

# The effect of employee training and perceived organizational support on succession planning: The mediating role of employee commitment

Abida Kazim<sup>1</sup>| Muhammad Alam<sup>2</sup>| Manzoor Ali Brohi<sup>3</sup>| Zeeshan Khalid<sup>4</sup>

<sup>1</sup>Faculty of Management Sciences, BUITEMS, Quetta, Pakistan.

<sup>2</sup>Air University School of Management (AUSOM), Air University, Islamabad.

<sup>3</sup>Faculty of Management Sciences, BUITEMS, Quetta, Pakistan.

<sup>4</sup>Faculty of Management Sciences, BUITEMS, Quetta, Pakistan.

## Correspondence

Muhammad Alam

(sanzar12@gmail.com)

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## ABSTRACT

**Purpose-** This research aims to look at the practices of succession planning in private banks in Quetta. Focusing on the succession planning theory (Ivan & Joseph, 1994), this study establishes and tests a conceptual model to elucidate how organizational attributes (Employee training, perceived organizational support, Employee commitment) relate to succession planning.

**Research Methodology-** The primary data of the research work were gathered through a cross-sectional survey, for this purpose, sixteen major private banks of Quetta, Pakistan were targeted. Convenience sampling was used due to the access and the information limitations. 328 questionnaires were obtained out of 500 questionnaires distributed. A few statistical methods (confirmatory factor analysis & the PROCESS MACRO etc.) were applied to test expressed hypotheses and conclude results.

**Findings-** Results signified positive relations among all the study variables (Employee training, perceived organizational support, Employee commitment, Succession planning) and that the positive association between employee training & succession planning was mediated by employee commitment. On the other hand, opposing hope's employee commitment didn't mediate the relationship between Perceived organizational support and succession planning.

**Implications-** Along with the theoretical involvement, this study gives new ways for research to scholars and practitioners in human resource management and organizational development pathways.

**Originality/value-** The results of this work offer a lot of support for the managerial practices that may assist financial institutions in attaining their internal successors through training and supporting the employees. Additionally, this study offers data-based plans to the banking management to accomplish their objective for employee development in the financial sector of Pakistan.

**Key Word:** Employee training, Perceived organizational support, Employee commitment, Succession planning.

## 1 | INTRODUCTION

In the present most competitive atmosphere, corporations are confronting multidimensional risks & challenges that comprise, lack of skilled labor, outsourcing, turnover intention, leadership challenges, employee commitment, development of worker skills, retention & engagement, and contemporary technological modifications along with diversified company structures. A brilliant and sophisticated leader is indispensable for an organization's survival, success, development, and profitability. Organizations experience talent gaps due to leaving, resigns, accidents, deaths, retirements, termination, and promotions of senior workers which is a prominent issue in all organizations. Consequently, succession planning has appeared as an important subject of present times (Ahmad, A. R., Keerio, N., Jameel, A. S., & Kareem, M. A. 2020). Succession planning is a developmental tool of recognizing and preparing potential successors in the corporations, to substitute the positions, and to overcome the knowledge gap (Ershad, Reza, & Kambi, 2015).

The requirement of coping talent at all levels is crucial but managing talent at the top level is more essential because the victory and collapse of the corporations are in the hands of leaders. Succession planning takes place at all levels including the front-line level, middle level, and top level. Organizations require wise leadership at all these levels to face the challenges & risks wisely, to force out the panic of failure, to utilize the opportunities, and to cope with all the obstacles in the way towards success. Succession planning makes sure the availability of persons with the right expertise and qualification to fill vacant positions at any time and leads to having safer and sound leadership transition (Mamprin, 2008; Sindiswie, 2017). Succession planning is the finest tool to reduce the skill gaps (a position at which an organization is no more competitive to meet the challenging environment due to a lack of employees having the required talent and information to fulfill the key place), to assess the talent requirement, identify the potential talent for leadership, investigate career pathways, recognize successor and development of the successor, preselection of worker to fulfill the company goal (Galagan, 2010).

Scholars have identified various antecedents of succession planning which can be classified into two key streams: individual factors, organizational factors: knowledge of successors, education age, gender, and intrinsic motivation are the individual factors (Awanis & Bidayatul, 2016; Chacha, 2016; Constantinidis & Nelson, 2009; Lma, Madani, Afrah, Hammad, & Rahatullah, 2018).

