

Impact of Talent Management and Succession Planning on the Organizational Competitiveness in the UAE Public Sector

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Abstract: The study aimed to measure the impact of talent management and succession planning on organizational competitiveness in the UAE public sector and close the gap in improving the competitiveness of government sector institutions in the United Arab Emirates, including the Federal Authority for Human Resources. In this regard, several researchers admitted that the plans did not correspond to the actual. So this study is divided into a review of previous literature and related studies to answer the questions and research objectives and illustrate the impact of talent management and succession planning on organizational competitiveness.

Keywords: Talent Management, Succession Planning, Organizational Competitiveness

1 Introduction

Reforms and improvements in the Emirati public sector organizations are a core consideration. These organizations struggle to maintain their competitiveness to provide high-quality services to the public by ensuring fewer resources consumption during critical social and economic situations [1]. According to [2], a few of the prominent reasons behind improved public sector organizations in the United Arab Emirates are their continuous efforts to improve working on different dimensions. Although Emirati public sector organizations face intricate social and economic concerns, they have a strong focus on public satisfaction, administrative efficiency, and service quality [3].

As a result, today Emirati public sector is standing on the strong pillars to achieve excellence and competitiveness by providing the public with the best services [4]. It is notable that, talent management is important for the talent management and organization in many ways. It helps to identify the key roles that are most appropriate to the workforce individuals within a short time period. Also, it decreases the recruitment costs facilitating in-house recruitment operations. It is also important as it pre-prepares an organization for the planned retirements [5]. [6] Describes an important benefit of succession planning is that it provides opportunities to employees to come forward and show their skills. Further, maintaining a fair gender diversity for the roles is another important feature of succession planning.

1.1 Research Problem

According to the annual economic report for 2019, the number of workers in the United Arab Emirates in 2018 reached 7,384 million, with a decline of -0.5% compared to 2017. The number of workers in all economic sectors in the country decreased during the two years (from 7.214 million in 2017 to 7.219 million in 2018 by a decrease of -0.3%). The unemployment rate dropped from 2.5 percent in 2017 to 2.2 in 2018 (The Corporate Group, 2017).

A recent statistic issued by the Federal Authority for Human Resources in the Emirates showed that the number of national employees working in the federal government until the end of June 2020 reached 57,109 thousand. According to statistical data and figures, female Emirati employees reached 31,486 thousand. The number of Emirati employees within the leadership category reached 2421 male and female employees, as they were divided into 1324 male and female employees, with an addition of 1097 female employees. The age group from 30 to 39 constituted the most significant proportion of the employees, including 21,886 thousand employees of both sexes. The age group from 40 to 49 ranked second in terms of Emirati employees, with 17,724 thousand employees. [7]

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However, there is a gap in improving the competitiveness of government sector institutions in the United Arab Emirates, including the Federal Authority for Human Resources. In this regard, several researchers admitted that the plans do not correspond to the actual. They desired performance in the country according to the ambition of the United Arab Emirates to directly improve the public sector at all levels [8]. Notably, the numbers indicate a mismatch between the expected and natural competitiveness in the public sector. [8]

To counteract the relevant challenges in the public sector Emirati organizations, researchers like [9] emphasized a significant increase in interest in studying organizational competitiveness and employee wellbeing to increase performance and efficiency at work. But on the other hand, there has been a constant and continuous aspiration to study the nature of the direct mutual influence of organizational competitiveness and employee wellbeing.

Notably, in recent years, a pivotal role for psychological wellbeing has been demonstrated. As dealing with employees is no longer limited only to performance and productivity, but also to measuring the position of well-being to improve the employees' competitiveness, which increases the organizational competitiveness and improves performance [10]

Well-being is described as happiness in terms of pleasure and satisfaction. This perspective emphasizes the importance of three components: life satisfaction, the presence of positive moods, and the absence of negative attitudes [11]. In the second, perceived wellbeing from a happiness perspective is described from a self-actualization perspective, suggesting that true happiness is found in the expression of virtue [10]. The eudemonic perspective sees participation in activities that promote human growth, such as autonomy, personal growth, self-acceptance, life purpose, mastery, and positive attachment, as essential to wellbeing [12].

