 2018), professional progression and various other key prime focus (Erasmus et al., 2017; Gandy et al., 2018; Thunnissen & Buttiens, 2017). In addition, several researchers have examined the function of talent management as a mediator in a number of independent factors, including some of the variables in this study and their connection to succession planning (Borisova et al., 2017; Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019; Thunnissen & Buttiens, 2017; Tyskbo, 2019; Vinichenko et al., 2017; Wiblen, 2016). They found that talent management is crucial in mediating succession planning, leading to better anticipation of variations (Makram et al., 2017; Mensah, 2019). Based on this, the researcher anticipates that talent management will significantly and positively mediate the link between succession planning and the independent variables in this study. Additionally, this theory is congruent with other theories found in previous investigations (Borisova et al., 2017; Erasmus et al., 2017; Filippus & Schultz, 2019; Hughes, 2018; Jooss et al., 2019; Mensah, 2019; O'Connor & Crowley-Henry, 2019; Thunnissen & Buttiens, 2017; Zhang et al., 2019).

- Hypothesis 14: Talent management mediates the relationship between staffing and selection and succession planning in UAE Public Sector.
- Hypothesis 15: Talent management mediates the relationship between training and development and succession planning in UAE Public Sector.

- Hypothesis 16: Talent management mediates the relationship between performance appraisal and succession planning in UAE Public Sector.
- Hypothesis 17: Talent management mediates the relationship between compensation and succession planning in UAE Public Sector.
- Hypothesis 18: Talent management mediates the relationship between empowerment and succession planning in UAE Public Sector.
- Hypothesis 19: Talent management mediates the relationship between career development and succession planning in UAE Public Sector.

2.14 Summary

The current study examines the link between succession planning and human resource management methods in the UAE's public sector. Focus is placed on the framework for staffing and selection, training and development, performance assessment, remuneration, empowerment, career development, and the mediating role of talent management. The second chapter covered the study's literature review in detail when the researcher thoroughly analyzed the factors and how they related. The chapter then discussed the research's underlying ideas, concluding with the formation of hypotheses.

CHAPTER THREE

STUDY METHODOLOGY

3.1 Introduction

This chapter explains the study's methodology. An overview of the research design, construct measurement, questionnaire design, study sample procedures, data collecting technique, and a description of the data analysis approach are included in the discussion of the methodology.

3.2 Study Design

The analysis approach serves as a guide for carrying out the investigation. The research style decision is based on the methods and procedures used during the analysis. It specifies the steps used to collect and analyze data to accomplish the study's objectives (Sekaran & Bougie, 2016). This research focuses on UAE, in particular as the location of the study. Although studies of a similar nature have been undertaken in the past, the topic of this study warrants more study to address other issues that still need to be tackled.

According to Trochim (2006), a study layout is an overarching plan that combines several elements, such as the sample or groups, techniques, and assignment ways, to solve the main research question. The intended research methodology should include a survey of the variables that support talent management and succession planning in the UAE public sector. While discussing the literature assessments, it is essential to

address six independent factors and their connections to talent management and succession planning.

This study employed a quantitative study technique to better understand the factors impacting succession planning among employees in the public sector of the UAE. This approach involves some methodical steps, beginning with subject clarification, designing assumptions as hypotheses, moving on to a designed model and data selection, and typically ending with data to determine whether the commenced beliefs are agreed upon or even different (Creswell, 2012; Jackson, 2015). The programs inquiry flowchart showcases the systematic steps and processes involved in the research, where the scientific analysis approach is prominently demonstrated as a systematic activity. The research is conducted using a methodical scientific approach. The study is, therefore, deductive since it comprises early-stage hypotheses and late-stage assessment.

In order for a quantitative inquiry to be regarded seriously, it is necessary to use a variety of recognized analytical techniques, including the Chi-squared test, to ascertain whether a link between the variables actually exists. The objective of the quantitative inquiry is to examine the relationship and generalizability of these findings (Neuman, 2014). Data were acquired using a self-administered questionnaire. Additionally, given the time restrictions, a cross-sectional rather than a longitudinal research design appeared more suited for this study.

3.3 Population and Sampling

3.3.1 Target Population

A collection of individuals or objects known to have common traits is referred to as a research population. It is typical for all members of a group to share a common, distinctive attribute or characteristic. One of the most crucial factors in research has traditionally been the population. According to Castillo (2009), the population may be divided into two groups: the target population and the accessible population. The term "target population" refers to the entire set of people or objects researchers are interested in using to generalize their findings (also called theoretical population). On the other side, the researcher can use their findings in the population that is accessible. In other words, it is also referred to as the 'research population' and is a subset of the target population. Researchers take samples from the population that is easily accessible. According to the latest employment figures from Dubai's GDRFA, there are 5000 employees across all levels of the organization (GDRFA, 2022). Due to the variety of organizational levels and the magnitude of its workforce, the GDRFA in Dubai was chosen. In addition to its lengthy operation history, it has spent significant time working to advance the human resources management system. Additionally, this company has the highest retention rate in the UAE (Media Office, 2021).

3.3.2 Sample Size

Since samples serve as a representation of the complete population, their size and selection criteria must be acceptable and neutral with regard to the outcomes. Roscoe (1975) offers the "rule of thumb" for selecting sample size, stating that sample sizes more than 30 and lower than 500 are adequate for the majority of inquiries. While some recommend a data range between 5 and 10 times the number of scale elements utilized (Hair et al., 2017). Thus, It is typically desirable to have 10 times as many

respondents or sample members as items in the instrument. The Z-score, standard deviation, margin of error, degree of confidence, variance ratio in the sample population, and mass number are only a few of the numerous factors that are considered while determining the study sample size. Based on the tables created for that, the value of the standard score and various other data are retrieved to compute the research samples.

The researcher distributed a larger number of questionnaires, which is 420 questionnaires, to ensure that the necessary sample is collected. The total study sample is 5,000 employees, and according to the Krejcie and Morgan (1970) matrix, the sample size can be calculated based on the study population size.

Table 3. 1

Morgan's Sampling Table

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

3.3.3 Sampling Technique

The unit of analysis in this study is individual. The data were collected from the full-time employees working in the Dubai's General Directorate of Residency and Foreigners Affairs (GDRFA). The availability of the samples at the time of data collection is also in doubt, and members of the population do not have the same chances to be sampled owing to challenges with random sampling (a list of all employees cannot be obtained because of confidentiality).

In the procedure of gathering data to determine the suitable sample methodology for this study, the researcher encountered numerous challenges and complexities due to the constraints imposed by the limited availability of information sources pertaining to the staff count inside the GDRFA. The GDRFA is the sole reliable source of precise information regarding the full-time employees employed in Dubai. Purposive sampling, sometimes referred to as judgmental sampling, is a sampling technique that holds significant value in specific circumstances (Neuman, 2014). Purposive sampling is a sampling technique that is characterised by its nonrandom and non-probability nature. It involves the researcher employing various ways to identify and choose all potential cases from a population that is very specific and challenging to access (Neuman, 2014; Sekaran & Bougie, 2016). This sampling strategy can be seen as an optimal alternative for sampling design, particularly in cases when there is a restricted population capable of providing the required information (Sekaran & Bougie, 2016).

This sampling methodology entails selecting subjects who are strategically positioned or in the optimal position to supply the necessary information. It necessitates specific endeavours to identify and obtain access to persons who possess the relevant

information. The selection of this strategy in this study is primarily motivated by several factors. One such reason is that purposive sampling is recognised as a highly cost-effective and time-efficient sampling method. If there is a scarcity of primary data sources that might contribute to the study, purposive sampling may be the sole suitable strategy (Sekaran & Bougie, 2016). There is a scarcity of sources that offer comprehensive details and information regarding the workforce employed in the GDRFA, specifically pertaining to the precise number of employees and the number of individuals engaged in each department. Thus, employing the purposive sampling strategy in this study is justified in order to accomplish the research objectives of the study.

3.4 Measurement of Constructs

The study respondents were given a structured, closed-ended questionnaire with excellent dependability levels developed from prior research. The close-ended questions were designed to compel respondents to provide arguably accurate information, which is essential to understanding the results of this study. Additionally, the scale response was informed because the researcher depends on the data to quantify the respondents' responses (Churchill & Brown, 2004).

The survey's questions seek to learn more about the role of talent management in mediating the effect of HRM practices on succession planning in the UAE public sector.

Table 3. 2
Items Measuring Staffing and Selection

S/N	Items	Source
1	My organization widely circulates information about both external and internal recruitment processes.	Dessler (2002)
2	My organization discloses information to applicants regarding the steps and criteria of the selection process.	
3	My organization has competitive selection processes that attract competent people.	
4	Selection tests of the organization where I work are conducted by trained and impartial people.	
5	My organization uses various selection instruments (e.g., interviews, tests, etc.).	

Table 3. 3
Items Measuring Training and Development

S/N	Items	Source
1	My organization helps me to develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.).	Borges-Andrade et al., (2006)
2	My organization invests in my development and education promoting my personal and professional growth in a broad manner (e.g., sponsorship of learning programs, language courses, etc.).	
3	My organization stimulates the learning and application of knowledge.	
4	In the organization where I work, training needs are identified periodically.	
5	I can use knowledge and behaviors learned in training at work.	

Table 3. 4
Items Measuring Performance Appraisal

S/N	Items	Source
1	My organization periodically conducts performance appraisals.	Latham et al. (2007)
2	In the organization where I work, performance appraisal is the basis for decisions about promotions and salary increments.	
3	In the organization where I work, performance appraisal provides the basis for an employee development plan.	
4	My organization circulates performance appraisal criteria and results to its employees.	
5	My organization discusses performance appraisal criteria and results with its employees.	

Table 3. 5
Items Measuring Compensation

S/N	Items	Source
1	My organization remunerates me according to the remuneration offered at either the public or private marketplace levels.	Devanna et al., (1984)
2	In the organization where I work, I get incentives such as promotions, awards, bonuses, etc.	
3	My organization offers me a salary, i.e., compatible with my skills, training, and education.	
4	In the organization where I work, my salary is influenced by my results.	
5	My organization considers the expectations and suggestions of its employees when designing a system of employee rewards.	

Table 3. 6
Items Measuring Empowerment

S/N	Items	Source
1	My organization recognizes the work I do and the results I achieve.	Muckinsky (2004)
2	My organization encourages my participation in decision-making and problem-solving.	
3	My organization seeks to meet my needs and professional expectations.	
4	My organization favors autonomy in doing tasks and making decisions.	
5	My organization is concerned with my well-being.	
6	In the organization where I work, employees and their superiors enjoy constant exchange of information in order to perform their duties.	
7	In the organization where I work, there is an environment of trust and cooperation among colleagues.	
8	My organization treats me with respect and attention.	
9	My organization follows up on the adaptation of employees to their functions.	

Table 3. 7
Items Measuring Career Development

S/N	Items	Source
1	Flexibility and openness to new ideas & handles change well.	Parker, S. K., Wall, T. D., & Jackson, P. R. (1997).
2	Promotes teamwork.	
3	Breadth of knowledge and skills to do tasks outside work team.	
4	Goes extra mile, tries to remove barriers to teamwork.	
5	Ability to learn new skills well.	
6	Minimal degree of supervisory support required.	

Table 3. 8
Items Measuring Talent management

S/N	Items	Source
1	My firm has HR policies to internally develop talent.	Son, J., Park, O., Bae, J., & Ok, C. (2020)
2	We use headhunting companies to recruit top talent.	
3	My firm operates an independent recruiting team for top talent.	
4	We have a pool of talented individuals and HR policies to utilize them.	
5	We provide signing bonuses for recruiting talented individuals.	
6	We have an HR team that is specifically designed to manage talented employees.	
7	We provide various learning opportunities for talented employees to develop them through various domestic experiences.	
8	We provide various learning opportunities for talented employees to develop them through various international experiences.	
9	My firm has a coaching or mentoring program specifically for talented employees.	
10	We provide talented employees with more opportunities to participate in challenging tasks.	
11	My company provides compensation and benefit plans that are specifically designed for talented employees.	
12	My company gives developmental assignments or special projects that meet talented employees' career goals.	
13	My company has a competency evaluation program that is specifically designed for talented employees.	

Table 3. 9
Items Measuring Succession Planning

S/N	Items	Source
1	Clarified the purpose and desired results of the succession planning and management program.	Rothwell, W.J. (2002).
2	Determined what performance is required now for all job categories in the organization by establishing competency models.	
3	Established a means to measure individual performance that is aligned with the competencies currently demonstrated by successful performers.	
4	Determined what performance is needed in the future by establishing future competency models for all job categories.	
5	Created an ongoing means by which to assess individual potential against future competency models.	
6	Established a means by which to narrow gaps through the use of individual development plans (IDPs).	
7	Created a means to follow up and hold people accountable.	
8	Created a means by which to document competence and find organizational talent quickly when needed.	
9	Created and sustained rewards for developing people.	
10	Established a means to evaluate the succession planning and management program results.	

3.5 Questionnaire Design

This study is quantitative, and the research tool is a questionnaire. Employee information from Dubai's GDRFA is gathered via this system. This instrument is utilized since a questionnaire survey may collect a larger amount of data that is used to assess how well certain parts are perceived and performed (Hair et al., 2017). A

questionnaire survey can also simultaneously reach a large number of people. Compared to interviews, it is less costly and takes less time (Sekaran & Bougie, 2016).

A multi-page questionnaire with a cover page explaining the study's history and purpose was produced. Selected responders receive hard copies of the questionnaire. Numerous questions are included in the questionnaire, which are divided into demographic and perceptual questions. There are only five polls available for closed-ended perception questions. Every item was modified or repeated from earlier experiments. All items were scored using a five-point Likert scale, with one (1) denoting strong disagreement, extremely bad performance, and extreme dissatisfaction and five (5) denoting strong agreement, extremely good performance, extreme satisfaction, and extreme likelihood.

The closed-ended questions were divided into seven categories to gauge respondents' opinions on the study's seven key topics. Five questions about respondents' demographics, including their gender, age, job type, position, educational background, and work history, are known as demographic questions.

3.6 Questionnaire Structure

The poll used a structured self-administered questionnaire with 60 closed-ended multiple-choice items. The instruments include seven questions on demographic characteristics and 53 questions about the eight constructs of this study. Given that English is widely regarded as the primary language utilized in the UAE's educational system and the nature of the duties done at the GDRFA in Dubai, all the questions were written in English.

According to the practitioners who helped develop the questionnaire, the survey was built in a straightforward (A4) style, with a written introduction stating the research purpose supplied on the first page. Considered crucial to luring replies and guaranteeing the study's success are the questionnaire's format, the physical placement of items on the pages, and the overall design (Creswell, 2013).

A properly designed and produced questionnaire can also enhance response rates and simplify data collection (Trochim, 1999). The survey asked respondents about their demographics as well as their staffing and selection, training and development, performance review, remuneration, empowerment, career development, talent management, and succession planning practices. Table 3.9 demonstrates the components of the questionnaire.

Table 3. 10

Questionnaire Structure

Questionnaire Sections	Description
Section A	This section contains seven (7) questions about the respondents' demographic information.
Section B	This section covers fifty-three (53) items about staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, talent management, and succession planning.

3.7 Pre-Test

The pre-test is an important element in social research. Despite the fact that pre-tests are widely accepted to be important in survey research (Hunt et al.1982), they have not received much methodological attention. Whether research intends to employ surveys, interviews, observation, or publically available data, a pre-test is necessary. Pre-tests are the first analyses of the interventions used on a sample of the studied population. It is a good idea to try out any questionnaire, interview, or collection of

observations, no matter how carefully constructed. A questionnaire's pre-testing stage may suggest that some questions are challenging for respondents to comprehend. An open-ended questionnaire could have too few replies, alerting the researcher that the question has to be rephrased. When an interviewer doing a pre-test learns that the respondents do not think the interview is real and may refuse to be questioned, it becomes necessary to change the opening remarks. Pre-testing is the stage of the research process that is "most likely to be squeezed out due to cost and time pressures," according to Kline (2023). Pre-testing reports are also uncommon in the social science literature.

3.8 Pilot Study

Before conducting a study, researchers advise doing a pilot test since it can minimize final questionnaire mistakes (Bryman, 2016). Pre-test assessment to verify the instrument was conducted through a pilot study before distributing the final version of the questionnaire to gather the actual research data. Before the pilot trial, the instruments' content validity was evaluated. Thirty workers from another GDRFA in Dubai made up the pilot sample. Based on the pilot test findings, respondents had no trouble understanding the questionnaire's format, which took them around 10 minutes to complete.

The typical sample size for a pilot study is often smaller, ranging from 15 to 30 participants. However, it is important to note that the sample size can be significantly larger in certain cases (Sekaran & Bougie, 2016). The data acquired for the pilot study consisted of information obtained from a sample of 40 full-time employees employed at GDRFA in Dubai. Hair et al. (2017) suggest that reliability refers to the assessment

of the degree of consistency observed across many assessments of a particular construct. Hence, the present study employed a reliability analysis to assess the degree of consistency among the items comprising the constructs.

The reliability and internal consistency of the variables are evaluated in the study using Cronbach's alpha. Pilot research was included in the analysis as pre-test dependability. The dependability of Cronbach's alpha was examined using IBM SPSS Statistics 23. The findings of Cronbach's alpha scores are shown in Table 3.1, and all of the variables have suitable values ranging from 0.711 to 0.855. Cronbach's alpha, a measure of internal consistency dependability, must be more than 0.70 and lower than 0.95. Nevertheless, in exploratory scientific investigations, results as high as 0.6 are recognized (Bryman, 2016).

When a trustworthy score is substantial (i.e., consistent), meaning that findings generate comparable results when the same individual repeats the questionnaire under the same conditions, Cronbach's alpha is a practical test used to measure stability through internal consistency. However, there are significant drawbacks to Cronbach's alpha, including the tendency for findings with few linked items to be less reliable and the effect of sample size on reliability outcomes (Adeniran, 2019).

Table 3. 11
Pilot Study Reliability Tests Results

Variables	Cronbach's Alpha
Staffing and Selection	0.785
Training and Development	0.785
Performance Appraisal	0.785
Compensation	0.839
Empowerment	0.802

Career Development	0.802
Talent Management	0.814
Succession Planning	0.838

3.7 Data Collection Procedure

The study uses the direct collect survey method to reach a very narrow target sample of employees at the GDRFA in Dubai. The researcher can confidently cover the selected areas using this strategy. Evidence shows that a direct collection strategy is more effective than online or email at obtaining responses, although it is more expensive (Nuno & John, 2015).