Despite the excess of scholarly work on SP, particularly those which relate to the contextual level determinants, they still present a dire requirement to study some other organizational level predictors that can foster SP. Ivan and Joseph (1994) investigated two contextual factors (Family cohesion and family adaptability) as predictors of succession planning and family commitment was taken as mediating variable. This study will investigate other two important organizational factors employee training and perceived organizational support as possible predictors of succession planning (Ali, Z., & Mehreen, A, 2019) in private sector Banks. Additionally, employee commitment will be working as mediating variable. None of the previous studies has up till now investigated the consequences of training and organizational support on SP in any context. Research on Succession planning is also scant. Only a small number of research have been yet done on SP. However, these works were mostly centered on the other sectors such as the telecommunication sector and family business (Syeda & Abida, 2014; Nasir & Tayyaba, 2007; Zulqarnain, 2014).

The majority of public corporations do not even know about succession planning. Most family-owned businesses apply the succession concept. Some of the private organizations follow the concept of a succession plan. There is always a presence of skill gaps (created by the death, resigns, retirements, terminations, and accidents of seniors) and leadership transition crises in the banks. This may threaten the stability, survival, and profitability of the banks. In the wake of succession several banks search for successors externally to overcome the skill gaps which may be very expensive (Zulqarnain, 2014). Succession Planning as the most significant concern for any business must be implemented. To build this process successfully, employee training and perceived organizational support should be observed. That fosters succession planning.

This research will be helpful for the banks to overcome the problem of skill gaps, secure leadership switches, and preserve institutional memory and talent. As this study focuses on employee training and perceived organizational support as predictors of Succession planning. ET and POS are the two vital organizational attributes that enhance succession planning. Hence, the present research aims to assess the direct effect of two significant organizational factors i.e., employee training and perceived organizational support towards succession

planning while analyzing the mediating effect of employee commitment (Agus, A., & Selvaraj, R, 2020). In the service sector and more specifically banking sector the scission planning in such aspects has not been investigated before.

Succession planning is the nonstop process of getting ready employees to have the correct leadership at all levels of the corporation over a lengthy time (Rothwell, 2001). Training has been identified as a course of imparting necessary skills for doing the specific work. It is the constant process of planned behavior for enhancing the skill of employees to complete the required job (Nischithaa & Narasimha, 2014). Perceived organizational support is indicated as a person's thinking about the level to which a company cares about the Individual's contribution and their happiness (Arsoy, 2014). Employee commitment is the extent to which an individual is engaged in achieving the mandatory tasks. It shows towards the employee's output levels (Nuzhat, 2011).

Talent retention is an important aspect of all organizations, but it is the reality that employees exit the organization at any time due to any reason. This may be possible only by the continuous efforts of management to provide training and support to the employees to make them future leaders. Researchers up to the present studied many individuals, contextual and organizational factors as predictors of succession planning but there has been partial attention to the organizational factors of succession planning which play a vital role in the organization's survival.

Ivan and Joseph in 1994 investigated the contextual factors (family cohesion & family adaptability) as predictors of succession planning with mediating role of employee commitment. This study will contribute theoretically, will cover the research gap, and will include in the present body of literature by investigating other two key organizational factors (employee training and perceived organizational support) as the predictors of succession planning.

This will be conducted on the given variables in private sectors banks, as the study of Succession planning of banking employees is neglected. Succession planning of banking employees is compulsory to beat the worst consequences of skill gap which may exist at any time at any position in the bank and may threaten the wellbeing and survival of the banks (Zulqarnain, 2014).

This study also has practical significance. Leadership transition crisis and skill gap remained a significant concern of the Banking sector. Finding would benefit management and practitioners of financial institutions to work out for their employees to be well trained and skilled in a way to reach the long-lasting effects of various positive results of the succession planning. They can stimulate their employees through conducting training, workshops, seminars, and managing a reward system for skillful or talented employees and this would motivate all the other employees too, to take interest in training to give their best and to get the highest ranks, as a result, Employees will also be more enthusiastic to take part in training programs to be more committed and to approach the higher ranks. The results will also give a new way to the banking industry to get their aim for overcoming the leadership challenges and crisis through focusing, training, and supporting the employees of the banks.

The current study explored the effect of organizational factors (employee training & perceived organizational support) on succession planning directly and indirectly through mediating the role of employee commitment. The study is delimited as particularly targeting employees of sixteen Private Banks. Self-administered Questionnaire is utilized for the data collection purpose from the banking employees.

## 2 | LITERATURE REVIEW

### 2.1. Employee Training

Training is a wider concept, and it has been widely discussed in the literature but still, it needs more focus to study. Training is a sophisticated attempt to enhance the present and future needed skills of employees through employee participation in the proper way of formal or informal learning (Werner & Desimone, 2011).

It is of immense importance to note that workers are the backbone of all the business. Human resource is the accurate decider of how triumphant or how useless a company would turn out to be. As a result, corporations are forced to apply modernized employee training approaches every time, with the purpose to boost the output of workers (Engetou, 2017).