Based on the above the research question in this study are aimed to determine the impact of talent management and succession planning on organizational competitiveness in the public sector in the United Arab Emirates.; The basic research questions is the following:

- 1) How does the talent management (identifying a vacancy, hiring the right person, developing skills and experience, and retaining talent) impact organizational competitiveness in the public sector in the UAE?
- 2) What is the impact of succession planning (recruitment strategy, identification of potential replacements, comprehensive training strategy) on organizational competitiveness in the public sector in the UAE?

1.2 Research Objectives

The research objectives of this study are consistent with the research objectives as they are aimed to determine the impact of talent management and succession planning on organizational competitiveness in the public sector in the United Arab Emirates, In this regard, this research aims on examining:

RO1: The impact of talent management (identifying a vacancy, hiring the right person, developing skills and experience, and retaining talent) on organizational competitiveness in the UAE public sector.

RO2: The impact of succession planning (recruitment strategy, identification of potential replacement, comprehensive training strategy) on organizational competitiveness in the UAE public sector

1.3 Hypotheses of the study

In light of the research problem, questions, and objectives, the study proposes two primary hypotheses based on the existing literature and conceptual support, including:

H1: Talent management (determining the vacancy, appointing the right person, developing skills and experience, and retaining talent) has a positive impact on organizational competitiveness in UAE public sector.

H2: Succession planning (recruitment strategy, identification of potential alternatives, comprehensive training strategy) positively impacts organizational competitiveness in the UAE public sector.

1.4 Significance of the Study

The success of the public sector in the UAE is linked to employee welfare as there is a relationship between customer service representatives and the organization. The current research study will increase the organization's understanding and awareness of talent management and succession planning and their impact on employee wellbeing. It is also notable that; employee wellbeing and satisfaction determine how an organization flourishes and gains competitiveness. In such a context, succession planning and talent management are two contributive factors that can improve organizational competitiveness.

2 Theoretical framework

2.1 Literature Review

The current study is based on research that suggests that a combination of both perspectives is more accurate, where wellbeing can be viewed as a multidimensional phenomenon that includes both aspects of happiness and pleasure [13]. In this study, wellbeing is conceptualized as a combination of feeling good (hedonism) and doing well. Wellbeing at work refers to the subjective perception of overall job satisfaction and positive feelings. It has also been suggested that perceptions of wellbeing at work (and in general) should include a component of social relations [14].

Generally, well-being is an essential component of an individual's positive experiences at work. Research shows that employees with a higher level of well-being invest more consideration and effort in their work. However, poor mental health, such as depressed mood, anxiety, and fatigue, are associated with decreased cognitive resources and decreased focus. As a result, employees' performance is adversely affected [15]. On the contrary, employee wellbeing is linked to positive organizational attitudes, including team cohesion, job, and engagement. Promoting wellbeing has the potential to benefit both the employee and the organization. Accordingly, this study will study the mediating role of wellbeing in the proposed model. This contribution reflects the research and practical gap of the current study. Besides, in the context of the talent pool, or mainly described as training some employees as being qualified to bear greater responsibilities in the future [16], is another significant research gap that will be examined in this study.

According to [17], today, companies pay particular consideration to increase their economic capital by following unique strategies approaches. In this regard, Human Resource Management and its role in organizational growth and development are of greater significance. Talented Human Resource managers and their capabilities help improve organizational performance and keep the focus on human capital to gain a competitive advantage [12].

Similarly, public sector organizations in the United Arab Emirates also realize their decisive impact on its social, political, economic, and cultural systems. These organizations consistently search for practically implacable strategies and ensure strategic public wellbeing and development [18]. As noted by [19], Article 20 of the United Arab Emirates constitution also restricts the local government from appointing Human Resource departments in different organizations to ensure employees' wellbeing and equal opportunities to all. United Arab Emirates' vision 2021 considers skilled human force as among the first seven of the most significant factors that obligate Human Resource managers in the public sector organizations to train them to attain strategic goals strategically. As a result, human resources are playing a pivotal role in public sector organizations in the United Arab Emirates that further contribute to the social, economic, political, and cultural development of the Middle Eastern region.

Thus, the importance and contributions of Emirati Human resources in the public sector organization is the center of attention for many researchers and stakeholders. Despite the Human Resource practices varying from city to city in the region, their compatibility is attracting international stakeholders to take the Emirati HR policies and procedures under consideration. Although many researchers still suggest some weakness in Human resources, the distinguished nature of Emirati public sector organizations is of greater magnitude [20].