As mentioned in the preceding sentence, the study's team visited the designated districts of Dubai (the GDRFA) to gather information from possible participants. Data for the study was gathered from the sites by a team of two people after making arrangements with the GDRFA in Dubai. The target sample employees were given surveys to complete, and data was gathered 10-15 minutes later. Information was gathered in 2022–2023.

3.8 Data Analysis Procedure

In order to analyze statistical data, two software are used. First, early data cleaning analysis, frequency analysis, descriptive analysis, and pilot test reliability are all performed using SPSS software. However, the primary outcomes are carried out using PLS methodologies and Smart-PLS software.

The structural equation modeling (SEM) method is one of the most important components of applied multivariate statistical investigations. This approach has been

applied in numerous studies across various fields, including biology, economics, education, marketing, medicine, and several other social and behavioral sciences (Anderson & Gerbing, 1988). SEM is a statistical method for evaluating a structural theory on a specific occurrence using a confirmatory approach (i.e., hypothesis-testing (Byrne, 2013a). According to Gefen, Straub, and Boudreau (2000) and Hair et al., (2017), SEM is often conceived of as a theory that demonstrates "causal" procedures that provide conclusions on several variables. This approach demonstrates two key concepts: first, when measurement error is taken into account, a set of structural (i.e., regression) equations can provide the studied causal processes, and second, these structural relations can be represented visually to help clarify the theory and investigated hypotheses (Roldán & Sánchez-Franco, 2012; Wong, 2013).

The explanation of the analyzed data is a crucial component for both the researcher and the reader. Additionally, distilling a huge amount of data into a clear summary is important in quantitative and qualitative techniques (Black, 1999). Descriptive statistics are used to summarize large amounts of numerical data and offer quantitative descriptions in a digestible format. The two main topics covered by descriptive statistics are the display of numerical data in the form of tables or graphs and the process of data analysis. They let researchers condense and explain the gathered numerical data so that readers can quickly comprehend the findings (Black, 1999; Fraenkel, Wallen, & Hyun, 2011).

SEM is a statistical technique that evaluates relationships between constructs, including latent and observable variables and is somewhat sophisticated. The conceptual phrases used to illustrate theoretical notions are referred to as latent

variables. A circle serves as the model's visual representation of these variables. Items, measurements, and variables' indicators that are measured explicitly and visually represented by a square in the model are known as observed variables (Andreev, Heart, Maoz, & Pliskin, 2009; Fornell & Larcker, 1981). Both endogenous and exogenous latent variables have the potential to be independent or dependent variables. A hypothetical construct or an unobservable variable is characterized as a latent variable, a theoretical concept that is not instantly measurable but nevertheless a valuable concept. To identify and explain a latent variable, just a small number of measurable variables—also known as manifest variables, indicators, items, or observable measurements—may be utilized (Fornell & Larcker, 1981).

Two distinct mechanisms for the links between constructs/latent variables and their observable indicators are identified in the research review on SEM: 1) the hidden variable's formative indicators and composite index measurement models, and 2) the reflective indicators/main factor. The latent variable is comparable to an actual score that is not immediately observed, whereas the observable variable is the measurement that is directly witnessed. There may be some degree of random measurement error, leading to slight deviations between observed scores and actual scores. Higher-order structures can be categorized into four different types: Formative, Formative-Reflective, Reflective-Formative, and Reflective-Reflective. Latent variables are utilized in SEM (Structural Equation Modeling) to account for measurement errors. In the SEM model, e_1 through e_4 denote measurement errors or unreliability in each item, X_1 through X_4 represent the test items, and V represents the latent variable (Hanafiah, 2020; Hair et al., 2017).

According to Byrne (2013) b and Hair et al. (2017), the estimate of a model yields empirical measurements of 1) the relationships between the constructs and the indicators (structural model or outer model) and 2) the interactions between the constructs. Using sample data and empirical measurements, the researcher can contrast theoretically developed measurements and structural models with reality. In other words, using the empirical data, the researcher may assess how well the theory accounts for the evidence. As a result, the researcher was able to assess the model's competencies and predictive potential using PLS-SEM (Hair et al., 2017). The measurement and structural models are the two sub-models that make up the structural equation model (SEM) in general (Hair et al., 2017). The measuring model determined the type of association between the manifest indicators and latent variables. The causal connections between the latent variables were determined using the structural model. Additionally, it clarified if some latent variables in the model directly or indirectly influence other latent variables (Byrne, 2013b; Weston & Gore, 2006).

Table 3. 12

Systematic Evaluation of PLS-SEM Results

Systematic Evaluation of PLS-SEM Results	
Step 1: Evaluation of the Measurement Model	
Stapes 1a:	Stapes 1b:
Reflective Measurement Model	Formative Measurement Model
Internal Consistency	Collinearity among Indicators
Construct Validity	Significance and Relevance of Outer
Discriminant Validity	Weights
Step 2: Evaluation of Structural Model	
Collinearity Assessment	
Structural Model Path Coefficients and Hypothesis Testing	
Coefficient of Determination (R^2 Value)	
Effect size F^2	
Predictive Relevance Q^2	

PLS route modeling was typically employed for this examination to prevent any normalcy concerns that might arise during data analysis for the present study. Additionally, since SEM may concurrently analyze several connections, Tabachnick and Fidel (2007) claim it is one of the greatest statistical methods in the social and behavioral sciences. This study used Smart PLS route modeling to create measurement and structural models. The measurement model was used to describe or assess the validity and reliability of the constructs in the current investigation, while the structural model was utilized to carry out simultaneous regression and bivariate correlation studies to determine correlations and connection effects among the components under inquiry. The data analysis and presentation of the model in this work utilized the PLS (Partial Least Squares) programme. This software was chosen for its capability to effectively design, validate, and estimate big and intricate models. The PLS-SEM technique is referred to be a second-generation structural equation modelling, as coined by Wold in 1982. The recently developed method is effective in analyzing structural equation models that involve latent variables and a sequence of causal linkages (Kline, 2023).

3.9 Summary

The study follows a logical process, commencing with a theoretical framework and concluding with a hypothesis test. It is a quantitative study that utilizes descriptive metrics and statistical analysis. The analysis involves computing variance and covariance to examine relationships and patterns within the data. The study is exploratory in nature since it focuses on a topic where research has already been done. The research also adopts a scientific methodology since it follows a series of steps that start with hypotheses and end with acceptance or rejection. In terms of the instrument,

a modified English questionnaire from the literature was used in this study's context. The research is divided into two sections: demographic and perception, both of which are closed-ended questions with five levels. Internal consistency reliability (pilot study), face validity (focus groups), and content validity (expert panel) have all been used to evaluate the survey's validity and reliability. The GDRFA of Dubai, UAE, with over 5000 employees, was the study population that was explicitly targeted. The goal sample size was set at 357. The sampling method most suited for this study is quota-convenience sampling, and data were collected in 2022–2023 by distributing surveys at various locations around Dubai.

CHAPTER FOUR

ANALYSIS AND FINDINGS

4.1 Introduction

This section discussed the study's technique for data analysis. The returned questionnaires were screened for incomplete by the participant correctly before being entered into the SPSS 23. These screenings adhere to protocols advised by multiple authors, including Kumar, Talib, and Ramayah (2013). After that, the researcher ensured no outliers or missing values and that the data followed certain basic assumptions about distribution and correlation.

Descriptive statistics were used to learn about the data demographics and better characterize the sample. Measurement and structural models were used to measure the model in two stages, as recommended by Hair et al. (2017). The measurement model was evaluated with respect to “Outer Loadings, Composite Reliability, Cronbach’s alpha, Average Variance Extracted (AVE), and Discriminant Validity” (Hair et al., 2017).

Using the bootstrapping method described by Hair Jr. et al. (2017), the researcher examined the hypotheses for both unmediated and mediated pathways. The structural model was evaluated using Chin's (1998), Cohen's (1988), and Fornell and Cha's

(1994) criteria of “the coefficient of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2)” (Hair et al., 2017). Afterward, Wetzels, Odekerken-Schröder, and Van Oppen (2009) formula was used to determine the model's goodness of fit.

4.2 Response Rate

During the course of this research, a total of 420 questionnaires were distributed to the full-time employees working in GDRFA in Dubai - UAE. The researcher distributed the printed copies of the questionnaires personally to the respective departments, which facilitated the distribution of the questionnaire to the targeted employees. This section was responsible for disseminating the questionnaires to the sampled staff members. Out of the total of 420 questionnaires distributed, 413 were filled out and returned with a response rate of 98.3%. Out of a total of 413 questionnaires, 107 were deemed unsuitable due to incomplete responses by participants. Therefore, only 306 surveys were suitable to analyze since participants had completed all required fields. This resulted in a legitimate response rate of 72.8%, since (Sekaran & Bougie, 2016) stated that surveys should receive at least a 30% response rate to be eligible for analysis.

Table 4. 1
Response Rate of the Questionnaire

Item	Frequency	Percentage %
Distributed questionnaire	420	100
Returned questionnaires	413	98.3
Unusable questionnaires	107	26.1
Useable questionnaires	306	72.8

4.3 Data Preparation and Screening

Preliminary data screening aids the study in making sense of the data acquired. The coding and data entry were done in SPSS 23. Initial specifications included serial numbers for each component to facilitate quick detection of outliers. Each component of the questionnaire has a specific title. After that, the researcher labels each item in the survey and assigns labels to the corresponding demographic factors. Items related to staffing and selection are labeled as S&S1 through S&S5. Items related to training and development are labeled as T&D1 through T&D5. Items related to performance appraisal are denoted as PA1 through PA5. Items related to compensation are denoted as COMP1 through COMP5. Items related to empowerment are denoted as EMPO1 through EMPO5. Items related to career development are denoted as CD1 through CD5. Items related to talent management are denoted as TM1 through TM13. Finally, items related to succession planning are denoted as SP1 through SP10. After the data was entered and coded, many tests were run to examine its structure: "missing value analysis, normality test, multicollinearity test, non-response bias, common method variance, and descriptive analysis" (Hair et al., 2017).

4.3.1 Analysis of Missing Values

The presence of missing values compromises the use of any analysis method. In addition, it is suggested that even if missing values amounted to more than 10% of the entire dataset, problems may arise (Hair et al., 2017). However, neither the research variables nor the demographic data showed any signs of missing values.

4.3.2 Normality Test

Gravetter & Wallnau (2007) asserted that when data are normally distributed, the bell-shaped curve that results have the highest frequency scores in the center and the lowest frequency scores at the ends. The vast majority of statistical analyses, such as “covariance-based structural equation modeling” (Chin et al., 2003), presume that data follows a normal distribution. Since PLS-SEM is variance-based, it does not assume anything about the data distribution (Hair et al., 2017). Numerous studies (Reinartz et al., 2009; Cassel et al., 1999; Wetzels et al., 2009) have presumed that PLS-SEM can effectively estimate a model with extremely nonnormal data.

The previously assumed ability of PLS-SEM to handle non-normal data is currently being challenged. Hair et al. (2017) argue that assessing the inferential statistics in such cases is necessary. Consequently, estimates of standard error obtained through bootstrapping may be inflated if the data exhibit high skewness or kurtosis (Hair et al., 2017). Hair et al. (2017) suggested conducting a normality test on the dataset to address this concern.

According to Tabachnick and Fidell (2007), “the Kolmogorov-Smirnov test, the Shapiro-Wilks test, and the assessment of Skewness and Kurtosis” are all essential components of a thorough examination of data normality. According to Hair et al. (2017), the Kolmogorov-Smirnov and Shapiro-Wilks tests only provide an approximate indication of whether or not the data deviate too far from normality; therefore, Skewness and Kurtosis are more useful.

In addition, when the sample size exceeds 200, Hair et al. (2017) proposes looking at the shape of the graphical data distribution rather than “the Skewness and Kurtosis” values., as the latter is inflated by the larger sample size's reduced standard error. The data set is routinely distributed if “the Skewness and Kurtosis statistics” are less than 1.0 or the z-value is less than 2.58 (Hair et al., 2017) (Table 4.2). The data deviate from normality with Skewness of less than 1.5 and Kurtosis of less than 3.0 (Kim, 2012). Calculating the z-value involves dividing Skewness or Kurtosis by the standard error (Pallant, 2011).

Table 4. 2
Skewness and Kurtosis Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
S&S	306	1.00	5.00	3.723	0.834	0.292	0.290
T&D	306	1.00	5.00	3.565	0.643	0.321	0.311
PA	306	1.00	5.00	3.283	0.863	0.212	0.317
COMP	306	1.00	5.00	3.201	0.792	0.503	0.163
EMPO	306	1.00	5.00	3.372	0.629	-0.424	-0.135
CD	306	1.00	5.00	3.723	0.881	0.098	-0.120
TM	306	1.00	5.00	3.421	0.728	0.182	0.243
SP	306	1.00	5.00	3.806	0.895	-0.316	-0.247

Note: S&S: staffing and selection, T&D: training and development, PA: performance appraisal, COMP: compensation, EMPO: empowerment, CD: career development, TM: talent management, SP: succession planning.

4.3.3 Multicollinearity Test

When two or more exogenous latent components in a multiple regression model are significantly linked, this is known as multicollinearity (Sekaran & Bougie, 2013; Hair et al., 2017). Hair et al. (2017) all found that multicollinearity across exogenous latent constructs considerably skewed the estimate of the statistical significance.

Multicollinearity can lead to a decrease in the path coefficient value and an increase in the standard error. This, in turn, reduces the t-value, resulting in a decrease in statistical significance (Hair et al., 2017).

In an ideal circumstance, researchers would find a strong linear connection between exogenous and endogenous constructs but only a weak association between exogenous latent constructs. Because multicollinearity weakens the link between independent and dependent variables, exogenous constructs are considered to be uncorrelated in multiple regression and structural equation modeling analyses. Accounting for the impact of predictor factors on outcome factors becomes challenging when multicollinearity is present (Hair et al., 2017). Multicollinearity can harm the study's findings, highlighting the need to check for its presence. To detect multicollinearity, researchers may use a correlation matrix of exogenous components or a VIF and tolerance value assessment (Hair et al., 2017). Both approaches are used here to identify the presence or absence of multicollinearity among the exogenous latent constructs.

The first step in determining whether or not two predictor variables are strongly associated is to use the correlation matrix (Tabachnick & Fidell, 2007). The correlation matrix presented in Table 4.4 indicated that there were no inter-predictor correlations that exceeded the threshold value. When there is a correlation of 0.90 or higher between two exogenous variables, multicollinearity likely exists. No multicollinearity exists between the exogenous latent components in Table 4.3. Furthermore, variance inflation factor (VIF) and tolerance value analysis are carried out to identify multicollinearity. Indicators of severe multicollinearity include “a tolerance value”

below 0.10 and “a VIF value” over 10.0 (Hair et al., 2017). No multicollinearity exists among the exogenous latent components if the tolerance value is >0.20 and the VIF value is 5.0, as Hair et al. (2017) suggested.

Table 4. 3
Correlation Matrix

		S&S	T&D	PA	COMP	EMPO	CD	TM	SP
S&S	Pearson	1							
	Correlation								
	Sig. (1-tailed)								
T&D	Pearson	.176**	1						
	Correlation								
	Sig. (1-tailed)								
PA	Pearson	.347**	.539**	1					
	Correlation								
	Sig. (1-tailed)								
COMP	Pearson	.191**	.183**	.248**	1				
	Correlation								
	Sig. (1-tailed)								
EMPO	Pearson	.310**	.132*	.163**	.568**	1			
	Correlation								
	Sig. (1-tailed)								
CD	Pearson	.252**	.173**	.238**	.228**	.364**	1		
	Correlation								
	Sig. (1-tailed)								
TM	Pearson	.192**	.238**	.212**	.112*	.153**	.154**	1	
	Correlation								
	Sig. (1-tailed)								
SP	Pearson	.287**	.114*	.141**	.371**	.762**	.421**	.111*	1
	Correlation								
	Sig. (1-tailed)								
	N	306	306	306	306	306	306	306	306

** Correlation is significant at the 0.01 level (01-tailed)

Table 4. 4
Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. error	Beta	t	Sig.	Tolerance	VIF
Model								
1	(constant)	2.382	0.273			0.000	0.662	1.462
	TM	1.273	0.102	0.156	4.937	0.000	0.673	1.521
	S&S	0.930	0.092	0.079	5.887	0.000	0.642	1.592
	T&D	1.823	0.073	0.102	7.092	0.000	0.335	3.083
	PA	2.387	0.172	0.098	5.731	0.000	0.792	1.264
	COMP	3.748	0.083	0.107	4.902	0.000	0.923	1.073
	EMPO	2.576	0.174	0.093	6.523	0.000	0.412	2.483
	CD	2.758	0.382	0.072	7.084	0.000	0.574	3.272
a. Dependent Variable: SP								

4.3.4 Descriptive Statistical Analysis

Table 4.8 summarizes the distribution of samples on demographic characteristics (N=306). The majority (57.3%) of the respondents were male. In terms of age group, the majority (41.6%) of the respondents were between 25-39 years old. Furthermore, concerning the job category, the majority of respondents (37%) indicated that they work as Executive/Administrative Support and Specialist/Technicians Workers. Among the respondents, the highest percentage (27.6%) identified themselves as military personnel, specifically non-commissioned officers. Regarding educational background, most respondents (24.2%) reported having a Bachelor of Education degree. A significant proportion of the respondents (34.1%) have accumulated more than 10 years of work experience. Lastly, the majority of respondents (14.4%) are employed in the Airports Affairs Sector.