Training is a preplanned action for rising and up-gradation of the knowledge and expertise of workers for a definite purpose. It includes organized practice for changing technological knowledge to employees to improve their know-how and abilities for doing specific jobs with proficiency. Training is the technique of escalating the information and capacity of a worker for performing a sophisticated job (Al-Khoury, 2014).

Significant research conducted by Ampomah (2016) opines the implementation of employee training. This work concluded that the workforce is reactive to the goal of training in the place of work. The training plans are apparent to them before the training and the selection standard. The research also recommended that the workforce is motivated through training. The study suggested that training of all personnel must be passionately applied and made essential.

According to Imran and Tanveer's (2015) research, a worker who has not taken part in the training course due to the feeling of superiority or overconfidence, they have made a great failure themselves, and their presentation was not improved in contrast to trained workers. Well-trained workers were more capable to deal with and control any kind of challenges in the future since they have the talent and information to do the job. Training and development are crucial strategic means for improving worker performance.

Training has also been studied with a mixture of perspectives. As, a fresh study by Mamofokeng, Lira, and Rammuso (2017) illustrates the importance of training in the banking sector. They added that the banks should fix the budget dedicated only for employee training programs in array to improve or sharpen the skill, capability, and comprehension of employees and this will improve the performance and satisfaction. Finally, employees cope with challenging environments effectively. Garber (2002) conducted a study on employee training and explored that it can be gained by these three components career development, knowledge of it, and goal setting. These all play a vital role and are connected to training.

### Predictors and consequences

There is a rising body of literature on the consequences of employee training. Training has a considerable consequence on turnover intention. Training minimizes the rate of turnover in the organization, so it is an ultimate way of talent retention (Verhees, 2012). Affective organizational commitment is enhanced after proper participation in training programs (Alexender, Rani, Wendi, 2011). Employee training had a positive influence on job satisfaction in private banks (Govand & Inji, 2015). Organizational sustainability increases as a result of the implementation of effective training programs (Ezinma, Ebele, & Fakidouma, 2015).

The predictors of employee training are globalization. Globalization has far reached impact on training. Training occurs due to the massive presence of globalization (Nutt, 2007). Self-efficacy is another important predictor. If workers have high self-confidence, they would be more motivated to attend training programs (Hafizi, Aziz, & Bahya, 2014).

## **2.2. Perceived Organizational Support**

Perceived organizational support is the measure to which the workforce makes up their mind that how much the organization is caring about their worth & well-being and gives importance to their contribution or involvement. (Allen, Armstrong, Ried, & Riemenschneider, 2008). Owing to perceived organizational support, employees gained suitable working conditions within the organizations. Several researchers have remarked that in those organizations where there is successful organizational support, employees feel greatly rewarded and there is a pleasant relationship with staff and supervisors, consequently, an employee with their full efforts tries to get organizational goals (Colakoglu, 2010).

POS is a well-known concept in organizations to increase employee preservation, satisfaction, and loyalty (Ghani, 2006). POS is a mutually beneficial contract between employer and employee. Employees work harder for the betterment and development of the organization and expect rewards, recognition, and promotion from the organization. The sustainability of this sort of exchange relationship requires a balance. This increases the trust, satisfaction, motivation, and commitment of workers. They give their full attempts to attain the general and particular goals of the organization and hope for the formal or informal rewards by the organization (Khan & Ghufuran, 2018).

Literature has been showing that POS is a different concept from all other constructs and Researchers are still stuck working on this concept. POS is generally related to the organizational climate and specifically related to the work experiences history of the employees presenting the perception of him about the role of the organization (Kim, Eisenberger, & Baik, 2017).

It has become an acknowledged fact from an earlier study that has confirmed that perceived managerial support is linked with plenty of performance results. For instance, Multiple researchers have recommended in their study that low managerial support is considerably connected to larger stress among bank personnel (Repetti, 1987), hospital nurses (Bratt, Broome, Kelber, & Lostoco, 2000), and factory workers (House, Wells, Lenderman, Msmaicheal, & Klan, 1979). Ogbonnayah (2018) also declared that perceived managerial support had a noteworthy positive link with the employee attitude towards the job and workplace. Employee engagement strengthens this relationship.

Managerial support with minor levels on the other hand reduces organizational commitment and brings poorer performance and a greater rate of turnover, stress, and absence (Shanock & Eisenberger, 2006). In Bureaucratic firms, the level of employee commitment is lesser (Dick & Metcalfe, 2001). Coworkers have a positive productive mindset, alternatively, they might have also destructive outcomes as well. As a result, this may produce a political setting or self-centeredness as well. Research has shown, better organizational performance is only possible to be connected with higher levels of co-workers' support (Joiner, 2007; Avci, 2017).