2.2 Organization Competitiveness

An organization's competitiveness is a complex and multi-dimensional concept that should be analyzed in a continuously evolving organizational environment. Dynamic capabilities, flexibility, and adaptability are becoming more important sources of competitiveness in today's information-intensive business environment [21]. Also described by [22], they consider organizational competitiveness a result of strategic approaches to create and sustain human capital strategically. As noted, organizations usually make an effort to recruit people with a sense of commitment capabilities to deal with the challenges and obtain the designated goals. This workforce is both indirectly and directly a source of achieving organizational competitiveness as it is one of the core objectives behind organizational strategies and the workforce recruit process. However, the lack of conceptual clarity and goals leads to ambiguity regarding the importance of organizational competitiveness in general. This ambiguity is one of the primary reasons organizational managers find it challenging to attain organizational competitiveness, yet it is greater significance [12].

According to [23], organizational competitiveness can be described as the primary reason an organization is created and how it can achieve the desired goals. Regardless of the type of organization, competitiveness is the central capability that adds to

the compatibility of an organization that further improves its reputation and performance. In the light of the relevant description, we assume that organizations rely on factors that further support achieving competitiveness in multiple ways.

Similarly, [24] used a comprehensive approach and defined an organization's competitiveness as "a manufacturer's capacity to provide superior quality, delivery, and flexibility at a low cost" as they divide competitiveness into capability indicators and firm performance. Many researchers have used such a comprehensive approach as a basis for measuring an organization's competitiveness.

2.2.1 Competitiveness Theory

The increased competitive environment, professional challenges, and globalization of markets demand strategic efforts empathized achieving organizational competitiveness. In this regard, competitiveness is an achievable phenomenon that can be materialized only when the organizational stakeholders create policies and practically implementable strategies. When an organization wants to survive and attain its required goals, obtaining sustainable development goals and competitive advantages becomes crucial [25]

Similarly, the mesro (mezro) level competitiveness theory of organizations focuses on the performance and behaviour of the organizations to attain a firm advantage. Metro level competitiveness focuses on the performance management of the industries that further add to the regional and national competitiveness. Talking specifically about the mesro (mezro) level competitiveness that is also consistent with the topic of current research,[25] argue that it indicates the capabilities of local administration/government to improve the social and living standard of the people are provide them with equal opportunities. As noted by [26], the concept of development is accompanied by several components that pave a road to make it possible to achieve. The idea of organization competitiveness comprises absolute advantage, competitive advantage, and innovation and its incorporation. Besides, these components help cope with the following main areas as proposed by [27]:

1. Threats of un-competitiveness
2. Threats of rivalry
3. Threats of substitute services or products
4. Threats of new entrants

According to [28], competition positively affects organizational performance and considers both internal and external factors without affecting prudential performance. Notably, in the public sector organization, many factors need consistent consideration from the organizational stakeholders and policymakers, i.e., talent management, succession planning, and employee well-being. Here [29] consider employee well-being one of the most critical factors that ensure organizational competitiveness. Employees are considered assets and their well-being and development become a core consideration for the organizational stakeholders. Besides, [28] also sees employees' well-being and talent management as prime reasons behind high-performance working patterns. Thus, workers' well-being is a positive accelerator of employees' creativity and a significant dynamic factor behind organizational citizenship behaviour, leading to increased organizational competitiveness.

Likewise, succession planning is another factor that can significantly increase and sustain organizational competitiveness. As noted by [30] linking succession planning to organizational strategic approaches ensures fruitful outcomes. For example, when in 2001, the CEO of Infosys laid the foundation of Infosys Leadership Foundation, he claimed that the primary objective is to develop leaders for the tomorrow. Over the next few years, Infosys Leadership Foundation became one of the leading organizations in India and became one of the world's most well-known organizations.

According to [31], succession planning and talent management are crucial workforce planning and management factors. Existing literature on succession planning and talent management assumes that both are about staff issues, physical and psychological health, professional development, well-being, and strategic and operational execution of plans. The international framework for succession planning and talent management also considers it as similar to the terms "human resources planning", where the focus is employee-centric that further leads to organizational competitiveness and sustainable development.