Table 4. 5
Demographic Analysis

Demographic	Categories	Frequency	Percentage
Gender	Male	176	57.6
	Female	130	42.4
	Total	306	100
Age	18-24	50	16.5
	25-39	127	41.6
	40-49	104	33.9
	Over 50 years old	25	8
	Total	306	100
Job category	General manager	1	0.3
	Deputy general manager	1	0.3
	Head of sector	7	2.3
	Deputy sector manager	7	2.3
	Head of the department	16	5.2
	Deputy department manager	8	2.6
	Head of the section	28	9.2
	Executive / Administrative support	114	37.3
	Specialist / Technicians workers	114	37.3
	Laborers and Helpers / Service Workers	10	3.3
	Total	306	100
Job rank	Military (Senior commissioned officers)	20	6.5
	Military (Junior commissioned officers)	78	25.4
	Military (Non-commissioned officers)	84	27.6
	Military (Enlisted ranks)	20	6.5
	Civilian (leading and supervisory professions)	16	5.3
	Civilian (specialist/executive positions)	80	26.4
	Civilian (supporting positions)	8	2.3
	Total	306	100
Education	PhD	7	2.4

	Master	64	21.1
	Bachelor	74	24.2
	Higher Diploma	51	16.5
	Diploma	50	16.2
	High school	60	19.6
	Total	306	100
Experience	1-2	51	16.7
	3-5	63	20.3
	6-10	88	28.8
	More than 10 years	104	34.1
	Total	306	100
Sector	Human Resources and Finance Sector	42	13.6
	Identity and Nationality Affairs	36	11.9
	Sector - Dubai		
	Entry and residence permit sector	40	13.1
	Institutional Support Affairs Sector	38	12.4
	Airports Affairs Sector	44	14.4
	Maritime and Land Ports Affairs	27	8.6
	Sector		
	Follow-up sector for violators and foreigners	39	12.9
	Governance and regulatory oversight sector	40	13.1
	Total	306	100

4.5 Evaluation of PLS-SEM Result

After ensuring that the descriptive analysis of the main variables is normal, a PLS-SEM assessment was conducted to determine the external model's reliability. The relevance of the route coefficients was then determined by analyzing the inner model. Evaluation of PLS-SEM includes the presenting of factor loading results.

In this study, the validity and reliability of specific measurement instruments are tested. In the context of factor analysis, the outer model analysis confirms that the

study variables are unidimensional. Once the reliability and validity of the measurements are established, the structural models are evaluated to examine the relationships among the latent variables. The study also investigates the linkages between these latent variables to understand the research topic comprehensively. After determining whether or not the data is normally distributed, the next step has been assessing both the outer and inner models (Vinzi et al., 2010). The outer model and the inner models have been evaluated using PLS-SEM in this research.

Before conducting the PLS-SEM analysis, it is important to ensure that the model is reliable and appropriate for use. This involves determining whether the indicators in the model are formative or reflective. Understanding the distinction between formative and reflective measurement models is crucial, as testing a model with formative indicators differs from testing a model with reflective indicators. A clear understanding of the model configuration is essential to accurately analyze and interpret the results of the PLS-SEM analysis (Hair et al., 2017). The eight latent variables in this study—six independent variables “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development”, one mediating variable “talent management”, and one endogenous variable (succession planning)—determine the order and relationship between the constructs.

4.6 Assessment of Measurement Model (Outer Model)

Ringle et al. (2005) recommended that PLS-SEM is the finest approach to evaluate the study's theoretical model. The PLS-SEM provides two methods for evaluating “measurement and the structural model.” There are two approaches (formative and

reflective measurement) used to determine the validity and reliability of the model. All of the indicators included in the current research are reflective measurements.

4.6.1 Indicator Reliability

To calculate the “indicator loading, cross-loadings, composite reliability, and AVE” (Ringle et al., 2015), the study utilized the conventional PLS method (Figure 4.1) in Smart PLS software 3.0. Henseler et al. (2009) and Hair, Ringle et al. (2017) believe a loading value of 0.70 or higher is optimal. Any indicator with outer loading below 0.4, as proposed by Hulland (1999), should be ignored. Likewise, Hair et al. (2017) posited that “indicators with outer loadings between 0.40 and 0.70 should be considered for removal from the scale only when deleting the indicator leads to an increase in the composite reliability or the average variance extracted above the suggested threshold value” (p. 103).

Table 4. 6
Indicators Outer Loadings (before deletion)

Latent Constructs	Indicators	Standardized Loadings
Staffing and Selection	S&S1	0.952
	S&S2	0.955
	S&S3	0.965
	S&S4	0.974
	S&S5	0.976
Training and Development	T&D1	0.778
	T&D2	0.791
	T&D3	0.847
	T&D4	0.855
	T&D5	0.748

	PA1	0.574
	PA2	0.788
Performance Appraisal	PA3	0.798
	PA4	0.798
	PA5	0.829
	COMP1	0.836
	COMP2	0.868
Compensation	COMP3	0.768
	COMP4	0.716
	COMP5	0.166
	EMPO1	0.669
	EMPO2	0.578
Empowerment	EMPO3	0.625
	EMPO4	0.565
	EMPO5	0.647
	CD1	0.545
	CD2	0.580
Career Development	CD3	0.795
	CD4	0.716
	CD5	0.727
	TM1	0.441
	TM2	0.578
	TM3	0.649
	TM4	0.346
	TM5	0.674
	TM6	0.588
Talent Management	TM7	0.262

	TM8	0.513
	TM9	0.542
	TM10	0.820
	TM11	0.815
	TM12	0.596
	TM13	0.338
	SP1	0.683
	SP2	0.682
	SP3	0.707
	SP4	0.750
Succession Planning	SP5	0.724
	SP6	0.724
	SP7	0.770
	SP8	0.652
	SP9	0.749
	SP10	0.712

The PLS-SEM path model with outside loadings before deletion is shown in Figure 4.1.

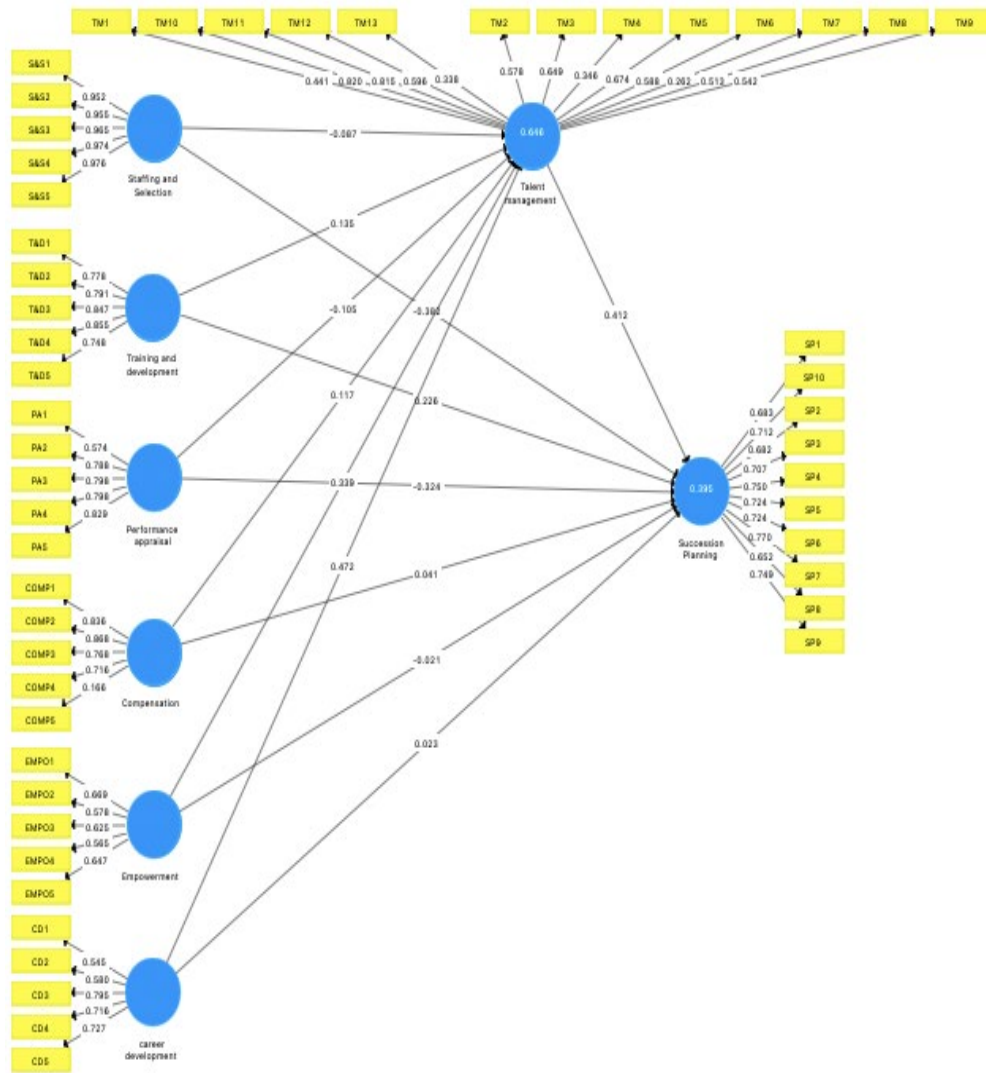


Figure 4. 1 The PLS-SEM Path Model (Before Deletion)

When the PLS method was initially computed, certain items had unsatisfactory values, such as PA1 (0.574), COMP5 (0.166), EMPO2 (578), EMPO4 (0.565), EMPO5 (0.647), CD1 (0.545), CD2(0.580), TM1 (0.352), TM4 (0.435), TM7 (0.523), TM8 (0.425), TM9 (0.499), TM12 (0.536), TM13 (0.532), SP2 (0.682), SP8 (0.652) and SP1 (0.517), which were removed to increase and boost the construct's composite reliability and average variance retrieved of “performance appraisal, compensation, empowerment, career development, talent management, and succession planning”

based on the previously described criteria. The outer loadings of the indicators after deletion are summarized in Table 4.7.

Table 4. 7
Indicators Outer Loadings (after deletion)

Latent Constructs	Indicators	Standardized Loadings
Staffing and Selection	S&S1	0.952
	S&S2	0.954
	S&S3	0.966
	S&S4	0.974
	S&S5	0.976
Training and Development	T&D1	0.782
	T&D2	0.794
	T&D3	0.850
	T&D4	0.849
	T&D5	0.743
Performance Appraisal	PA2	0.814
	PA3	0.844
	PA4	0.790
	PA5	0.831
	COMP1	0.858
Compensation	COMP2	0.860
	COMP3	0.791
	COMP4	0.710
	EMPO1	0.802
Empowerment	EMPO3	0.782
	CD3	0.803
Career Development	CD4	0.743
	CD5	0.796
	TM2	0.877
Talent Management	TM3	0.884
	TM5	0.736
	TM6	0.845
	TM10	0.818
	TM11	0.862
	SP3	0.804

	SP4	0.898
	SP5	0.801
Succession Planning	SP6	0.823
	SP7	0.812
	SP9	0.815
	SP10	0.734

The PLS-SEM route model with the outer loadings after the deletion procedure is presented in Figure 4.2.

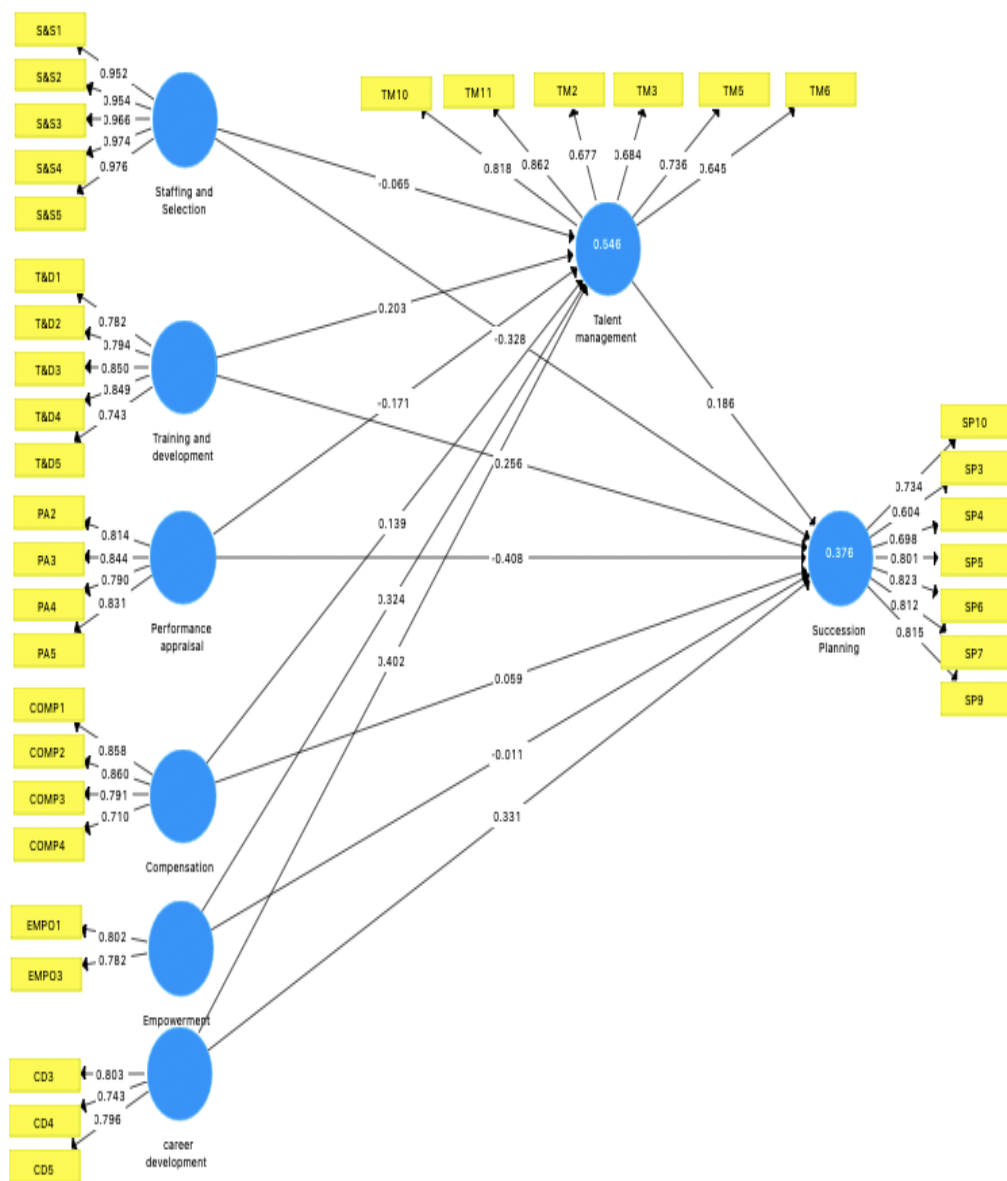


Figure 4. 2 The PLS-SEM Path Model (after deletion)

4.6.2 Cronbach's alpha

Cronbach's alpha is a widely used criterion in PLS-SEM analysis for evaluating the outer model's reliability and validity (Hair et al., 2017). The study's findings regarding the relationships between the components in the inner model are sensitive to the specific measures used. After examining the constructs and assessing factor loadings, the next step is to evaluate the reliability of the variables. Table 4.8 presents the reliability scores of "staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, talent management, and succession planning." The Cronbach's alpha values for the items measuring these variables range from 0.786 to 0.981 (Table 4.8), indicating high levels of reliability. Each variable has a Cronbach's alpha value greater than the required threshold of 0.7, further supporting their reliability.

Table 4. 8
Cronbach's alpha

Variables	Values
Staffing and Selection	0.981
Training and Development	0.864
Performance Appraisal	0.838
Compensation	0.821
Empowerment	0.805
Career Development	0.786
Talent Management	0.833
Succession Planning	0.875

4.6.3 Composite Reliability

The term "internal consistency" refers to the consistency of results obtained from the same set of test items. It is a way to assess whether the items used to measure a particular construct consistently yield similar or identical results (Hair et al., 2017).

Hence, “composite reliability” was employed in this study to examine internal consistency. The range for composite reliability is between 0 and 1, with values closer to 1 indicating higher reliability. A cutoff value of 0.60 or higher is often used to determine acceptable levels of reliability for the variables being measured in a study. (Henseler, Ringle, & Sinkovics, 2009). On the other hand, when it is more than 0.70, it is considered ideal and more acceptable (Hair et al., 2017). Using the provided composite reliability values, Table 4.9 demonstrates that the measurement model is trustworthy.

Table 4. 9
Composite Reliability

Variables	Composite Reliability
Staffing and Selection	0.985
Training and Development	0.902
Performance Appraisal	0.891
Compensation	0.881
Empowerment	0.771
Career Development	0.824
Talent Management	0.879
Succession Planning	0.904

Empowerment has a minimal composite reliability rating of 0.771, which is a good result. At the same time, 0.985% is the maximum value of composite reliability for “staffing and selection”, then “training and development” (0.902), “performance appraisal” (0.891), “compensation” (0.881), “career development” (0.824), which are the independent variables. However, the values for talent management and succession planning are 0.879 and 0.904, respectively.

4.6.4 Average Variance Extracted

After establishing scale reliability, the next step involved assessing convergent validity during the structural equation modeling analysis. Convergent validity is evaluated by calculating the average variance extracted (AVE), which measures the convergence of measurements within a construct. Convergent validity examines the extent to which conceptually related constructs can be measured and linked together. By assessing the AVE, researchers can determine if the indicators within a construct are converging and capturing the underlying concept effectively (Henseler, Ringle, & Sinkovics, 2009). Convergent validity refers to the degree of association between the measurements of distinct items in a similar construct (Hair et al., 2017). To ensure convergent validity, a criterion level of 0.5 or higher is considered adequate (Hair et al., 2017). AVE value of 0.50 implies that the constructs have sufficient convergent validity.

In another way, the latent construct explains 50% of the variance in its indicators and demonstrates adequate convergent validity (Hair et al., 2017). Thus, AVE values were used to test convergent validity in this research. Table 4.10 results indicate that the AVE values of all the constructs that surpassed the threshold value of 0.50 (Henseler, Ringle, & Sinkovics, 2009; Hair et al., 2017). As the AVE values range from 0.549 to 0.930; hence, it can be said that the data acquired for this study has no convergent validity issues.

Table 4. 10
Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Staffing and Selection	0.930
Training and Development	0.648
Performance Appraisal	0.672

Compensation	0.651
Empowerment	0.627
Career Development	0.610
Talent Management	0.549
Succession Planning	0.576

In Table 4.10, the values of AVE have been calculated for; “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, talent management, succession planning,” which are 0.930, 0.648, 0.672, 0.651, 0.627, 0.610, 0.549, and 0.576, respectively.

According to Hair et al. (2017), a commonly accepted criterion for average variance extracted (AVE) is a value greater than 0.5. In this study, all of the constructs' calculated AVE values are greater than 0.5. Therefore, based on this criterion, it is determined that all valid constructs should be retained in the model, and there is no need to eliminate any construct. After calculating AVE then, the next stage is to ensure internal consistency.