According to the support theory and Rhoades and Eisenberger (2002), both have clearly announced that perceived organizational support was directly linked with three kinds of constructive dealings taken by workers,

such as fine work setting and managerial rewards, supervisor support, and fairness, in return productive result, are gained such as organizational loyalty and work satisfaction. Social exchange theory presents the requirement of identifying employees' needs and then to fulfill them so that they may see the employee is assisted by the employer. Therefore, it can easily be said that the main idea following the theory of organizational support is the notion of "perceived organizational support", which is the interrelation of worker and workplace. Both the group "reciprocates" one other with something essential in these relationships. These requirements on behalf of workers are referred "socio-emotional needs" and such wants have a direct effect on a person's sight of support from business. When an organization completes the social-emotional requirements of workers it might result in the positive transformation of attitudes in people and also it formulates them apparent that business supports them (Armeli, Eisenberger, Fasolo, & Lynch, 1998).

Most of the academic work on perceived organizational support has been completed on an organizational level. Few researchers have emphasized supervisor support, such as Rhoads and Eisenberger (2006) first time introduced the concept of perceived supervisor support with perceived organizational support and found its positive influence on the performance of the employees. Observed research done by Jungert (2012) presented the importance and introduction of coworkers and managers' support for the firm's overall prosperity and found improved motivation as its constructive outcome. Another latest study conducted by Ghazali, Nashuki, and Othman (2018) reveals that the problems and worst consequences of turnover may be reduced and avoided by producing a cooperative and supportive environment by the organization and supervisors in the workplace.

### **Predictors and Consequences**

Multiple studies are showing the consequences of perceived organizational support on diverse variables. The outcome proved that POS enhanced the OCB of the lecturers at the University of ULM (Mieske, 2018). The school administration gave full support to the teachers in all aspects; thus, the level of job involvement increases consequently (Ariel, 2016). Trust is a crucial consequence of POS. The study was conducted on university students opines that the supporting environment of the university enhances the highest level of trust of the student towards university (Dawid, Paulina, & Sabina, 2016).

Another scholar also demonstrated that POS is a necessary component to increase the level of safety and health compliance of the workers (Lee, Lin, & Wie, 2016). POS influences Work attitude as well, a study concluded that employees gaining full support from the organization were with high satisfaction levels with their career and wanted to stay in the company (Nuri, Jovi, Zainiyah, & Mario, 2018). POS has a strong influence on employee commitment and job satisfaction, Faculty members getting full support from the organization were highly committed to returning the organization at their best and were more satisfied with the job (Ali, 2018).

Researchers have studied numerous factors/ predictors that direct Perceived organizational support. The perceived salary equity is taken as an important contributor of POS by Mohammad and Rana (2017). This research concludes that organizations need to provide equitable treatment in salaries to their employees and they should also analyze the Competitor's strategies of compensation and salaries to enhance their overall organizational support. Thus, this equitable treatment will yield improved organizational support. A scholar's work found that the more the trust level among the employees, the more access to sharing, and the development of skills and knowledge are considered important predictors of the enhancement of POS among banking employees (Nik, Tengku, & Badrul, 2009).

In the same way, another scholar investigated that career mentoring, leader-follower exchange, and worker participation in development activities are considered as antecedents of POS. Employees taking part in developmental programs, or they receiving support from the supervisors or managers beyond the contract needs and finally employees getting mentorship to development & growth of their career, would get an insight that organization is more supportive and contributive to them (Maria, Robert, Bravo, & Sandy, 2015).

### **2.3. Employee Commitment**

Employee commitment has been continued as an interesting and burning subject on grounds of organizational conduct and human resource management. A plethora of research has been led to explore the notion of employee commitment. Still, researchers have a shortage of consensus about it due to its multidimensionality. Commitment is a mediating variable of the study. Literature on employee commitment explores various definitions and explanations. This section trusted on previous research work findings. Multiple descriptions have been collected by previous studies containing the eldest and latest ones.

The most used definition of employee commitment in the present research is given by Porter et al., in 1974. Commitment is referred to as one's emotional recognition and attachment with a particular organization and it has three following reasons: Goal acceptance, motivation to use efforts, and last aspiration to continue membership (Coopey & Hartley, 1991). Lee and steers (2017) defined commitment as the strongest feeling of a worker toward the ambitions and values of the organization, in terms of their responsibility toward accomplishing the objectives and aims. The aims of the employee and organization become compatible with the employee commitment process. Acceptance of goals, policy, and principles of the enterprise and strength to utilize the highest efforts for the progress of the corporation are the key characteristics of committed workers.

A committed employee is a person who is extremely keen and passionate, extremely dedicated to his tasks, expectoft of organizational victory (Amma & Thaliyan, 2014). Researchers such as Porter and Miles (2005) draw attention to the three key approaches that are used to study commitment: 1) Commitment is measured as a sacrifice and collection of employee dynamism to the workplace. Employees desire organizational commitment over their commitment to meet their requirements. 2) Commitment is a mutual agreement between the employee and management that leads to achieving the organizational goals mutually. 3) Commitment is a continuance of loyalty. Employees become loyal to the accomplishment of the organization's goals.