2.3 Talent Management in the UAE

2.3.1 Strategies for Talent Management Organizations in UAE

Organizations in UAE have created several innovative strategies to increase employee engagement and increase the sense of belonging. These strategies include employee stock option, which was introduced to increase employees' affective commitment; however, this strategy has not been heard before in the UAE market [32]

To identify the various strategies adopted by organizations in the UAE, employees are core concerns in talent management strategies, embraced by organizations and developed based on experiences relevant to HR professionals [33]. However, prior studies conducted in the UAE to investigate talent management in various sectors are different regarding the aluminium, oil, and gas industry in Abu Dhabi and real estate. Thus, little research is conducted to examine the effect of talent management on sustainable organizational performance [33].

2.3.2 The Development of Talent Management in the UAE

In UAE, in both private and public sectors, many organizations' implemented unique plans to meet their future needs and sustain challenges in the UAE markets. These plans also focus on improving talent management within businesses, leading to critical growth and solid accessibility in international markets [34] the development of the UAE government has increasingly encouraged organizations to implement talent management to respond to the growing level of Emiratization. Therefore, various public organizations have made significant investments in training their employees to achieve their talent needs. The people of the UAE believe that the main priority of their leadership is the preservation of political stability, economic development, and the provision of social welfare

2.4 Succession Planning

According to [35] (Groves, 2019), a key factor that influence succession planning is the role of human resource development, which includes organizational development, career development, and the learning and development of potential successors. As noted by [36], succession planning is directly and indirectly a technique to identify the successors for the prominent posts and then determining the development moves. However, succession planning is focused on the employees as the successors are the individuals having leadership qualities with extraordinary work performance. It involves senior executives that closely observe the performance and behavior of the employees. However, while focusing on the employees' performance, keeping their wellbeing under consideration is another major concern for the senior executives. As the economic climate demands for the satisfied workforce that further leads to improved performance and confidence building among them. When the employees feel satisfied about the fulfillment of their physical and psychological needs, their improved performance and organizational creativity become inevitable [37].

3 Research Methodology

The total population is $n = 3750$, and the suitable sample size based on the Morgan Kerjice formula is $n = 349$. The following Table 3.3 shows the Morgan sampling table, and the next text box shows the procedure with the assumption of 95% confidence and 5% marginal error.

The sample size (n) is calculated according to the formula: $n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$

Where: $z = 1.96$ for a confidence level (α) of 95%, $p =$ proportion (expressed as a decimal), $N =$ population size, $e =$ margin of error.

$z = 1.96$, $p = 0.5$, $N = 3750$, $e = 0.05$

$n = [1.962 * 0.5 * (1 - 0.5) / 0.052] / [1 + (1.962 * 0.5 * (1 - 0.5) / (0.052 * 3750))]$

$n = 384.16 / 1.1024 = 348.463$

$n \approx 349$

In addition, it is complementary to assure that the sample size fits with the adequate sample size for statistical analysis. (Penyelidikan, 2006) provides an approach to make this estimation, and the tool G*Power provides an easy method to calculate the adequate sample size. As seen in Figure 3.2, the proper sample size is 160 with consideration of 95% confidence, 5% marginal error, and the use of linear regression statistical analysis.

Table 1 Morgan’s Sampling Table

Table for Determining Sample Size of a Known Population									
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	283	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	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