4.6.5 Convergent Validity

Positive correlations between markers of the same concept provide “convergent validity” (Hair et al., 2017). Convergent validity postulates that there will be substantial shared variance among the components of a given notion (Hair et al., 2017). Hence, the outer loadings of the indicators and the average extracted variance determine the convergent validity (Hair et al., 2017). Indicator loading squared (or “average variance extracted,” “AVE”) is the average of the squares of all indicator loadings for a given construct (Fornell & Larker, 1981; Hair et al., 2017).

According to Hair et al. (2017), for a latent construct to be considered, it should account for at least 50% of the variation among its indicators. This implies that the outer loading should be at least 0.708 for the squared outer loading to yield a value of at least 0.50 for the average variance extracted (AVE) (Hair et al., 2017). Chin (1998) proposes a threshold of 0.50 or higher for the AVE. Thus, if the AVE exceeds 0.50, it is considered satisfactory as it indicates that the latent variable can explain a substantial portion of the observed data. Convergent validity ranges from 0.549 to 0.930 for the AVE of latent constructs (see Table 4.10), with the highest AVE yield by staffing and selection and the lowest AVE yield by talent management. As this study's latent constructs all seem to have enough variation, the findings are robust.

4.6.6 Discriminant Validity

After assuring the item loadings and indicating, discriminant validity, reliability, and validity have been examined. Discriminant validity refers to the degree to which one construct is distinct from another construct within the model. It assesses whether the measurement of theoretically and empirically unrelated constructs actually demonstrate differences (Gerbing & Anderson, 1988). The "Fornell-Larcker criterion" is a commonly used technique to evaluate discriminant validity. (Hair et al., 2017). "Discriminant validity is determined if the value of the square root of AVE of each variable is more than the variable inflated correlation with any other of the latent variable (Henseler, Ringle, & Sarstedt, 2015). Hence, discriminant validity was determined in this study by comparing the AVE for every construct in Table 4.11. The bolded AVE's square root is larger than the correlation between any other variables because of its excessive constructions.

Table 4. 11
Discriminant Variable

	COMP	EMPO	PA	S&S	SP	TM	T&D	CD
COMP	0.807							
EMPO	0.296	0.792						
PA	0.756	0.315	0.820					
S&S	0.627	0.520	0.506	0.964				
SP	0.224	0.683	0.490	0.354	0.759			
TM	0.518	0.538	0.415	0.573	0.410	0.741		
T&D	0.764	0.269	0.780	0.225	0.256	0.494	0.805	
CD	0.647	0.432	0.549	0.655	0.430	0.659	0.580	0.781

Note: The values in the diagonals cells (bold) are the square root of the AVE, while the unbolded values are the correlations

The constructs' discriminant validity can also be evaluated by looking at the cross-loadings. To determine discriminant validity, this strategy compares indicator loadings to cross-loadings (Chin, 1998; Hair et al., 2017). It is recommended by Chin (1998) that the outer loadings of the indicators for the respective construct be greater than the loadings of the other construct, also known as cross-loading. However, an issue with discriminant validity is indicated when the value of the cross-loadings is higher than the outer loadings of the items. Hair et al. (2017) state that cross-loading is a "liberal" approach to establishing discriminant validity. The indicator values for the outer and cross loadings are shown in Table 4.12.

Table 4. 12
Cross Loadings

Constructs	CD	COMP	EMPO	PA	S&S	SP	T&D	TM
CD3	0.803	0.509	0.405	0.424	0.066	0.464	0.506	0.547
CD4	0.743	0.537	0.221	0.498	0.060	0.111	0.469	0.507
CD5	0.796	0.482	0.355	0.384	0.099	0.369	0.385	0.490

COMP1	0.602	0.858	0.239	0.740	0.039	0.194	0.739	0.439
COMP2	0.522	0.860	0.258	0.665	0.065	0.206	0.649	0.378
COMP3	0.493	0.791	0.150	0.665	0.072	0.129	0.711	0.335
COMP4	0.456	0.710	0.277	0.405	0.008	0.234	0.401	0.479
EMPO1	0.445	0.340	0.802	0.308	0.018	0.156	0.250	0.433
EMPO3	0.235	0.124	0.782	0.188	0.014	0.134	0.174	0.420
PA2	0.461	0.516	0.175	0.814	0.016	0.109	0.603	0.317
PA3	0.510	0.721	0.303	0.844	0.009	0.058	0.730	0.412
PA4	0.422	0.549	0.251	0.790	0.059	0.080	0.558	0.313
PA5	0.388	0.677	0.299	0.831	0.089	0.050	0.645	0.296
S&S1	0.011	0.079	0.013	0.025	0.952	0.312	0.043	0.062
S&S2	0.020	0.041	0.076	0.017	0.954	0.311	0.028	0.038
S&S3	0.128	0.032	0.007	0.049	0.966	0.378	0.037	0.109
S&S4	0.038	0.056	0.055	0.048	0.974	0.340	0.072	0.046
S&S5	0.052	0.002	0.019	0.002	0.976	0.356	0.025	0.087
SP3	0.191	0.112	0.034	0.033	0.532	0.604	0.055	0.222
SP4	0.281	0.158	0.100	0.093	0.352	0.698	0.106	0.250
SP5	0.317	0.164	0.154	0.042	0.140	0.801	0.205	0.302
SP6	0.429	0.203	0.193	0.068	0.218	0.823	0.237	0.314
SP7	0.365	0.303	0.153	0.190	0.243	0.812	0.330	0.381
SP9	0.380	0.171	0.186	0.022	0.184	0.815	0.201	0.399
SP10	0.290	0.173	0.139	0.024	0.214	0.734	0.205	0.289
T&D1	0.550	0.712	0.296	0.599	0.131	0.292	0.782	0.411
T&D2	0.403	0.538	0.085	0.517	0.012	0.174	0.794	0.387
T&D3	0.448	0.635	0.240	0.728	0.031	0.170	0.850	0.424
T&D4	0.563	0.613	0.322	0.683	0.015	0.237	0.849	0.441
T&D5	0.313	0.556	0.074	0.605	0.046	0.122	0.743	0.297

TM2	0.396	0.353	0.268	0.176	0.150	0.282	0.293	0.677
TM3	0.362	0.348	0.501	0.239	0.099	0.267	0.299	0.684
TM5	0.547	0.429	0.400	0.351	0.043	0.214	0.411	0.736
TM6	0.514	0.359	0.330	0.312	0.088	0.256	0.354	0.645
TM10	0.533	0.427	0.425	0.357	0.065	0.412	0.450	0.818
TM11	0.560	0.386	0.452	0.378	0.060	0.368	0.372	0.862

4.7 Assessment of Structural Model

After checking the accuracy and precision of the measurement model (outer model), the next step was to examine the internal model's (structural model's) outcomes. The first step in structural modeling was to test the validity of hypotheses 1–6 regarding the direct links. After analyzing the six hypotheses, the mediating variable was introduced to check the direct effects between the independent and mediating variables and mediating and dependent variables. The structural model is tested using the standard bootstrapping method, and the significance of the model's route coefficients is determined using a total of 5,000 bootstrap samples (Hair et al., 2017; Henseler et al., 2009).

Moreover, bootstrapping in Smart PLS3 was used to assess and test the hypotheses for all three models (main effect, mediating effect, and moderating effect) based on the criterion provided by (Chin, 1998) and (Hair et al., 2017). R^2 is also employed to assess the variation reduced by the predictor factors in the outcome variable based on standards suggested by earlier researchers (Chin, 1998; Cohen, 1988). Additionally, the effect size (f^2) of all exogenous variables, excluding the mediator, is assessed based on the criterion set by Cohen (1988). The values of Q^2 plus q^2 are used as benchmarks to determine the predictive capacity and effect magnitude in the blindfolded technique.

These steps help evaluate the strength and significance of the relationships between variables in the model (Hair et al., 2017).

4.7.1 Results of Direct Hypotheses Testing

The first thirteen hypotheses of the study were examined to achieve the study's objectives, answer the questions induced in the study, and synthesize the problem under evaluation. SEM (Structural Equation Modelling) model analysis was carried out systematically to test the hypotheses.

Structural equation modeling was used to extract important information from the data, as explained by the researchers. The hypotheses were then tested and either accepted or rejected by an explanation based on the underlying theory and relevant literature. Initially, the measurement model was tested, followed by direct relationships between the independent variables “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and the endogenous variable in this research are the dependent variables (talent management and succession planning).

The PLS-SEM algorithm was used to investigate the size of path coefficients. The sign of the path indicated the nature of the relationship and its direction. Using Smart PLS 3, we obtained the path coefficient and then used PLS-SEM bootstrapping to establish the significance of the correlations between the variables. The original number of cases has been applied, i.e., 306. The number of bootstrap samples utilized in this study was 5000 (Henseler, 2015).

In the first model, we put particular emphasis on looking at causative links between independent variables “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and the endogenous variable in this research is the dependent variable (talent management and succession planning) (H₁ to H₁₃). The results of the PLS-SEM direct relationships algorithm are revealed in Figure 4.3, which indicates the path coefficients. Similarly, the relevance of direct relationships of bootstrapping results is shown in Figure 4.4. The details of every path along with their facts, were displayed in Table 4.13. The path coefficients were tested using the PLS-SEM algorithms and the bootstrapping method. The findings showed both the exogenous and endogenous constructs employed in structural equation modeling had significant relationships.

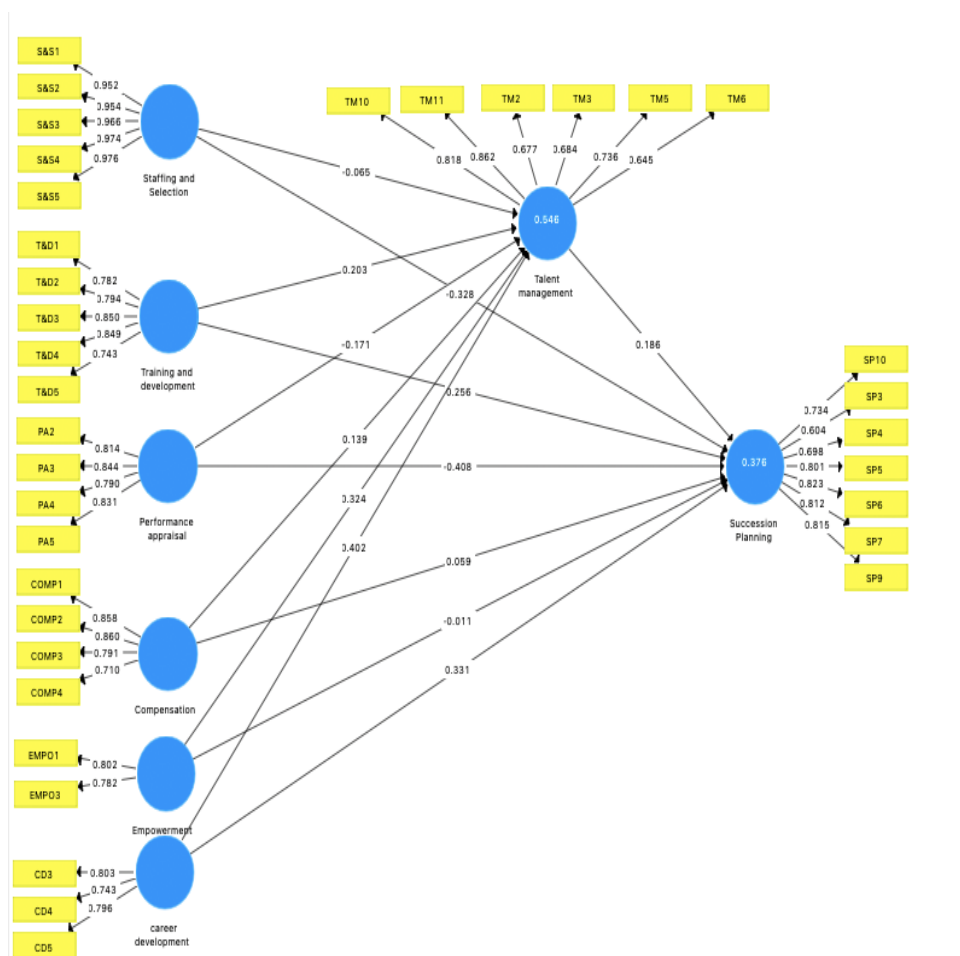


Figure 4. 3 PLS Algorithms Direct Effects

Using 306 instances and 5,000 subsamples, the bootstrapping procedure (Sarstedt et al., 2014) found that the association is significant and that the independent factors considerably impact the dependent variable; hence it is correct to say that “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development” have a strong relationship with talent management and succession planning as the calculated p values are below 0.05.

Concerning the result of H₁, i.e., “*Staffing and selection has a significant relationship with succession planning*,” it shows a significant positive relationship ($\beta = 0.521$; $t = 3.558$; $p < 0.01$), which is also supported. Similarly, regarding H₂, i.e., “*Training and development has a significant relationship with succession planning*,” the result shows a significant relationship ($\beta = 0.453$; $t = 2.291$; $p < 0.01$); therefore, H₂ is also supported. Likewise, regarding H₃, i.e., “*Compensation has a significant relationship with succession planning*,” the result suggests a significant linkage between compensation and succession planning ($\beta = 0.408$; $t = 2.678$; $p < 0.01$). Hence, H₃ is also supported. Similarly, regarding H₄, i.e., “*Compensation has a significant relationship with succession planning*,” the result shows a significant positive relationship ($\beta = 0.442$; $t = 2.345$; $p < 0.01$). Regarding H₅, i.e., “*Empowerment has a significant relationship with succession planning*,” the result shows a positive significant relationship ($\beta = 0.486$; $t = 2.215$; $p < 0.01$). Therefore, 5th hypothesis is also supported.

Likewise, regarding H₆, i.e., “*Career development has a significant relationship with succession planning*,” the result also shows a significant relationship ($\beta = 0.331$; $t = 2.581$; $p < 0.01$), so H₆ is also supported. Concerning the result of H₇, i.e., “*Staffing and selection has a significant relationship with talent management*,” it shows a

significant positive relationship ($\beta = 0.286$; $t = 2.038$; $p < 0.05$), which is supported. Similarly, regarding H_8 , i.e., *Training and development has a significant relationship with talent management*, the result shows a significant relationship ($\beta = 0.312$; $t = 2.502$; $p < 0.01$); therefore, H_8 is also supported.

Likewise, regarding H_9 , i.e., *Performance appraisal has a significant relationship with talent management*, the result suggests a significant linkage ($\beta = 0.325$; $t = 2.291$; $p < 0.05$); therefore, H_9 is supported. Similarly, for H_{10} , i.e., *Compensation has a significant relationship with talent management*, the result shows a significant relationship ($\beta = 0.437$; $t = 2.940$; $p < 0.01$). H_{11} , i.e., *Empowerment has a significant relationship with talent management*, shows a significant relationship ($\beta = 0.324$; $t = 3.325$; $p < 0.01$). Therefore, H_{11} is supported. For H_{12} , i.e., *Career development has a significant relationship with talent management*, the result shows a significant relationship ($\beta = 0.402$; $t = 4.552$; $p < 0.01$). Likewise, regarding H_{13} , i.e., *Talent management has a significant relationship with succession planning*, the result also shows a significant relationship ($\beta = 0.247$; $t = 1.890$; $p < 0.05$), so H_{13} is also supported. The findings can be seen in Table 4.13.

Table 4. 13
Path Coefficients

Hypothesis	Relationship	Std. Beta	Std. error	T- Value	P values	Decision
H1	S&S-> SP	0.521	0.423	3.558	0.000	Supported
H2	T&D-> SP	0.453	0.425	2.291	0.002	Supported
H3	PA-> SP	0.408	0.421	2.678	0.008	Supported
H4	COMP-> SP	0.442	0.444	2.345	0.009	Supported
H5	EMPO-> SP	0.486	0.374	2.115	0.006	Supported
H6	CD -> SP	0.331	0.302	2.581	0.010	Supported
H7	S&S-> TM	0.286	0.296	2.038	0.021	Supported

H8	T&D-> TM	0.312	0.298	2.502	0.010	Supported
H9	PA-> TM	0.325	0.310	2.291	0.015	Supported
H10	COMP-> TM	0.437	0.421	2.940	0.004	Supported
H11	EMPO-> TM	0.324	0.329	3.325	0.001	Supported
H12	CD -> TM	0.402	0.404	4.552	0.000	Supported
H13	TM -> SP	0.247	0.213	1.890	0.036	Supported

Note: Values are calculated using PLS bootstrapping routine with 306 cases and 5000 samples (one-tailed).

***indicates the item is significant at the $p < 0.01$ level, ** indicates the item is significant at the $p < 0.05$ level, and * indicates the item is significant at the $p < 0.1$ level.