Researchers have claimed that organizations would keep working on emerging the crucial team of skillful persons who have the skills of constant learning process and developments. Employee performance enhances with the pledge level of employee commitment, if workers will do their particular tasks in a dedicated and devoted way there would be an improved performances level of business (Nuzhat, Aamer, & Naseeb, 2013). Modway, Lyman, Porter, Richard, and Steers (1982) gave four grouping of affective commitment. According to Modway age, education stage, desire to succeed, personal values, and gender are included in the personal attributes. While Management style, worker responsibility, jobs stress, employees reward method is job attributes. The Wage structure, formalization level, working conditions, professional or career opportunities, firm size, and the extent of control are called structural characteristics. Equity, role clearness, openness to innovation, reliability, and training are work experiences. Challenging work, the difficulty of objective, and feedback of the occupation are included in job characteristics.

Side-bets are something of worth that a worker has devoted, like efforts on the job, time, or money that will be vanished or reduced at a cost to a person in case of departing the organization. Employee commitment enhances the existence of fewer employment options. So, he repels to cease membership in the firm (Meyer & Allen, 1984). The organization offers the persons with rewards in case of good performance. Acknowledgment and recognition of all these investments make the staff feel appreciative to give return through committing themselves to the organization in anticipation of the debts that have been returned. The normative commitment is a strategy that which workers must chase a progression of action of relevance to a specified goal (Mouhamadou, Peter, & Moussa, 2016).

One of the Scholars in the approach of revealing the construct of commitment opinion the three Levels of Commitment. There are numerous levels of employee commitment that rely on the development of the different stages of commitment in people. 1. According to Reichers (1986), a high stage of organizational commitment includes a strong appreciation of the firm's objectives and values and the prospective to try to stay with the corporation. 2. Moderate level of commitment: The moderate or employee commitment level entails a somewhat sensible recognition of organizational targets and standards and the affinity to try to stay with the organization. 3. Lower level of commitment: The low stage of the commitment advocates the lack of achieving the organizational aim and values and the aversion to attempting to continue with the organization.

Investigating employee commitment in diverse areas, researchers also investigated employee commitment of banking employees. Yap (2015) explores the new horizons regarding improving the commitment of banking employees. They found a 45. variance in employee commitment due to perceived organizational support, trust, empowerment, work-life conflict, and job satisfaction. He recommends that the banking managers should focus and understand all these important factors to enhance the commitment that led to more stability.

### **Determinants and outcomes**

Employee commitment has been examined from a diversity of perspectives. In particular, A study described the link between employer-employee relationship and commitment, and they added employees would be more committed if he has a good relationship with their managers and supervisors (Sawithri, Nishanthi, & Amarasinghe, 2017). The research explored the relationship between employee engagement and commitment, the conclusions of the research proved that the organization should implement strategies to involve employees to enrich the committed workforce (Akhund, 2017).

Several scholars have done work on the forecaster and significances of employee commitment, such as Quality of work-life (Ali & Zilli, 2015), social dependency (Zahedi, 2011), charismatic leadership (Lee, Chen, & Lee, 2015), Transformational leadership style (Gulluce, Kaygin, Bakadur, & Atay, 2016) and reward management (Korir & Kipkebut, 2016), are good predictors of Employee commitment.

Job satisfaction is well thought-out a key predictor of employee commitment. Janes's (2018) study proved the positive relation of commitment with job satisfaction in solar companies. Solar companies applied commitment. One more study discovered the importance of company change for acquisition competitive advantage and they found committed employees try to adjust according to the changes. (Fedor, Caldwell, & Herold, 2006).

Many empirical perspectives agree that commitment results in several productive outcomes, such as increased employee motivation (Faisal, Husam, Faiz & Dia, 2017), improved organizational performance (Irefin

& Mechanic, 2014), enhanced innovation (Hakimian, Farid, Ismail, & Nair, 2016), sustained productivity (Kofand, 2016), increased satisfaction level (Deshpande, 2014), Organizations citizenship behavior (Zayas, Rosairio, Marquez, & Colon, 2015), organizational development (Gul, 2015) low turnover rates (Weng & McIroy, 2012), Downsizing (Naveed, Usman, & Hakim, 2017) enhanced empowerment (Nauf, 2017) and Job fulfillment (Chinomona, 2015).