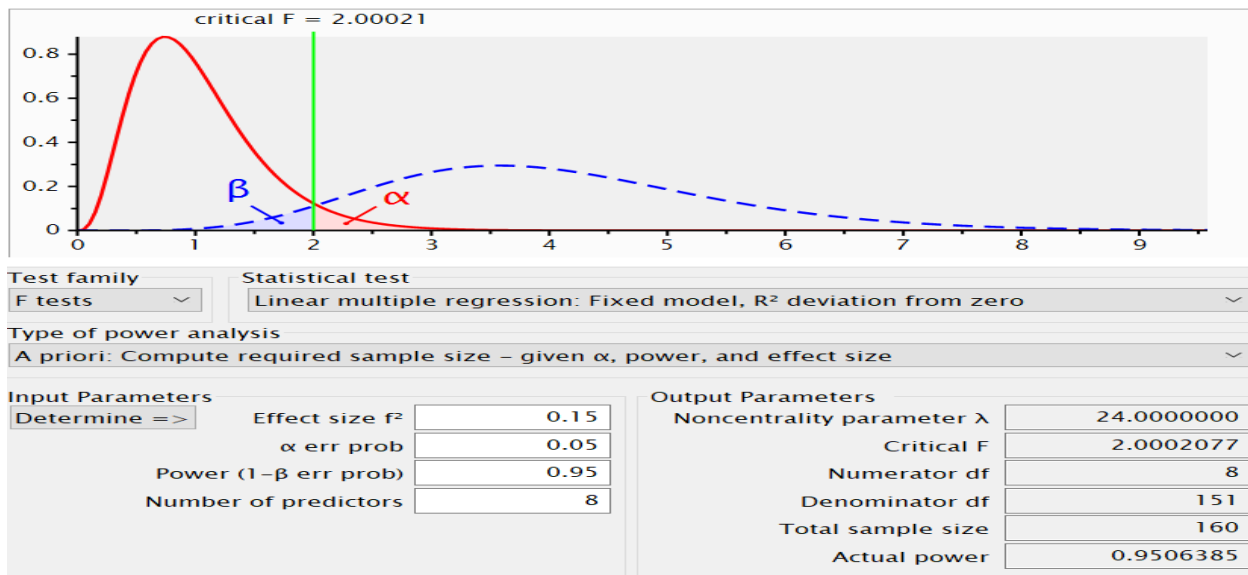


Fig. 1. Effective Size as Calculated by G*Power

Therefore, the target sample size is $n = 349$, represents the population size, and fits the ideal sample size and study requirements.

3.1 Sample Selection Technique

The population size is 3750 employees, and the target sample size is 349; however, the proper selection of the samples is essential to assure that participants are effective presenters of the population landscape. To provide more insight into the population characteristics, the following list is identified:

- The population is allocated into eight categories, the main office, and the seven states.
- The eight location-based groups are not equal in population density.

The relationship between the independent variables and the dependent variable is tested through the following multiple regression equation (1):

$$Y = a + B1X1 + B2X2$$

whereas:

Y is the dependent variable, a = Constant or Intercept value

B1 = slope of the regression y on the first independent variable

B2 = slope of the regression y on the second independent variable

X1 = first independent variable X2 = second independent variable

3.2 Models of the study

- **Model(1):** Within the framework of analyzing the study variables and formulating statistical hypotheses, the researcher can formulate the study models through the following presentation:

$$OC = \beta_0 + \beta_1 TM_{it} + \beta_2 DV_{it} + \beta_3 RP_{it} + \beta_4 DS_{it} + \beta_5 EXP_{it} + \beta_6 RT_{it} + \epsilon_{it} \quad (1)$$

The model illustrate the relation between Talent management (determining the vacancy, appointing the right person, developing skills and experience, and retaining talent) and organizational competitiveness in UAE public sector.

- **Model (2):** The second hypothesis of the study predicts an analysis of impact succession planning (recruitment strategy, identification of potential alternatives, comprehensive training strategy) on organizational competitiveness in the UAE public sector.

$$OC = \beta_0 + \beta_1 SP_{it} + \beta_2 RS_{it} + \beta_3 PA_{it} + \beta_4 TS_{it} + \epsilon_{it} \quad (2)$$

3.3 Descriptive analysis

Table 2 Descriptive statistics of Research Variables

	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
Talent Management	3.61	4.00	4.20	0.55	-0.26	-0.06
Succession Planning	1.70	4.00	3.90	0.73	-0.33	-0.15
Organizational Competitiveness	1.56	5.00	3.83	0.76	-0.06	-0.43
vacancy	1.40	4.00	3.03	0.61	-0.24	-0.30
appointing the right person	1.00	4.00	3.22	0.63	-0.60	0.21
skills	1.00	4.00	3.95	0.71	-0.33	-0.50
experience	1.15	4.00	3.42	0.86	-0.10	-0.41
retaining talent	2.92	4.00	3.39	0.65	-0.75	0.03
recruitment strategy	2.30	4.00	3.30	0.64	-0.63	-0.50

4 Conclusion

This study aimed to determine the impact of talent management and succession planning on organizational competitiveness in the public sector in the United Arab Emirates, The study concluded that succession planning and talent management are crucial workforce planning and management factors. Both succession planning and talent management assume that they are about staff issues, including physical and psychological health, professional development, well-being, and the strategic and operational execution of plans. Finally, the study concluded that the international framework for succession planning and talent management also considers it similar to the term human resources planning, where the focus is employee-centric and further leads to organizational competitiveness and sustainable development.

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