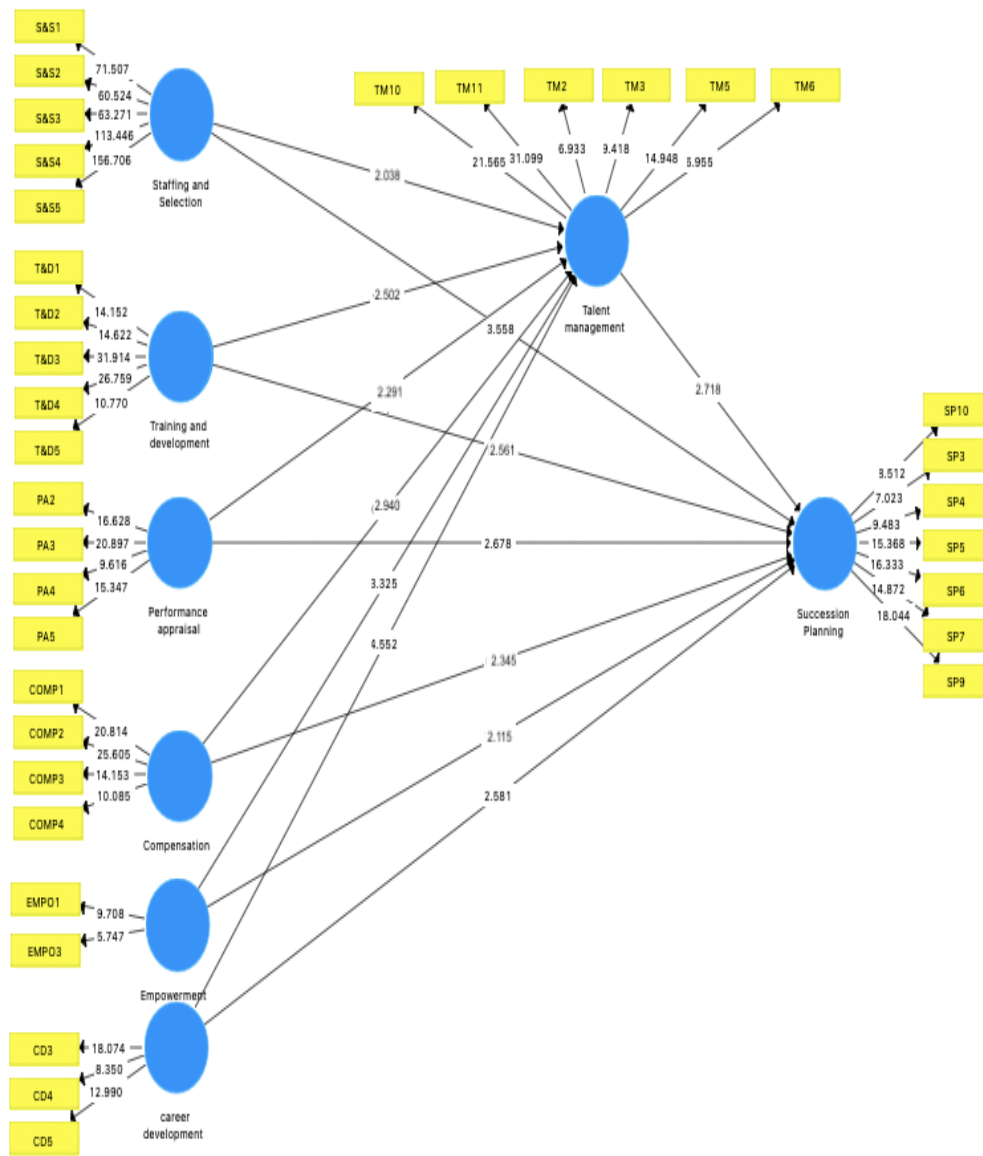


Figure 4. 4 Direct Effect Model (Bootstrapping)

4.7.2 Results of Mediating Hypotheses

In this research, talent management serves as an intermediary variable, and the influence of the independent factors on the dependent variable is assessed using mediation analysis (Figure 4.5). Whereas Preacher and Hayes (2008) explained that there are several methods for evaluating the mediation analysis, including the causal steps approach and sequential approach (Hoyle & Robinson), which also suggests four situations of Baron and Kenny (Baron & Kenny, 1986).

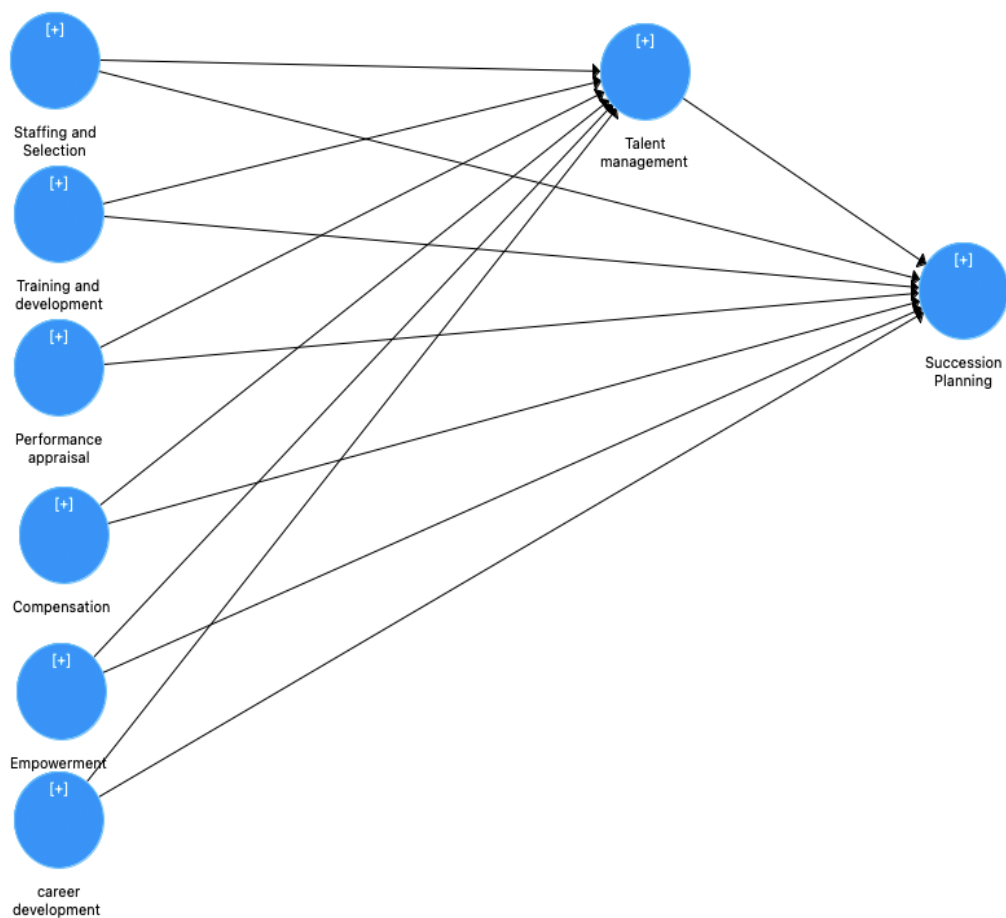


Figure 4. 5 The Mediating Role of Talent Management

The product of the coefficient technique has other methods for mediation analysis (Abu-Bader & Jones, 2021), distribution of the product strategy (Igartua & Hayes, 2021), and bootstrapping approach (McLean et al., 2020). However, the bootstrapping

method has the most current mediation analysis strategy, providing an empirical representation of the indirect impact (Abu-Bader & Jones, 2021). Using bootstrapping, researchers can obtain more reliable and robust estimates of indirect effects in mediation analysis. Significant indirect effects can indicate the presence of mediation (Abu-Bader & Jones, 2021).

The mediator plays a crucial role in mediating the relationship between the independent and dependent variables (Abu-Bader & Jones, 2021) (Figure 4.5). The independent variables impact the mediator, and in turn, the mediator influences the dependent variable. If any of the indirect effects of the mediator variable are insignificant, it indicates that the mediator does not significantly mediate the relationship between the independent variables and the dependent variable. In such cases, the direct effects of the independent variables on the dependent variable become more prominent (Abu-Bader & Jones, 2021). The bootstrapping procedure has been widely recognized and utilized in studying mediation, as highlighted in several studies, including those by Abu-Bader & Jones (2020), and Hair et, (2017). These studies have discussed the benefits and explanations of using bootstrapping in examining mediation effects.

Hence, the research checked the mediating role of talent management on the positive link between “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development” and succession planning with smart PLS 3.0 (Sarstedt et al., 2017). Table 4.14 clearly shows that talent management mediates the relationship between staffing and selection and succession planning ($\beta = 0.316$; $t = 3.563$; $p < 0.01$), confirming the acceptance of H14. Likewise, the results

revealed that talent management mediates between training and development and succession planning ($\beta = 0.283$; $t = 4.532$; $p < 0.01$); therefore, H15 is supported.

Similarly, the results revealed that talent management mediates the relationship between performance appraisal and succession planning ($\beta = 0.284$; $t = 4.473$; $p < 0.01$), which supports H16. The results revealed that talent management mediates between compensation and succession planning ($\beta = 0.321$; $t = 4.352$; $p < 0.01$), supporting H17. In addition, H18, which claimed that talent management mediates between empowerment and succession planning ($\beta = 0.373$; $t = 3.261$; $p < 0.01$), has been supported. Finally, the results revealed that talent management mediates between career development and succession planning ($\beta = 0.420$; $t = 4.536$; $p < 0.000$). Table 4.14 displays all the results of hypotheses testing from H14 to H19.

Table 4. 14
Testing the Mediation Effect of Talent Management

Mediating Paths	Std. Beta	Std. error	T-Value	P values	Decision
S&S -> TM-> SP	0.316	0.058	3.563	0.007	Supported
T&D -> TM -> SP	0.283	0.063	4.532	0.000	Supported
PA -> TM -> SP	0.284	0.049	4.473	0.006	Supported
COMP -> TM -> SP	0.321	0.062	4.352	0.001	Supported
EMPO -> TM -> SP	0.373	0.068	3.261	0.000	Supported
CD -> TM -> SP	0.420	0.077	4.536	0.000	Supported

4.7.3 Assessment of Coefficient of Determination (R^2)

R^2 is a measure of how much of the variance in the endogenous latent construct inside the model can be accounted for by the external latent construct (Henseler et al., 2009). The proportion of variance in the dependent variable(s) that may be ascribed to the predictor variable(s), on the other hand, is represented by R^2 (Elliott & Woodward,

2007). Moreover, R^2 refers to the total impact of all latent factors external to the original model on the latent factor within the original model when used in structural equation modeling (Hair et al., 2017). It sheds light on how much of the dependent variable(s) variance is/are accounted for by the predictor variable(s).

Many academics have proposed different thresholds for evaluating the coefficient of variation. Values of R^2 between 0.25 and 0.50 indicate a moderate variation, whereas values between 0.50 and 0.75 indicate a large variation, as Henseler et al. (2009) stated. Cohen (1988) and Chin (1998) provided guidelines for evaluating the quality of a structural model, including the determination of R^2 values. According to their proposals, R^2 value between 0.26 and 0.67 indicates a high-quality model. A range of 0.13 to 0.33 represents a moderate-quality model, while an R^2 value between 0.02 and 0.19 indicates a low-quality model. These guidelines provide benchmarks for assessing the strength and explanatory power of the structural model in terms of the dependent variable. The R^2 for the study's internally generated latent components is shown in Table 4.15, which displays the R^2 value of talent management and succession planning.

Table 4. 15
Variance Explained in the Endogenous Latent Constructs

Latent Constructs	Variance Explained (R^2)
Talent Management	0. 546
Succession Planning	0.376

The analysis reveals that the R^2 value, which represents the combined effect of the six exogenous variables “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development’ in the model, accounts

for 54.6% of the variance in talent management and 37.6% of the variance in succession planning. This indicates that the model has substantial predictive validity. The R^2 value is relatively high, exceeding the thresholds Chin (1998) and Cohen (1988) established. These results suggest that the exogenous variables included in the model significantly impact explaining the variability in talent management and succession planning.

4.7.4 Effect Size (f^2)

Effect size (f^2) quantifies the difference in the value of R^2 when a mediating variable is included in the model compared to when it is excluded from the model (Hair et al., 2017). The calculated value of f^2 should not be disregarded, as it indicates the potential impact of the mediating variable (Chin, Marcolin, & Newsted, 2003). In this study, Sawilowsky's (2009) formula is used to determine the magnitude of the effect size. A value above 0.02 indicates a small or minute impact, a value up to 0.15 indicates a moderate impact and a value equal to or above 0.35 indicates a large or significant impact.

Table 4. 16
Effect size (f^2) of succession planning and Interaction Terms

Endogenous construct	Exogenous constructs	Effect Size
SP	S&S	0.168
	T&D	0.032
	PA	0.085
	COMP	0.022
	EMPO	0.021
	CD	0.074
	TM	0.025

Table 4. 17

Effect size (f^2) of talent management and Interaction Terms

Endogenous construct	Exogenous constructs	Effect Size
TM	S&S	0.029
	T&D	0.028
	PA	0.021
	COMP	0.023
	EMPO	0.185
	CD	0.177

The same method used to determine the effect size of the endogenous construct was used in this study (Cohen, 1988; Chin, Marcolin, & Newsted, 2003). The impact seems to be statistically significant, as shown by the results. The effect sizes (f^2) of “training and development, performance appraisal, compensation, empowerment, and career development on succession planning” are 0.032, 0.085, 0.022, 0.021, 0.074, and 0.025, respectively, as presented in Table 4.16. However, the effect size (f^2) of staffing and selection is 0.168, which moderately affects succession planning.

Talent management is affected by a variety of factors, some of which include staffing and selection (0.029 effect size), training and development (0.028 effect size), performance appraisal (0.021 effect size), and compensation (0.023 effect size). Thus, the researcher finds that staffing and selection, training and development, performance appraisal, and compensation have little impact on talent management, whereas empowerment (0.185 effect size) and career development (0.177 effect size) have a moderate effect on talent management.

4.7.5 Predictive Relevance (Q^2)

Q^2 is a supplementary assessment of the structural model that shows the model's predictive usefulness. In this study, the Stone-Geisser criterion was utilized to evaluate the model's predictive capability. According to this criterion, the model should demonstrate evidence of predicting the indicators of the endogenous latent construct (Henseler, Ringle, & Sinkovics, 2009). Therefore, the Q^2 test based on blindfolding procedures was conducted to evaluate the predictive relevance using Stone-Geisser's approach (Hair et al., 2010). This research applied the Stone-Geisser test to measure cross-validation to assess the Q^2 for endogenous latent construct (Hair et al., 2017).

Table 4. 18

Construct Cross-Validated Redundancy

	SSO	SSE	$Q^2 = (1 - SSE/SSO)$
Talent Management	588.000	425.712	0.276
Succession Planning	686.000	563.154	0.179

Table 4.18 indicates cross-validated redundancy for talent management and succession planning. Table 4.19 results reveal that the Q^2 value is higher than zero for talent management and succession planning: 0.276 and 0.179, respectively, which proposes a substantial predictive relevance (Henseler et al., 2015).

4.8 The Goodness of Fit of the Whole Model

In PLS Structural Equation Modelling, there is just one measure of "goodness of fit". According to Tenenhaus and Vinzi (2005), "PLS's global fit measure goodness of fit (GoF) is the geometric mean of the average communality and average R square for endogenous constructs" (p. 173). For this aim, the GoF measurement incorporates the

variance recovered by both the internal and external models. The following formula is supplied in accordance with the suggestions made by Wetzels et al. (2009).

GoF baseline values from Wetzels et al. (2009) were used for the comparison (small =0.1, medium =0.25, and big =0.36). According to the findings, the model has a high goodness of fit, suggesting it is a genuine PLS model. The study findings have been summarized, including the hypotheses reviewed to satisfy the study's objectives in Table 4.15.

$$\text{GoF} = \sqrt{(\overline{R}^2 \times \overline{AVE})}$$

In this research, we used the following formula to obtain the GoF value:

$$\text{GoF} = \sqrt{0.461 \times 0.657} = \sqrt{0.302} = 0.549$$

Wetzels et al. (2009) used their baseline GoF values (small =0.1, medium =0.25, and big =0.36) for the comparison. Thus, the findings demonstrated a high goodness of fit, which is consistent with a viable PLS model.

4.9 The Results of the Hypotheses

The analysis in this study has been conducted systematically, considering both direct and mediating paths of connections to draw conclusions. All of the testable predictions made in this study are summarized in Table 4.19.

Table 4. 19
Summary of Results

Hypothesis	Description	Decision
H1	Staffing and Selection has a significant relationship with Succession Planning.	Supported
H2	Training and Development has a significant relationship with Succession Planning.	Supported

H3	Performance Appraisal has a significant relationship with Succession Planning.	Supported
H4	Compensation has a significant relationship with Succession Planning.	Supported
H5	Empowerment has a significant relationship with Succession Planning.	Supported
H6	Career Development has a significant relationship with Succession Planning.	Supported
H7	Staffing and Selection has a significant relationship with Talent Management.	Supported
H8	Staffing and Selection has a significant relationship with Talent Management.	Supported
H9	Performance Appraisal has a significant relationship with Talent Management.	Supported
H10	Compensation has a significant relationship with Talent Management.	Supported
H11	Empowerment has a significant relationship with Talent Management.	Supported
H12	Career Development has a significant relationship with Talent Management.	Supported
H13	Talent Management has a significant relationship with Succession Planning.	Supported
H14	Talent Management mediates the significant relationship between staffing and selection and Succession Planning.	Supported
H15	Talent Management mediates the significant relationship between training and development and Succession Planning.	Supported
H16	Talent Management mediates the significant relationship between performance appraisal and Succession Planning.	Supported
H17	Talent Management mediates the significant relationship between compensation and Succession Planning.	Supported
H18	Talent Management mediates the significant relationship between empowerment and Succession Planning.	Supported
H19	Talent Management mediates the significant relationship between career development and Succession Planning.	Supported

4.10 Chapter Summary

This chapter commenced with a discussion of the analysis, including the examination of response bias test and non-response bias test methods. The respondents' profiles in public organizations exhibited significant variation in gender, age, qualification, job rank, years of experience, and occupational level. Descriptive statistics were conducted to assess the variables' mean and standard deviation for accuracy. Cronbach's alpha was computed to ensure the validity and reliability of the instrument. Additionally, AVE values, composite reliability, and factor loadings were calculated to establish construct and convergent validity and ensure the results' robustness.

Finally, PLS-SEM examined the direct impacts. The path coefficients were discovered using algorithms and the importance of paths was determined via bootstrapping. Then the mediating variable was proposed. Likewise, algorithms were identified, and R^2 was checked to see whether there were any changes. Mediating effects on associations between independent and dependent variables were identified when significance was established. The same procedure was assumed to determine the interaction items' significance. The path coefficients were initially estimated, followed by the bootstrapping procedure. The study's findings are noteworthy as they uncover significant relationships among the variables. The subsequent chapter provides detailed discussions and conclusions, highlighting the implications of the findings for theory and management. Additionally, recommendations are provided to guide future research and practical applications.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter offers essential explanations and interpretations for the findings in the prior chapter. After a quick overview of the results, this chapter dives into a discussion and analysis of the data. Moreover, this chapter presents the theoretical and practical contributions. Finally, the chapter's conclusion includes a helpful discussion of the study's caveats and potential areas for further investigation. The purpose of this chapter is to summarise the findings of this research and offer a comprehensive description of the GDRFA in Dubai. The study's limitations and suggestions for additional investigation are discussed in this concluding chapter.

5.2 Summary of the Findings

In terms of economic development, the United Arab Emirates is among the region's leaders. The United Arab Emirates (UAE) is an advanced economy in development with a high per capita income. The country's fast public infrastructure and services development was made possible by its abundant oil. By also investing extensively in world-class ports and airports, Dubai has been able to expand upon its historic function as a commerce centre. Nonetheless, it also used these strengths to become a popular tourist spot and a growing hub for the financial sector. The study's main goal is to

analyze the phenomenon of employee turnover across the UAE's industries and to catalog the numerous approaches UAE-based companies use to keep their best workers from leaving for greener pastures.