#### **2.4. Succession Planning**

Succession planning has been extensively investigated by diverse management researchers as a prominent catchword. Succession planning has been extensively investigated and different researchers define SP as per their own understating. Succession planning is a modern concept that belongs to talent management. This is the nonstop course of getting ready the people to get the correct leadership at each level of the workplace over a lengthy period (Rothwell, 2002). It is clear from the above definitions that succession planning is structured or ordered in nature as Mesthan and Premchand (2013) demonstrate that it gives an organized strategy to talent management or development.

Another recent scholarly study opened a fresh horizon for further scholars to study succession planning in more detail. Southeast (2017) elaborate on the six steps process of succession planning which is, linking strategic planning with workforce analysis, identifying critical positions, assessing leadership potential, developing and retaining the talent pool, capturing & transferring knowledge, monitoring and evaluating succession planning. Ibara (2004) separated succession planning into three important types that are: Replacement planning, Developmental planning, and talent pool succession planning. Which are also called emergency planning, long-term, and combination approach.

Hooijberg and Lane (2016) propose that it is significant to evaluate the requirements and capacity the organization needs in a long-term CEO, generate an emergent and long-term succession plan and make a successful leadership pool of in-house talent. Whilst the target is on developing inside candidates, outdoor candidates must also be evaluated too. The scholars focus completely on CEO succession their recommendation can be assumed for other strategic slots within a corporation creation is highly valuable in enhancing succession planning within the firm.

#### **Forecasters and consequences of Succession planning**

Succession planning influences knowledge transfer. Research revealed that Succession planning affected staff retention. Successful implementation of succession planning enhances staff retention in the agriculture sector and minimizes staff turnover while the failure of succession planning increases the rate of turnover (Sindiswe & Mortha, 2017). A study helped to understand the importance of succession planning and its effect on business survival. Structured and planned succession planning policies, processes, and steps are compulsory for the survival of the business. Failure and collapse of the business is an absolute result in absence of proper succession planning (Wallin, Cameron, & Sharples, 2005). The lack of transition of the leadership was a prominent issue and the performance of the Ngo was weaker due to the inadequate adoption of proper succession planning practices (Henry, 2016).

A study conducted in the service sector (banks) demonstrated that the performance of the employees can be increased and enhanced as a result of succession planning's implementation in the baA performance ance Appraisal system as an adequate tool to measure performance should be implemented in all banks (Zulqarnain,

2014). A study conducted on family business demonstrated that succession planning affects corporate growth strategy. Succession planning ensures the continuity of the family business from one generation to the upcoming generation (Mary, David, & Lily, 2015).

Research on determinants of succession planning may be divided into two main streams which are individual factors and organizational factors. Individual factors of succession planning include Age, gender & education level (Chacha, 2016), knowledge of successor (Awanis & Bidayatul, 2016), gender (Constantinidis & Nelson, 2009), motivation (Lma et al., 2018).

Organizational factors of SP include; firm poor performance (Pissaris, Jeffus, & Gleason, 2010), evolutionary chains to firm (White & McCain, 1998), career development, knowledge management practices, leadership style, family relationship (Florence & Hazel, 2013; Tunje, 2014), management support, strong organizational culture & technology advancement (Shadi & Noor, 2011), inadequate information and recruitment & placement (Joyce & Hans, 2016), business size and involvement & communication (Chacha, 2016), Governance Transparency and Role of Shareholders (Syeda & Abida, 2014), and role of government regulations (Russo & Meyer, 2001). Whilst scholars found positive relation of SP with; servant leadership (Dingman, 2006), collective learning capacity (Huntecox, 2004), women promotion (Stroud, 2005), organizational performance (Neetha, 2011), and service delivery (Obaga, 2010).

## THEORETICAL FRAMEWORK

### 2.5. Succession Planning Theory

The knowledge gap is always confronted by the banking employees and the line managers especially. Moreover, there is as well a lack of committed managers and employees at all levels in applying succession planning in the bank. The bank gives different leadership & technical training (Mehrabani & Mohamad, 2011).

To probe further predictors of succession planning, this research studies employee training and perceived organizational support as predictors of succession planning. The theoretical framework for this research stems from the theory identified by Ivan and Joseph in 1994. These scholars integrated multiple types of research on antecedents of SP and shaped a succession planning model. They used two contextual factors (such as Family cohesion and Family adaptability) while family commitment had been taken as mediating variables. They found a positive relationship between Family cohesion & succession planning, family adaptability & succession planning. From the theory of Ivan and Joseph (1994), it may be hypothesized that employee training and perceived organizational support may have a relationship with succession planning.

### 2.6. Hypotheses Developments

#### Employee training and employee commitment

Employee commitment represents employee loyalty towards the business and the determination to stay with the organization.

Training is an indispensable need at the workplace. Employees cannot give the best performance or grasp their tasks without training. Getting Training on the latest information technology is a must for the employees and firms in gaining competitive advantage, Training further influences and changes the personality of employees by making them more clear about their goals and helps them to develop their careers in a better way (Amir & Amen, 2013). This stated research supports the positive effect of training on commitment (Bulut & Culha, 2010; Jalal Hanaysha, 2016; Lamba & Choudhary, 2013). Consequently, we hypothesize that,

**H<sub>1</sub>:** *Employee training would be positively related to employee commitment.*

### **Employee commitment and succession planning**

Employee commitment as a multidimensional construct plays a significant role. Moral attachment with the firm is an important antecedent of turnover intention. Employees become more attached when they get some benefits from the firm and alternatively turnover decreases (Mouhamadou, Peter, & Moussa, 2016). They examined that committed employees are more able to become leaders while psychological empowerment was working as mediating variable. A positive association was established between commitment and succession planning with moderating effect on employee satisfaction (Fadeyi, Oladele, & Chijioke, 2017). They concluded that organizations face a variety of problems in implementing succession planning. When commitment increases, that causes succession planning to increase as well.

**H<sub>2</sub>:** *Employee commitment would be positively related to succession planning.*

### **Employee training and succession planning**

Training is compulsory to get proficient workers who are officially and generally qualified and have the potential for professional development into professional or executive positions (Angela, 2014). The fast technological development and faster foreword of fresh products or services create constantly new requirements to training. Because of this, a steady need for employee training is always present there (Obi-Anike & Ekwe, 2014; Asfaw, Argaw, & Bayissa, 2015). Employees involved in training activities must set an accurate goal and give their maximum efforts to achieve that goal (Latham & Kinne, 1974). Succession planning is a continuous process implemented by organizations to prepare a successor internally in advance to replace the higher vacancy in the future. Employees go through the process of development and improvement to avail themselves of the future vacant slot (Ballaro & Polk, 2017).

Lillas and Barry (2001) investigated the effect of learning on leadership and concluded that learning tactics work as a predictor of leadership. Learning strategies present in the employees foster them to be future leaders. Sogunro (1997) studied the effect of training on leadership development and his research work presented the training as an important antecedent of leadership development, well-trained employees have more chances, spirit, bright perception, and competency to be future leaders. So, this study proposes that,

**H<sub>3</sub>:** *Employee training would be positively related to succession planning.*

### **Perceived organizational support and employee commitment**

Perceived organizational support is a motivational element for the employees and all of its dimensions play a vital role. Organizations provoke high levels of employees' affective commitment to the company. Thus, can obtain benefits such as a low turnover rate, highest loyalty, in general, more devoted and dedicated workers (Martin, 2015; Nereida & Mouhammet, 2017). Geraldine, Florence, and Gaetane (2015) investigated the employee needs to be supported by the organization, if support is there, in turn, they become more committed to the organization. Numerous previous studies show the positive link between POS and commitment (Bishop, Scott, Goldsby, & Cropanzano, 2005; Eisenberger, Rhoades, & Eisenberger, 2002; Shore & Wayne, 1993). So, we propose that,

**H<sub>4</sub>:** *Perceived organizational support would be positively related to employee commitment.*

### **Perceived organizational support and succession planning**

Perceived organizational support as described earlier in the literature review part of this study is referred to as “employee perception that how much the firm gives worth and takes care of the employees. Employees obtaining constructive support and gratitude from the managers and supervisors in return for their full efforts on the job yield positive outcomes. The supervisor’s support is considered most proximal than organizational support. A warm attitude and positive behavior from coworkers create a cooperative environment in the workplace (Khan, Mehmood, Kanwal, & Latif, 2015; Laura, 2016). Succession planning is also beneficial as the workers go under the development program before being provided a higher position and that improves both efficacy and competence (Solomon, 2009).

Shanock, Eisenberger, and Lynn (2014) established the positive relation of Perceived organizational support on leadership. Their study contributed and validated those employees getting organizational supportive treatment were more willing to involve in leadership. They suggest that when employees consider that the institute cares about their wants and support them, thus, there would be fewer chances that employees will not try to find out alternative employment and this consequently improves turnover rates.

**H<sub>5</sub>:** *Perceived organizational support would be positively related to succession planning.*

### **The mediating role of employee commitment**

We now twist the discussion to the mediating role of commitment. We argue this on the basis that Perceived organizational support will affect succession planning because it forms employee commitment that in turn impel succession planning. It is outstandingly essential for the HR administration to recognize the staff’s desires and make them pleased through committed attempts and giving healthy organizational support (Hussain & Asif, 2012). They concluded that when a firm gives support to their employees, their commitment level increases which consequently enhances performance. Similarly, Tumwesigye (2010) did a study on the Perceived organizational support and turnover with the mediating effect of commitment and found support for the commitment as mediating role. He concluded that support by the organization makes the employees more committed and as a result, this minimizes the turnover intention. Mahfuz (2012) did research that higher organizational support increases the commitment level which in turn enhances satisfaction. Thus, it can be hypothesized that,