Organizational behavior and the Ability, Motivation, and Opportunity (AMO) theories are two of the underlying theories with supporting arguments that human resource management can use to back up its talent management practices, such as “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development”. As a result, businesses in the UAE that are developing and executing HR strategies to reduce employee turnover would benefit from a better understanding of the significance of HR retention in organizations across sectors in the UAE and talent retention HR practices. Challenges in the general and operational business climate in the UAE affect the adoption of staff retention techniques.

This research is deductive, meaning it begins with a theory and ends with a hypothesis test. It is quantitative research and utilizes statistical methods such as variance and covariance analysis, as well as descriptive statistics. The research focuses on a well-explored topic, demonstrating its significance. The study is scientific as it follows a logical progression from assumptions to a yes/no conclusion. The instrument used is a questionnaire that has been translated into English based on existing literature. Closed-ended questions with Likert-scale response options are employed in both the demographic and perception sections of the research. Content validity (experts in the field) and internal consistency reliability (pilot study) were utilized to establish the validity and reliability of the survey.

The targeted study population comprises leaders, managers, and employees in the hierarchy of the GDRFA of Dubai – UAE, with an estimated number of approximately 5000 employees, and the target sample size is 357. This study calls for a quota-convenience sample, which is collected by door-to-door distribution throughout Dubai; data collection took place in 2022/2023. In the process of this research, four hundred and twenty questionnaires were distributed to full-time employees in the GDRFA of Dubai in the UAE. The researcher sent the online link to the questionnaires through Google Forms to the relevant departments, whose job was to disseminate them to the sampled staff. As a result, out of the 420 questionnaires distributed, 413 were filled out and returned.

Respondent profiles in public organizations were significantly varied in terms of gender, age, qualification, job rank, years of experience, and occupational level. All mean and standard deviation variables have been checked for accuracy in the descriptive statistics. Cronbach's alpha of variables has also been computed to ensure the instrument's validity and reliability. Next, we calculated AVE values and analyzed composite reliability and factor loadings. To ensure the construct's validity, convergent validity has been established. The current research seems to have significant diversity across all latent constructs to support its findings.

Finally, PLS-SEM has been performed to investigate the direct impacts of the variables. The path coefficients were discovered using algorithms and the importance of paths was determined via bootstrapping. Then the mediating variable was proposed. Likewise, algorithms were identified, and R^2 was checked to see whether there were any changes. After confirming their significance, the mediating effects on the

relationships between the independent and dependent variables were identified. The same procedure was followed to determine the significance of the interacted items. Initially, the path coefficients were estimated, then bootstrapping was conducted. As a result, this study was notable as it revealed several significant relationships among the variables. Subsequent chapters will provide discussions, conclusions, implications, and recommendations based on these findings. This will further elucidate the study's results' implications from theoretical and management perspectives.

5.3 Discussion and Interpretations of Findings

This part investigated the study's direct hypotheses in relation to relevant theories and past research findings. Nineteen direct hypotheses were developed in response to the study topic. These hypotheses served as the basis for organizing the discussion section's subheadings. The direct hypotheses results were then compared to existing theories and earlier empirical investigations. Six new indirect hypotheses were produced via mediation analysis and tested alongside the existing hypotheses. The headers in the discussion section were designed to correspond with the study's core topics.

5.3.1 The Effect of Staffing and Selection on Succession Planning

The study's first hypothesis was to confirm that “staffing and selection has a positive significant relationship with succession planning”. The results indicated that staffing and selection are significantly related to succession planning. Numerous research findings (Armugam et al., 2019; James, 2017; Lavanya, 2019; Shet et al., 2017; Stumne, 2020; Talpoş et al., 2017; Weisblat, 2018; Zafar & Akhtar, 2020) indicate that there is a significant correlation between staffing and selection and succession

planning. Thus, the results contribute to the generalization of the concept that staffing and selection favour succession planning in developing countries like the UAE.

Aftab et al, (2023) argues that businesses must thoughtfully consider the repercussions of ineffective selection methods and choose those that are both effective and consistent with the company's values. Every company has unique challenges; thus, every business needs to adapt its strategy to its unique environment. Therefore, what succeeds in one company may not, in principle, succeed in another. Organizational success depends on efficient and effective recruiting and selection practises and policies to attract and hire the best candidates for open positions (Cherif, 2020).

Succession planning is enhanced when individuals are placed in appropriate roles (Hoon et al., 2019). As a result, the researcher anticipates that staffing and selection will substantially influence succession planning in the public sector in the UAE. This finding aligns with hypotheses in other studies (Gunawan et al., 2019; Johnson, 2020; Johnson et al., 2018; Richins, 2018; Tootian, 2019; Yawson, 2019). Rather than waiting until a crisis arises before thinking about succession planning, many companies today take a reactive approach, selecting replacements for all levels and positions of employees only when they believe they have no other choice and are on the verge of collapse (Morgan, 2017). Succession planning benefits greatly from staffing and selection's ability to place qualified candidates in open jobs.

5.3.2 The Effect of Training and Development on Succession Planning

In order to accomplish one of the objectives of this research, the study's second hypothesis is to confirm that “*Training and Development has a significant relationship*

with Succession Planning”. The results indicated that training and development has a significant relationship with succession planning ($\beta = 0.453$; $t = 2.291$; $p < 0.01$). Employee training and development include the activities that help workers acquire the skills and information required to perform their current and future job responsibilities (Mehta & Bhat, 2014). So, employee training and development is anticipated to favor their ability to fulfill tasks.

Some scholars who have looked into the issue of training and development have concluded that it has a beneficial effect on succession planning (Ritchie, 2020; Black et al., 2019; Damer, 2020; Keller, 2018; Oduwusi, 2018; Ogbu Edeh, 2019; Okwakpam, 2019; Perrenoud, 2020). Better succession planning is considerably aided by training and development programs that produce more competent workers (Kariuki & Ochiri, 2017; Syed & Tariq, 2018). Thus, the results contribute to the generalization of the concept that ‘staffing and selection’ favors succession planning in developing countries like the UAE.

Moreover, f^2 of “training and development” on succession planning is 0.032. Employees are more encouraged to put in extra effort when they believe their employer is committed to helping them develop their skills and knowledge. Hence, “training and development” are important predictors for improving succession planning in the context of the public sector in the UAE. Organizational and individual productivity may both benefit from training and development programs (Bano, 2017; Huff, 2018; Yeonsoo Kim, 2017). Succession planning is usually propelled by the training and development of the employees that will take over the responsibilities in the future (Theus, 2019). Martocchio (2015) accentuates that through training and development,

companies usually maximize profits but record more losses when training and development policies are withdrawn. In other words, training and development predict succession planning in service and production organizations (Klikauer, 2014).

5.3.3 The Effect of Performance Appraisal on Succession Planning

The results indicated that performance appraisal has a significant relationship with succession planning ($\beta = 0.408$; $t = 2.678$; $p < 0.01$). The performance appraisal of employees is beneficial in terms of planning for any specific position within the organization and is critical for managing the organization's workforce (Madanat & Khasawneh, 2018). Attipoe et al. (2021) argue that performance appraisal is a systematic process that evaluates employees' performance and helps identify employees' potential for further growth and advancement within the organization's career path.

Evidence from studies on performance appraisal's effects suggests that it may help with succession planning (Berger, 2020; Cappelli & Keller, 2017; Collings et al., 2017; Gallardo-Gallardo et al., 2017; Khoreva et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; van Zyl et al., 2017). A performance appraisal is a method of documenting and analyzing an employee's level of work efficiency. Reviewing and assessing an employee's performance; is often called an assessment, appraisal, or (professional) growth talk (Hosseini et al., 2018; Turner, 2019).

Performance appraisals are part of professional development and include standard evaluations of staff member performance inside organizations (Barton, 2019; Lavanya, 2019; Weisblat, 2018). An immediate manager, such as a line supervisor or a front-

line manager, is often responsible for conducting efficiency reviews (Ramlall & Melton, 2019; Stumne, 2020). Annual performance reviews have been criticized for providing feedback too infrequently to be beneficial, and there is a belief that these reviews can often do more harm than good (Cavanaugh, 2017; Harper et al., 2018). The principal-agent framework element at play here pertains to the informational relationship between the organization and the employee and the subsequent actions and outcomes derived from performance appraisal (Bano, 2020; Taylor, 2018; Tursunbayeva, 2019).

Those who have examined the issue of performance appraisal have discovered that it positively affects succession planning (Berger, 2020; Cappelli & Keller, 2017; Collings et al., 2017; Gallardo-Gallardo et al., 2017; Khoreva et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; van Zyl et al., 2017). Making better succession planning is tremendously aided by performance appraisals, guaranteeing that performance is constantly high and improving (Bolander et al., 2017; van Zyl et al., 2017).

5.3.4 The Effect of Compensation on Succession Planning

The results indicated that compensation is significantly related to succession planning ($\beta = 0.442$; $t = 2.345$; $p < 0.01$). The compensation strategies may play a direct role in developing successors. In the same way that long-term incentive packages may help retain successors, short-term incentives can help workers achieve training, educational, and development objectives (Miller, 2020). Today, many factors need to be considered when an organization determines its compensation plan. It cannot only

be competitive and suitable but must also promote, recognize, and reward achievement (Bryant et al., 2020).

According to the findings of some researchers, compensation has a positive effect on succession planning (Erasmus et al., 2017; Gandy et al., 2018; Makram et al., 2017; Schreuder & Noorman, 2019; Tyskbo, 2019; Vinichenko et al., 2017; Wiblen, 2016; Williamson & Harris, 2019). The term "financial compensation" refers to compensating someone monetarily for their lost wages, time, or medical bills related to an injury (Jooss et al., 2019; Turner, 2017; Zhang et al., 2019). Compensation increases employee motivation and comfort, significantly facilitating succession planning (Ballaro & Polk, 2017; Morales et al., 2019; Verreynne et al., 2018).

The leadership team should likewise be accountable, with compensation related to succession planning measures (Barton, 2019). Organizations should coordinate succession planning with other personnel management activities such as job classification, induction, performance evaluations, and compensation (Chaudhuri et al., 2018). Furthermore, it is important for individuals to willingly accept lateral or diagonal career transfers as part of an effective succession planning program. It is crucial to maintain employee acceptability and satisfaction by ensuring that such changes do not reduce job titles or compensation (Autsadee, 2019).

In the past, leadership development and compensation planning were two independent processes, but in recent years, the lines between the two have blurred (Brock et al., 2021). There has been a shift from pensions and other deferred compensation towards bonuses that reward exceptional performance (Jones & White, 2021). As a sort of

compensation in and of themselves, a new generation of leaders places a high value on the chance to learn and grow. More and more people realize that the shareholder returns that make everyone's compensation feasible directly result from successful leadership and company strategy alignment (Fox et al., 2020). When personnel and reward plans are aligned with corporate goals as part of a holistic strategy, performance may increase (Moustaghfir et al., 2020). Management development and compensation planning should work together to achieve this. One of these goals should be succession planning, and a "total rewards" approach to performance may protect the organization's future and value to its stakeholders (Jindal & Shaikh, 2020).

5.3.5 The Effect of Empowerment on Succession Planning

The results indicated that empowerment has a significant relationship with succession planning ($\beta = 0.486$; $t = 2.215$; $p < 0.01$). According to Oduwusi (2018), Perrenoud (2020), and Yedder (2018), empowerment is the degree to which a person or group enjoys freedom and self-sufficiency. This gives people the freedom to speak for what they care about in an authentic and authoritative way (Damer, 2020; Ugoani, 2020). It is a way of being stronger and more optimistic, especially in terms of taking charge of one's life and standing up for one's rights (Bano, 2017; Keller, 2018; Wassell & Bouchard, 2020).

Self-empowerment and expert assistance are both included in the concept of "empowerment as action," which helps people get over their feelings of helplessness and lack of effect and find and utilize their sources of power (Gupta et al., 2019; Kariuki & Ochiri, 2017; Yeonsoo Kim, 2017). Empowerment, according to certain studies, has an excellent effect on succession planning (Gunawan et al., 2019; Johnson,

2020; Sutar & Mehendale, 2017; Tootian, 2019; Tucker, 2020; Word & Sowa, 2017; Yawson, 2019).

Every person requires tangible or intangible compensation for their hard labor, which is a human factor called empowerment. Promotions are one of these rewards that motivate him to increase his participation in organizational tasks or responsibilities (Mwakasole, 2020). Multiple factors, including workplace culture, organizational communication, managerial personalities, trust and respect, leadership, and organizational reputation, influence the empowerment of employees (Li et al., 2019). Business succession planning is an indispensable component of employee empowerment and benefits from entrepreneurship as a core component in building socially inclusive and participatory economies (Guirado et al., 2017). Additionally, employee empowerment plays a significant role in creating opportunities for trust and accountability within an organization. Leadership that recognizes and rewards exceptional performance is seen as visionary and values human resources (Iqbal et al., 2020). Empowerment has been found to positively impact performance, significantly enhancing succession planning (Hosseini et al., 2018; Siewert & Louderback, 2019).

5.3.6 The Effect of Career Development on Succession Planning

The results indicated that career development is significantly related to succession planning ($\beta = 0.331$; $t = 2.581$; $p < 0.01$). Career development is a method for attaining certain individual and organizational objectives, such as offering career information, assisting staff in identifying chances for promotion, fostering work happiness, and raising productivity (Wang et al., 2020).

Working for the same firm for most of one's working life and rising up the ranks to higher and higher positions is what "career" means (Xiao, 2020). As a route of human existence, particularly professionally, the career displays the attitude, experiences, and personal progress of the individual pursuing it (Cassel et al., 2018). In terms of benefits, internal promotion is made possible through career development, which is a crucial organizational strategy. Organizations can enhance their reputation as talent developers by implementing a strategy that encourages employees to learn more about the company, stay longer, and advance in their careers. This approach helps employees identify their strengths and career aspirations, fostering a supportive environment for their professional growth and development (Mappamiring & Kusuma Putra, 2021).

Career development has been shown to have a favorable effect on succession planning by several studies (Bano, 2020; Cavanaugh, 2017; Harper et al., 2018; Kiplangat & Kidombo, n.d.; McDonnell et al., 2017; Tursunbayeva, 2019). Carpio Vázquez and Lysenko (2017), and Hoon et al. (2019) all defined career development as "the ongoing process of managing learning, work, recreation, and changes to approach a directly determined and evolving preferred future." Career development is a subfield of educational planning that helps someone—typically a student—decide on a career or course of study. According to Cavanaugh (2017) and Ngcamu (2019), institutions often provide career counselors to assist students in achieving academic success.

Better succession planning may be achieved via an individual's professional growth (McDonnell et al., 2017; Taylor, 2018; Whysall et al., 2019). According to Zaharee et al. (2018), career development programs may assist businesses to find and hire top talent and keep top performers engaged and committed over time. Wong et al. (2017)

noted that an organization's career development system's advantages include improved employee organization fit, job satisfaction, communication between workers and supervisors, and employee loyalty. It may boost morale and work satisfaction, which in turn boosts productivity. Therefore, more participation may aid succession planning, which in turn might cut down on staff turnover, boost morale, and propel an organization forward (James, 2020).

5.3.7 The Effect of Staffing and Selection on Talent Management

To accomplish one of this research's objectives, the study's seventh hypothesis was to confirm that “*staffing and selection have a significant relationship with talent management*”. Based on the PLS direct effects results, ‘staffing and selection’ is significantly related to talent management ($\beta = 0.286$; $t = 2.038$; $p < 0.05$). Researchers who looked into the staffing and selection process found that career development has a good effect on talent management (Alziari, 2017; Crowley-Henry & Al Ariss, 2018; Glaister et al., 2018; Ingram, 2016; Rotolo et al., 2018; Thunnissen & Gallardo-Gallardo, 2017; van den Broek et al., 2018).

In the staffing industry, selection refers to selecting a candidate to hire from a pool of qualified applicants. Selection may take place many times throughout the hiring process (Mousa & Ayoubi, 2019). Selecting and staffing the proper people is a major factor in effective personnel management (Rotolo et al., 2018; Thunnissen & Gallardo-Gallardo, 2017). The study's findings indicate that “staffing and selection” have a substantial bearing on “talent management” in the public sector of the UAE. Similar theories have been presented in another research (Filippus & Schultz, 2019; Ford,

2017; Horner, 2017; Jooss et al., 2019; Makram et al., 2017; Mensah, 2019; Mwila & Turay, 2018; Turner, 2017; Tyskbo, 2019).

5.3.8 The Effect of Training and Development on Talent Management

To accomplish one of this research's objectives, the study's eighth hypothesis was to confirm that “*Training and development has a significant relationship with talent management*”. Based on the PLS direct effects results, ‘training and development’ is significantly related to talent management ($\beta = 0.312$; $t = 2.502$; $p < 0.01$). Researchers who looked into the training and development process found that ‘training and development’ has a good effect on talent management (Duchek et al., 2020; Herbane, 2019; Hillmann & Guenther, 2020).

‘Training and development’ is an internal educational initiative that aims to increase employees' knowledge and skills while also offering advice on how to do their jobs more effectively (Gandy et al., 2018; Schreuder & Noorman, 2019; Williamson & Harris, 2019). ‘Training and development’ contribute to having more talented personnel, which aids talent management (Patriarca et al., 2018; Ruiz-Martin et al., 2018). The researcher discovered that "training and development" had a major influence on "talent management" in UAE. This idea is similar to other theories in previous research (Al-Abrow et al., 2019; Bouaziz & Hachicha, 2018; Clément & Rivera, 2017; Herbane, 2019; Ishak & Williams, 2018; Ma et al., 2018; Prayag et al., 2020; Rodríguez-Sánchez et al., 2019).

5.3.9 The effect of Performance Appraisal and Talent Management

To accomplish one of this research's objectives, the study's ninth hypothesis was to confirm that “*Performance appraisal has a significant relationship with talent management*”. Performance appraisal is significantly related to talent management ($\beta = 0.325$; $t = 2.291$; $p < 0.01$). Researchers who looked into the performance appraisal process found that performance appraisal has a good effect on talent management (Back et al., 2017; Darkow, 2019; Jiang et al., 2019; Jung, 2017; Teo et al., 2017; Witmer, 2019; Xiao & Cao, 2017).

A performance appraisal is a regular review of a staff member's task performance and an overall push to a company (Bouaziz & Hachicha, 2018; Brown et al., 2017; Clément & Rivera, 2017). Likewise known as a yearly evaluation, performance review or analysis, or worker evaluation, a performance appraisal examines a worker's skills, accomplishments, and growth- or lack thereof (Al-Abrow et al., 2019; Ishak & Williams, 2018). Making better talent management initiatives is substantially enhanced by performance appraisal, which improves employee competition (Annarelli & Nonino, 2016; Tasic et al., 2020).

5.3.10 The Effect of Compensation on Talent Management

To accomplish one of this research's objectives, the study's tenth hypothesis suggested: “*Compensation has a significant relationship with talent management.*” Compensation is significantly related to talent management ($\beta = 0.437$; $t = 2.940$; $p < 0.01$). Researchers found that “career development” positively impacts “talent management” (Ballaro & Polk, 2017; Black et al., 2019; Budhiraja & Pathak, 2018;

Morales et al., 2019; Obedgiu, 2017; Opute, 2020; Santora, 2019; Sharma & Sengupta, 2018).

Employees are entitled to compensation in return for their services or work (Drossel et al., 2020; Werner et al., 2020). Employees' pay is known as compensation (Gilson et al., 2020; Verreynne et al., 2018). As stated by many authors (Ali et al., 2019; Ritchie, 2020; Oduwusi, 2018; Ogbu Edeh, 2019; Perrenoud, 2020), compensation motivates workers to strive for improved performance.

5.3.11 The Effect of Empowerment on Talent Management

To accomplish one of this research's objectives, the study's eleventh hypothesis suggested: *“Empowerment has a significant relationship with talent management”*. Empowerment is significantly related to talent management ($\beta = 0.324$; $t = 3.325$; $p < 0.01$). Researchers found that career development positively impacts talent management (Chiocchio & Gharibpour, 2017; Jibrin-Bida et al., 2017; Johnson, 2020; Kamil et al., 2016; Kariuki & Ochiri, 2017; Tootian, 2019; Tucker, 2020).

According to Shatilwe and Amukugo (2016) and Wassell and Bouchard (2020), empowerment is the extent to which people and communities can make decisions independently. Employees who are given autonomy to make choices that benefit clients also help the business achieve its goals (Bano, 2017; O'Bryan & Casey, 2017). Huff (2018), Yeonsoo Kim (2017), and Syed and Tariq (2018) all agreed that when staff members are faced with an irate customer, they need to be equipped with the means and power to present their case. (Johnson et al., 2018; Yawson, 2019)

Empowerment encourages workers to perform more efficiently and quickly, which considerably aids in improving talent management.

5.3.12 The Effect of Career Development on Talent Management

To accomplish one of this research's objectives, the study's twelfth hypothesis suggested: “*Career development has a significant relationship with talent management*”. Career development is significantly related to talent management ($\beta=0.402$; $t=4.552$; $p<0.01$). Researchers found that career development positively impacts talent management (Armugam et al., 2019; James, 2017; Lavanya, 2019; Njeri et al., 2019; Stumne, 2020; Tepayakul & Rinthaisong, 2016; Weisblat, 2018).

Career development is the process of managing life, discovering, and working over the lifespan (Carpio Vázquez & Lysenko, 2017; Njeri et al., 2019). It applies to everyone: children contemplate what they want to do as adults and start to form ideas about work and adult life during their early childhood development (Ramlall & Melton, 2019; Stumne, 2020; Talpoş et al., 2017). Better talent management may be achieved by fostering employee growth and development throughout their careers (Barton, 2019; Zafar & Akhtar, 2020).

5.3.13 The Effect of Talent Management on Succession Planning

To accomplish one of this research's objectives, the study's thirteenth hypothesis suggested: “*Talent management has a significant relationship with succession planning*”. Talent management is significantly related to succession planning ($\beta=0.247$; $t=1.890$; $p<0.05$). The main goal of talent management is to create an inspired team that will remain loyal to the company. It requires bringing in and maintaining

talented people, allowing them to grow professionally, and constantly motivating them to do their best work (Kamel, 2019).

Some researchers found that talent management positively impacts succession planning (Berger, 2020; Collings et al., 2017; De Boeck et al., 2018; Khilji & Schuler, 2017; Khoreva et al., 2017; McDonnell et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; Whysall et al., 2019). According to the literature (Cascio & Aguinis, 2018; Turner, 2017), talent management is the process of identifying, attracting, developing, and retaining a company's human resources to meet future business needs. Since McKinsey's 1997 research 343434 and the 2001 book on "The Battle for Talent", the field has grown in importance and garnered interest from professionals and academics alike (Jooss et al., 2019; Mwila & Turay, 2018; Rotolo et al., 2018; Cascio & Aguinis, 2018; O'Connor & Crowley-Henry, 2019).

Mwila and Turay (2018) and Rotolo et al. (2018) think that "talent management" does not refer to the management of performers. According to the literature (Liu et al., 2020; Thunnissen & Gallardo-Gallardo, 2017), talent management is the science of applying strategic human resource planning to increase service value and help businesses achieve their goals. Both talent management (Hongal & Kinange, 2020; Schreuder & Noorman, 2019) and strategic workforce planning (Hongal & Kinange, 2020; Schreuder & Noorman, 2019) were fully implemented. Hongal & Kinange (2020), Mwila and Turay (2018), Rotolo et al. (2018), and Schreuder and Noorman (2019) all stress the need to tie a talent-management strategy into the overall business plan and the local environment.

Succession planning, on the other hand, is the process of identifying and grooming potential successors to current leaders in the event of a departure, retirement, or death (Crowley-Henry & Al Ariss, 2018; Mupepi, 2017; van den Broek et al., 2018). Succession planning increases the availability of experienced and skilled employees who are ready to assume these responsibilities when they become available (Sun et al., 2019). As defined by Gallardo-Gallardo et al. (2017) and van Zyl et al. (2017), the core of succession planning is "replacement preparation" for important tasks. Talent management helps a company hire better employees, which aids in better succession planning. The study's findings suggest that talent management considerably affects public sector succession planning in the UAE (Collings et al., 2017; Ngcamu, 2019; Taylor, 2018). Numerous other research has reached the same conclusion as the one proposed by the researcher (Bano, 2020; Cavanaugh, 2017; Davis & Dolson, 2018; Harper et al., 2018; Hoon et al., 2019; Mhlongo & Harunavamwe, 2017; Ngcamu, 2019); thus, it is not a novel notion.

5.3.14 Talent management mediates the relationship between staffing and selection and succession planning

The hypothesis was drawn as follows “*Talent management mediates the relationship between staffing and selection and succession planning in the UAE public sector*”. The result of the hypothesis is supported by a sample of 306 respondents from the GDRFA in Dubai – UAE, which has shown that talent management holds a significant mediating role that significantly mediates between staffing and selection and succession planning ($\beta = 0.316$; $t = 3.563$; $p < 0.01$).

Therefore, talent management significantly mediates between staffing and selection, and succession planning. The p-value is also lower than the significance level of 0.05,

coming in at 0.007. This further guarantees that talent management in the UAE public sector mediates the connection between staffing and selection, and succession planning. The findings of this study are consistent with the view that the processes of 'staffing and selection', which is implicit in talent management, inspires innovation and puts an emphasis on succession planning (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019). Talent management is a continual process that entails acquiring and maintaining top talent, enhancing their abilities, and inspiring people to reach their full potential (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). When done strategically, talent management results in achieving the organization's mission, vision, and goals. Several recent studies (e.g., O'Connor & Crowley-Henry, 2019; Turner, 2017; Zhang et al., 2019) show that an efficient talent management system makes key employees feel like they are contributing to something greater than their current position.

According to the literature (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017), talent management is a comprehensive strategy developed to help organizations make the best possible use of their human resources now and in the future. It aims to utilize human resources to support the organization's vision and ensure maximum returns from its talent. Additionally, talent management involves creating an appealing organizational culture that inspires joy and commitment. Talent management has been found to play a crucial mediating role in better anticipating the variance of staffing and selection and succession planning (Makram et al., 2017; Mensah, 2019; Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019). The study suggests that talent

management significantly mediates the connection between ‘staffing and selection’, and succession planning.

5.3.15 Talent management mediates the relationship between training and development and succession planning

The hypothesis was drawn as follows “*Talent management mediates the relationship between training and development and succession planning in the UAE public sector*”.

The result of the hypothesis is supported by a sample of 306 respondents from the GDRFA in Dubai – UAE, which has shown that talent management holds a significant mediating role that significantly mediates between ‘training and development’ and succession planning ($\beta = 0.283$; $t = 4.532$; $p < 0.01$).

Therefore, the concept that talent management is pivotal in mediating between training and development and succession planning has been recognized. Also, the p-value is 0.000, much lower than the significance level of 0.05. This ensures that talent management in the UAE public sector mediates the connection between ‘training and development’ and succession planning. The findings of this study are consistent with the theory that talent management includes ‘training and development’, which in turn motivates businesses to prioritize innovation and succession planning (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019).

When done strategically, talent management results in the achievement of the organization's mission, vision, and goals (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). Several recent studies (e.g., O'Connor & Crowley-Henry, 2019; Turner, 2017; Zhang et al., 2019) show that an efficient talent management system makes key employees feel like they are contributing to something greater than their current

position. According to the literature (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017), talent management is a unified strategy developed to assist organisations in making the best feasible use of their human resources now and in the future, to utilise their human resources to aid in fulfilling the organization's vision, and to ensure the maximum return from their ability by creating an appealing organisational society that inspires joy and dedication.

Talent management has been found to play a crucial mediating role in better anticipating the variance of 'training and development' and succession planning (Makram et al., 2017; Mensah, 2019; Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019). Talent management significantly mediates the favorable association between training and development and succession planning.

5.3.16 Talent management mediates the relationship between performance appraisal and succession planning

The hypothesis was drawn as follows "*Talent management mediates the relationship between performance appraisal and succession planning in the UAE public sector*".

The result of this hypothesis is supported by a sample of 306 respondents from the GDRFA in Dubai – UAE, which has shown that talent management holds a significant mediating role that significantly mediates between performance appraisal and succession planning ($\beta = 0.284$; $t = 4.473$; $p < 0.01$).

Talent management is now widely believed to have a pivotal mediating role between performance evaluation and succession planning. As before, the p-value is significantly lower than the significance level of 0.05 (at 0.006). This further

guarantees that the link between performance evaluation and succession planning in the UAE public sector is mediated through talent management. The findings of this study are consistent with the view that talent management, as suggested by performance evaluation, propels businesses to prioritize innovation and succession planning (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019). Talent management is a continual process that entails acquiring and maintaining top talent, enhancing their abilities, and inspiring people to reach their full potential.

When done strategically, talent management results in the achievement of the organization's mission, vision, and goals (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). Several recent studies (e.g., O'Connor & Crowley-Henry, 2019; Turner, 2017; Zhang et al., 2019) show that an efficient talent management system makes key employees feel like they are contributing to something greater than their current position. According to the literature (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017), talent management is a unified strategy developed to assist organizations in making the best feasible use of their human resources now and in the future, to utilize their human resources to aid in fulfilling the organization's vision, and to ensure the maximum return from their ability by creating an appealing organizational society that inspires joy and dedication.

Researchers (e.g., Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019) discovered that talent management plays a crucial role in mediating the variance between performance appraisal and succession planning. The researcher concluded that talent management has a positive

mediating influence on the relationship between performance appraisal and succession planning.

5.3.17 Talent management mediates the relationship between compensation and succession planning

The hypothesis was drawn as follows “*Talent management mediates the relationship between compensation and succession planning in the UAE public sector*”. The results have shown that talent management holds a significant mediating role that significantly mediates between compensation and succession planning ($\beta = 0.321$; $t = 4.352$; $p < 0.01$).

Therefore, this further ensures that talent management mediates the relationship between compensation and succession planning in the UAE public sector. Results from this study align with the belief that the emphasis on talent management embedded in compensation drives both innovation and succession planning within organizations. Attracting and retaining top talent, providing them with training and development opportunities, and motivating them to achieve higher performance are all key aspects of talent management (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019).

(Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019) When done strategically, talent management achieves the organization's mission, vision, and goals. Several recent studies (e.g., O'Connor & Crowley-Henry, 2019; Turner, 2017; Zhang et al., 2019) show that an efficient talent management system makes key employees feel like they are contributing to something greater than their current position. According to the literature (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017), talent

management is a unified strategy developed to assist organisations in making the best feasible use of their human resources now and in the future, to utilise their human resources to aid in fulfilling the organization's vision, and to ensure the maximum return from their ability by creating an appealing organisational society that inspires joy and dedication.

Researchers (e.g., Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019) have found that talent management plays a key role in predicting the differences between compensation and succession planning. On the basis of this, the researcher found that talent management has a significant positive mediating effect on the link between compensation and succession planning.

5.3.18 Talent management mediates the relationship between empowerment and succession planning

The hypothesis was drawn as follows “*Talent management mediates the relationship between empowerment and succession planning in the UAE public sector*”. The results showed that talent management significantly mediates between empowerment and succession planning ($\beta = 0.373$; $t = 3.261$; $p < 0.01$).

Therefore, talent management significantly mediates between empowerment and succession planning. Furthermore, this guarantees that talent management in the UAE public sector mediates the connection between empowerment and succession planning. Similarly, the findings support the view that talent management entails empowerment, motivating businesses to prioritize innovation and succession planning. Talent management is a continual process that entails acquiring and maintaining top

talent, enhancing their abilities, and inspiring people to reach their full potential (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019).

Strategic talent management contributes to achieving the company's mission, vision, and goals (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). Several recent studies (e.g., O'Connor & Crowley-Henry, 2019; Turner, 2017; Zhang et al., 2019) show that an efficient talent management system makes key employees feel like they are contributing to something greater than their current position. Organisations can get the most out of their employees by implementing a talent management strategy (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017) that helps them make the most of their human resources now and in the future, uses those resources to help achieve the organization's vision, and fosters a culture where employees find meaning and fulfillment in their work.

Talent management has been found to play a crucial mediating role in better anticipating the variance of empowerment and succession planning (Makram et al., 2017; Mensah, 2019; Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019). So, the study concluded that talent management significantly mediates the positive relationship between employee empowerment and succession planning.

5.3.19 Talent management mediates the relationship between career development and succession planning

The hypothesis was drawn as follows “*Talent management mediates the relationship between career development and succession planning in the UAE public sector*”. This further ensures that talent management mediates the relationship between career

development and succession planning in the UAE public sector. Talent management constantly involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance (Hongal & Kinange, 2020; Horner, 2017; Williamson & Harris, 2019).

When handled methodically, talent management may help an organisation achieve its mission, vision, values, and goals (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). Recent research suggests that a strong talent management system can make key employees feel like they are contributing to something greater than their current position (Ford, 2017; Gandy et al., 2018; Vinichenko et al., 2017). According to the literature (Filippus & Schultz, 2019; Gandy et al., 2018; Makram et al., 2017), talent management is a unified strategy designed to help organizations make the best possible use of their human resources now and in the future, use their human resources to help fulfill the organization's vision, and ensure the maximum return from their ability by creating an appealing organizational society that motivates joy and dedication.

Talent management has been found to play a crucial mediating role in understanding the relationship between career development and succession planning (Makram et al., 2017; Mensah, 2019; Erasmus et al., 2017; Filippus & Schultz, 2019; Gandy et al., 2018; Hughes, 2018; Makram et al., 2017; Mensah, 2019). Based on these findings, the researcher concluded that talent management significantly mediates the relationship between professional growth and succession planning.

5.4 Implications of the Study

The current study can be helpful for the researchers to understand better the role and nature of human resource management practices and their impact on talent management and succession planning (Hoon et al., 2019; Glaister et al., 2018). It would benefit officials and other corporate sectors in the GDRFA in Dubai – UAE to adopt human resource management practices that contribute to effective succession planning. One of the key contributions of this study is its confirmation that "staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, talent management, and succession planning" can establish a solid foundation of innovative knowledge within the organization (Khajeh, 2018).

5.4.1 Theoretical Implications

‘Staffing and selection’ help to improve talent management and puts the right person in the right place, which helps to make better succession planning (Hoon et al., 2019) in the GDRFA in Dubai – UAE. Firstly, the current research extends the human resource management practices literature by providing a richer understanding of six different HRM practices: “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development”. The findings of the current study contribute to the existing literature on succession planning in the GDRFA in Dubai – UAE. This research also enhances the conceptualization and measurement of succession planning in the public sectors of the GDRFA in Dubai – UAE, providing a more accurate understanding of this phenomenon. This study's research framework has been based on the earlier empirical evidence and theoretical

gaps associated with the literature. As far as the researcher is aware, this effect has not been studied empirically in this way.

Although research reveals the connection between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and succession planning” on separate bases, mainly in a Western context, the findings of such research cannot be generalized to real-world situations like Dubai – UAE. The present study empirically investigated the relationship between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and succession planning” through the mediating impact of talent management in the context of the GDRFA in Dubai – UAE. The current study's findings have verified employees' observations of “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development in succession planning”. Furthermore, the present research connected the gap in succession planning literature in the context of the GDRFA in Dubai – UAE. Precisely, the current research enhanced the understanding of how “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development” influence employee attitudes toward talent management and succession planning.

The current research has likely recognized the collective role of “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development on organizational succession planning” in the context of the GDRFA in Dubai – UAE. Therefore, the current research found significance for organizations utilizing several HRM practices. This result of the current study provides

suitable guidelines for leaders to understand the best human resource management practices and has been set to find transparency over prior erratic research outcomes. The researcher has made a notable contribution by addressing a limitation highlighted in previous research (Jabeen & Isakovic, 2018; Evelyne, 2019; Jabeen & Goudi, 2018). The empirical findings of this study have expanded the body of knowledge on the relationships between "staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development" and their impact on succession planning in the GDRFA in Dubai – UAE. The researcher highlighted the empirical scarcity of studies in the specific context of Dubai – UAE. The present research contributed new knowledge with respect to the Arab region as to how employees' results and behaviors might be improved through "staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development."

The research makes significant theoretical contributions by establishing the significant relationships between HRM practices such as "staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development" and succession planning. These outcomes also determined that human resource management practices are the sources of superior succession planning. The results suggest that "staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development" are the value and implications for the GDRFA employees in Dubai – UAE. Therefore, leaders in organizations must possess the necessary flexibility, originality, and competence to adopt and implement effective HRM practices as circumstances demand. Another theoretical contribution of this study is the identification of direct links between

“staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and talent management, where the findings of the current research support the conception of previous studies (Alziari, 2017; Duchek et al., 2020; Xiao & Cao, 2017; Morales et al., 2019; Chiocchio & Gharibpour, 2017; Carpio Vázquez & Lysenko, 2017). In contrast to previous studies that yielded inconsistent findings, the current research makes a significant theoretical contribution by establishing direct linkages and outcomes between the variables. This contribution is particularly valuable in the context of the UAE, where such research is still limited and scarce.

The current study's findings revealed significant support for the notion of the Organization Behaviour Theory. The applicability of Organization Behaviour Theory, which has been previously utilized across various circumstances in the Western context, is now extended to organizational succession planning and talent management linkages in the context of the GDRFA employees in Dubai – UAE. Talent management as a mediating variable is one of the primary theoretical contributions of the present study, allowing for better clarification and understanding of the relationship between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development” and succession planning. The level of mediation between "staffing and selection, training and development, performance appraisal, compensation, empowerment, career development" and succession planning is the most critical factor in determining the criterion variable. Furthermore, the mediating influence of talent management on the relationships between "staffing and selection, training and development, performance appraisal,

compensation, empowerment, career development,” and succession planning has never been experimentally tested.

The previous studies tested the direct relationship between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and succession planning”. Thus, the present study tested talent management as a mediator and revealed that talent management enhances succession planning (Berger, 2020; Collings et al., 2017; De Boeck et al., 2018; Khilji & Schuler, 2017; Khoreva et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; Whysall et al., 2019). Therefore, the researcher's emphasis on the empirical unpredictability of the identified region underscores the significance of the study's contribution to the existing body of knowledge. By examining the mediating influence of talent management between "staffing and selection, training and development, performance appraisal, compensation, empowerment, career development”, and succession planning, the study adds valuable insights and further enriches the understanding of the topic.

5.4.2 Practical Implications

The present study's outcomes in this research have various policies and practical implications for public sector organizations. This research might involve a superior understanding of human resource management practices. Talent management continues extended performance enhancement, additional work, and involvement in organizational succession planning. The earlier research revealed that when leaders do not act positively toward employees, there is a further chance that talent management will cease (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). In the present

study, the researcher intends to highlight the significance of “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and succession planning” in the GDRFA employees in Dubai – UAE.

Thus, the present research not only contributed to the theoretical perspective, but it also has considerable practical value for human resource management practices, which can address these factors in a preventative manner and avoid problems associated with succession planning (Weiss & Molinaro, 2010). The research results from the anticipated understanding of human resource management practices, succession planning, and talent management, which are crucial for organizations. The research framework offers policies to leaders and managers regarding requirements to increase the employee’s succession planning level.

Based on the organization's behavior and AMO (Ability, Motivation, and Opportunity) Theory, if leaders provide a supportive and encouraging work environment because of supportive human resource management practices, employees distinguish those practices as the appreciation of employees’ efforts, and, therefore, employees will be more successful which will provide a succession planning to an organization. Finally, managers should also understand the mediating effect of talent management in the relationship between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and succession planning. Talent management behavior creates a winning environment in the organizations as employees develop a sense of achievement.

Talent management supports and inspires other workers and makes the work simpler and enjoyable, enhancing organizational succession planning (Ferreira, Coelho, & Moutinho, 2020). The outcome of the present study shows that talent management mediates between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and succession planning. Hence, it can contribute to the managerial commitment method in relation to the organizational approach. Therefore, this study may assist policymakers in following human resource management practices that enrich talent management. Managers and leaders must pay sufficient consideration to develop and manage employee talent to gain succession planning. Likewise, the policymaker must be concerned about the selected HRM practices because it influences main variations in employee opinions and helps organizations compete in the competitive market. Additionally, such HRM practices can potentially convince and motivate employees to succeed in the workplace.

The results of this study showed that all of the factors in the research framework predict succession planning very well. So, using the results of the current study and taking into account the current situation, the right HRM practices can be chosen, which could help organizations gain a good place in the market.

5.5 Limitations of the Study and Recommendations for Future Studies

The limitations of this study include using a cross-sectional study design; talent management and succession planning are relatively long-term processes, which might be tested using the longitudinal research design. In addition, using quota sampling impacts the applicability of the conclusion to some degree; a follow-up study could

enhance the sampling method, and the situation's influence will be discussed in greater detail in a later section.

First, based on the present study outcomes, “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development” are other important areas for policymakers, and “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and succession planning” are important for subordinates (Armugam et al., 2019; James, 2017; Black et al., 2019; Damer, 2020; Cappelli & Keller, 2017; Collings et al., 2017; Schreuder & Noorman, 2019; Tyskbo, 2019; Tucker, 2020; Word & Sowa, 2017; Bano, 2020; Cavanaugh, 2017). Environment and culture, which may significantly mediate between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development, and succession planning,” have not yet been adequately addressed or analyzed.

Second, “staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development”, succession planning, employee motivation, and management's use of incentives are all components of human resource management. Moderating impacts of the demographic variables, among other considerations, have not yet been examined. Third, research was done both before and after the pandemic. Therefore, one of the significant limitations is probably the generalization of the findings and the failure to address the impact of the pandemic. For this reason, future research must include external factors that

substantially impact HRM practices and employee behavior, affecting organizational performance and succession planning.

It is important to be transparent about the research's caveats, which we did in the last section. Future suggestions are based on the present study's caveats. The present study began with a cross-sectional design, which does not permit drawing long-term causal conclusions from a population sample. Therefore, future researchers should consider using a longitudinal method to confirm the results of the present study. Data in this research came from the participants' responses to a questionnaire. Given that a single survey instrument was likely used to assess the variable in question, the possibility of common method variance predominated. In this investigation, perceptual data serves as both the independent and dependent variables. Future studies need to include a strategy for reducing the common method variation, such as applying perceptions data to the target measurements.

Finally, the subordinate responses vary between cultures in ways that were not considered. Future academics should attempt to solve the problem by splitting the study by employee level. Finally, follow-up research is needed to further examine cultural elements' impact on HRM practices' outcomes.

5.6 Conclusion

"With ordinary talent and extraordinary perseverance, all things are attainable".

-Thomas Foxwell Burton-

This statement reminds us of the essential characteristics of talent management as a strategic resource in a talent management system. First, efficiency: talent is utilized as a blend of knowledge, skills, abilities, visions, and experiences, which, when applied, impact outcomes. This perspective aligns with the notion of talent as human capital and the competence of individuals as valuable human capital resources. Second, the context: talent is understood within the specific job context, meaning that talent is relevant and aligned with the job objectives for which the individual was recruited and qualified. Third, communication: talents thrive in an environment of open and effective communication, where they can engage in mutual and regular interactions to enhance their current skills and develop their future capabilities. Organizations that aim to identify and acknowledge talents should foster a culture that encourages communication and supports the growth and retention of individual competence. Finally, the contribution: considering talent as a strategic focus within the organization's strategic plans creates an effective institutional value aimed at making a practical positive impact, reflected in the development of institutional capacity for global competition.

The research project achieved all its objectives. Through the research, the researcher approximated the main aspects, topics, attitudes and opinions related to talent management and succession planning in the public sector, except that talent management seems underdeveloped and under-defined. However, this thesis may contribute to a better understanding of the concept and development of talent management, especially in the public sector in the UAE. The thesis also indicates important issues and significant barriers related to the process that may influence the further development of theory and practice.

Attention should be given to the policies about talent management in the public sector, as it currently lacks a robust system for talent development. Through research, it was observed that the main hindrance to implementing and developing talent management in the public sector is the general and traditional laws and procedures governing employee affairs. However, the adoption of talent management practices has the potential to transform the public sector into one of the leading sectors in nurturing top talents across various fields. This would showcase the public sector's capability in effectively preparing, harnessing, and retaining talents by fully embracing talent management principles.

The search for the best talent management methods may lengthen, and people with good skills, knowledge and abilities will always be in demand and are difficult to attract in the labor market. However, it is the responsibility of senior management to develop a talent management strategy and to have it adopted and implemented by the human resources department in the public sector. The preparation of succession planning is another important area that is much needed in organizations. Talent management measurement tools or performance indicators must also be developed to ensure the effectiveness of talent management implementation, thus contributing to improving the performance of organizations. The present study has provided additional evidence to the growing body of knowledge concerning the mediating role of talent management in the relationship between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and succession planning. Findings from this research support the significant theoretical propositions.

Particularly, the current study has effectively responded to all research questions and objectives. While many researchers have been analyzing the fundamental causes of failure to gain succession planning, the present study addressed the theoretical gap by incorporating the mediating role of talent management as a significant mediating variable. In addition to adding to organizational behavior theory and AMO (Ability, Motivation, and Opportunity) theory, the theoretical framework of this study was expanded by investigating the mediating influence of talent management in the link between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and succession planning.

The findings of this study indicate that, depending on the circumstances, HRM practices may be effective in establishing succession planning. In contrast, strong support and a significant increase in succession planning have been seen after adding talent management as a mediating variable; this is because talent management helps to retain and develop the talents that the organization needs and focuses on the future and long-term aspirations toward identifying, developing, preparing and assisting suitable talents in the targeted jobs. The study highlighted a statistically significant relationship between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development,” and succession planning. Similarly, the mediating role of talent management between “staffing and selection, training and development, performance appraisal, compensation, empowerment, career development” and succession planning confirms the importance of talent management and the role of HRM practices in organizational success.

Furthermore, talent management was found to mediate the relationship between HRM practices and succession planning. This study contributes to the literature on succession planning by highlighting talent management's significance in human resource management practices. Talent management is crucial in retaining and promoting current employees to key positions within the organization, leading to cost rationalization and positively impacting employee turnover rates. The findings of this research emphasize the importance of implementing effective talent management strategies for organizations' long-term success and sustainability. Work on developing, retaining, employing, and training necessary talents can yield numerous benefits, including increasing the availability of capable individuals for important and leadership positions, reducing the risk of losing talents and experiences, and spending fewer financial resources on external research and development of candidates. The results of this study not only contribute to the theoretical contributions but also have various important policy and management consequences.

Furthermore, this study reveals a strong positive relationship between HRM practices and succession planning. It was evident that “staffing and selection, training and development, performance appraisal, compensation, empowerment and career development” positively impact career succession planning. The findings depict that unique HRM practices are one of the key success factors in influencing employee awareness, attitudes, behavior, leadership skills development and long-term sustainability. This research indicated that these factors are important in fostering employee motivation and improving succession planning. In conclusion, it could be contended that the top management of organizations must pay further attention to proper and supportive HRM practices to increase employee creativity by giving them

enough space for experimentation to gain succession planning. As a result, organizations must implement effective policies to ensure talent and high capabilities are part of future succession planning. In summary, the current study has provided valuable theoretical and practical insights into HRM practices in talent management, specifically in relation to succession planning.

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APPENDICES

Appendix 1 Pilot Study Reliability Tests Results

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
SS	29.1209	15.565	.712	.785
TD	29.1209	15.565	.712	.785
PA	29.1209	15.565	.712	.785
E	29.2059	19.623	.242	.839
C	29.1209	16.070	.595	.802
CD	29.2386	16.100	.596	.802
TM	29.5915	16.553	.507	.814
SP	29.1797	17.755	.334	.838

Appendix 2
Questionnaire

A Study into the Benefits of Developing Talent Management within the Public Sector:

A study about one of the public sector institutions, which is GDRFA - Dubai

1. Section A: Demographic Questions

Following are several questions about you and your personal background in which the demographic information of the participants in this survey is treated in order to assess the differences between answers and views to help know whether different types of people respond to the questions in this survey in different ways. So please answer all of the following questions to allow answers and opinions to be evaluated.

1. What is your gender? (Check one) ☐ Male ☐ Female
2. What is your age group? (Check one) ☐ 18 - 24 years ☐ 25 - 39 years ☐ 40 - 49 years ☐ Over 50 years' old
3. What is your job category? (Check one) ☐ Top level manger ☐ Middle level manager ☐ Lower-level manager
4. What is your job rank? (Check one) ☐ Military (Enlisted ranks) ☐ Civilian (specialist / executive positions) ☐ Civilian (supporting positions)
5. What is your academic qualification? (Check one) ☐ PhD - Doctorate ☐ Master's ☐ Bachelor's ☐ Higher Diploma ☐ Diploma ☐ High School
6. What are your years of work experience? (Check one) ☐ 1 - 2 years ☐ 3 - 5 years ☐ 6 - 10 years ☐ More than 10 years

2. Section B: variables Questions

Following are several questions related to the literature, which consists of eight main elements, namely: Staffing and selection, training and development, performance

appraisal, compensation, empowerment, career development, talent management, and succession planning, in which the participants are examined in their cultured towards those axes and how it relates to the work environment and the procedures adopted by them, so please answer all of the following questions to allow answers and opinions to be evaluated.

• Staffing and selection						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The (GDRFA – Dubai) disseminates extensive information about internal and external recruitment processes widely towards employees.					
2	The (GDRFA – Dubai) follows the principle of complete transparency towards disclosing the necessary information to applicants regarding the steps and criteria of the selection process.					
3	The (GDRFA – Dubai) has effective selection criteria that ensure competitiveness towards selecting the best qualified people.					
4	The (GDRFA – Dubai) has an active approach towards conducting recruitment evaluation processes, including selection tests, which are conducted by trained and unbiased people.					
5	The (GDRFA – Dubai) uses a variety of scientific tools towards selection, including interviews and tests, in addition to targeting internal talents before					

	moving on to external talents.					
• Training and development						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The (GDRFA – Dubai) has a clear plan to develop the skills I need to successfully complete my job duties (e.g., training, conferences, etc.).					
2	The (GDRFA – Dubai) has an investment-based plan towards professional and educational development to promote individual development plans on a large scale (e.g., plans for subjects of learning programs, specialized and behavioral training courses, etc.).					
3	The (GDRFA – Dubai) has a scientific system based on developing and managing knowledge and tracking the return on investment resulting from training and development programs.					
4	The (GDRFA – Dubai) has a scientific approach based on studying training needs periodically and within a specific time frame.					
5	I can pass on the knowledge and behaviors I gained from the development programs I learned on the job					
• Performance appraisal						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The (GDRFA – Dubai) has a clear, objective and fair annual performance appraisal system, and					

	performance is measured periodically.					
2	The annual performance management system for employees is one of the inputs for promotions and motivation approved by the (GDRFA – Dubai).					
3	The annual performance management system for employees provides the basis for the input of individual development plans based on the training and development system approved in the (GDRFA – Dubai).					
4	The (GDRFA – Dubai) ensures working on the principle of complete transparency towards disseminating the performance evaluation criteria and results to its employees.					
5	The (GDRFA – Dubai) guarantees the principle of discussions when reviewing the results of the annual performance evaluations, including the discussions that take place between the employee and the supervisor during the mid-term or final review stage.					
• Compensation						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The (GDRFA – Dubai) has a clear system of wages and compensation that is fair and equal with the public or private market.					
2	The (GDRFA – Dubai) has a fair and motivating system that I can earn in return for my performance, such as					

	rewards, promotions, prizes, etc.					
3	I get a salary from the (GDRFA – Dubai) that matches my skills, qualifications and experience.					
4	The (GDRFA – Dubai) has a reward system that is affected by the quality of my work and production, and the performance and initiatives I provide that exceed my duties.					
5	The (GDRFA – Dubai) has a participatory principle in designing the rewards and incentives system so that it takes into account the expectations and suggestions of employees when designing the system.					
• Empowerment						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The (GDRFA – Dubai) has a work environment that encourages participation in decision-making and problem solving.					
2	The (GDRFA – Dubai) has an integrated system that provides support and authority to take the necessary decisions to complete the work.					
3	The (GDRFA – Dubai) provides autonomy in performing tasks and making decisions.					
4	The employees of the (GDRFA – Dubai) and their superiors provide a continuous exchange of information in order to perform their duties.					

5	I have great control over how I do my job and a clear delegation and motivation towards business completion and professional development.					
• Career development						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The (GDRFA – Dubai) has an integrated system that clarifies career development plans for all jobs and professional levels and is based on providing professional information to employees, helping employees identify opportunities for advancement, enhancing job satisfaction, and improving productivity.					
2	The career development system approved by the (GDRFA – Dubai) helps internal promotion and helps to identify and understand employees' interests and strengths.					
3	The career development system approved by the (GDRFA – Dubai) is based on an integrated assessment of skills and competencies to determine the employee's requirements and start a personal self-assessment of oneself and interests, and to determine professional goals and personal ambitions.					
4	The (GDRFA – Dubai) provides me with adequate space and a development environment that helps me take the responsibility of participating in defining individual plans and goals and participating in					

	designing development plans in cooperation with the administration through a clear understanding of the nature of the job.					
5	There is a clear compatibility between career development plans and self-development plans in the (GDRFA – Dubai), so professional development processes contribute to retaining distinguished employees and ensuring their development towards the positions that suit them in the future.					
• Talent management						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Our firm has HR policies to internally develop talent.					
2	We use headhunting companies to recruit top talent.					
3	Our firm operates an independent recruiting team for top talent.					
4	We have a pool of talented individuals and HR policies to utilize them.					
5	We provide signing bonuses for recruiting talented individuals.					
6	We have an HR team that is specifically designed to manage talented employees.					
7	We provide various learning opportunities for talented employees to develop them through various domestic experiences.					
8	We provide various learning opportunities for					

	talented employees to develop them through various international experiences.					
9	Our firm has a coaching or mentoring program specifically for talented employees.					
10	We provide talented employees with more opportunities to participate in challenging tasks.					
11	Our company provides compensation and benefit plans that are specifically designed for talented employees.					
12	Our company gives developmental assignments or special projects that meet talented employees' career goals.					
13	Our company has a competency evaluation program that is specifically designed for talented employees.					
• Succession Planning						
#	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Clarified the purpose and desired results of the succession planning and management program.					
2	Determined what performance is required now for all job categories in the organization by establishing competency models.					
3	Established a means to measure individual performance that is aligned with the competencies					

	currently demonstrated by successful performers.					
4	Determined what performance is needed in the future by establishing future competency models for all job categories.					
5	Created an ongoing means by which to assess individual potential against future competency models.					
6	Established a means by which to narrow gaps through the use of individual development plans (IDPs).					
7	Created a means to follow up and hold people accountable.					
8	Created a means by which to document competence and find organizational talent quickly when needed.					
9	Created and sustained rewards for developing people.					
10	Established a means to evaluate the succession planning and management program results.					