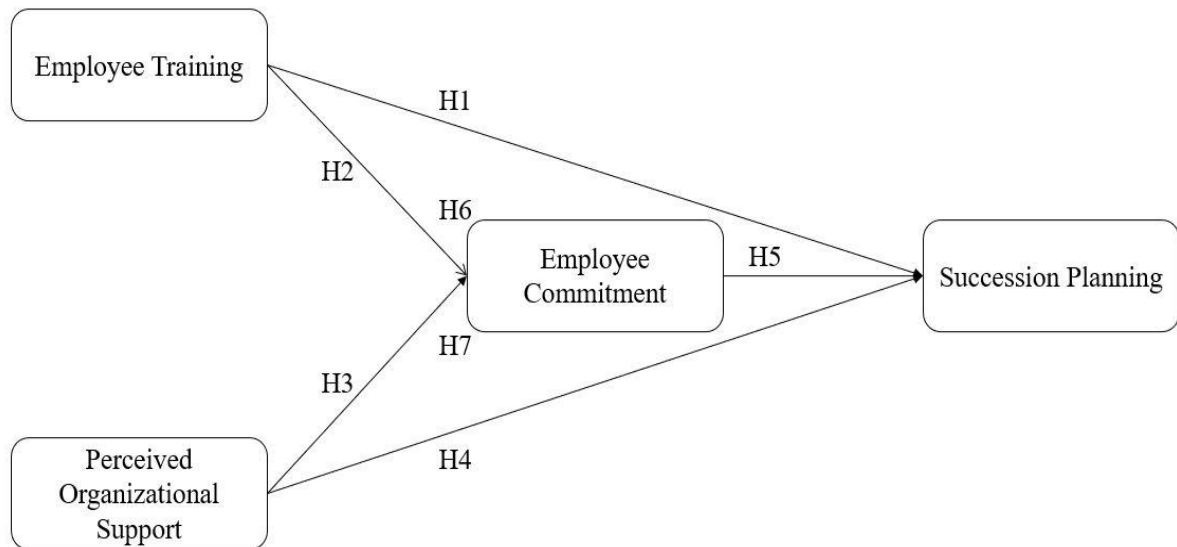
**H<sub>6</sub>:** *Employee commitment would significantly mediate the relationship between Perceived organizational support and succession planning.*

We more anticipate that employee commitment would mediate the positive correlation between training and succession planning. Employ training to foster commitment, the company require to make sure that training is pertinent, is communicated successfully, and is capable to fulfill the hopes of the employees participating (Burke, 1995). Dhar (2015) studied the result of employee training on service quality with the presence of commitment as a mediator. He examined that employee training is an effective tool to enhance commitment levels, consequently improving the quality of services in the hotel industry. They concluded that the training increases normative commitment and ultimately increases the readiness to transfer learning because training produces a psychological change in the employee. The results of Hussein’s (2016) research contribute in favor of commitment as a strong mediator that decreases the turnover intention only in case when employees are provided training. Timothy, Patrick, and Lisa (2011) studied the effect of skill-enhancing practices on voluntary turnover

while affective commitment was worked as mediating variable. They recommended that the skilled and proficient employees would be more committed ultimately the rate of voluntary turnover will reduce. So, we expect this,

**H<sub>7</sub>:** *Employee commitment would significantly mediate the relationship between Employee training and succession planning.*

#### Conceptual model



**Figure 1:** Conceptual framework of the study

In the above Figures, Employee training (ET) and perceived organizational support (POS) act as independent variables (predictor), and Employee commitment (EC) is used as moderators (enlighten the relationship between ET & SP, POS & SP). In this model, Succession planning (SP) acts as a dependent variable (Criterion).

### 3 | RESEARCH METHODOLOGY

This study pursues a correlational design because it tries to test the correlation dynamics of numerous variables with the aid of single-source data and cross-sectional studies (Saunders, Lewis, & Thornhill, 2009). This research was done based on the posture of a positivist researcher.

#### 3.1. Participants and Procedure

##### Target Population

Data collection for the research was conducted through a cross-sectional survey. The targeted population of the study was the employees of sixteen private banks. The banking sector will be taken as the target population because human capital is becoming the most wanted factor after resources for market share growth in the private banking sector where business plans are being copied. The skill gap is always present at higher ranks in the private banks which may lead to major leadership crises in the future times and can worsen the profitability and survival of banks. Banks search for successors externally to overcome the skill gap which may be pretty expensive. Government Sector banks are lacking in succession planning as compared to the private sector. Therefore, we are going to target the private sector banks (Akani, 2015).

##### Sample and Sampling Design

To start the data collection process, a request letter addressing the concerned heads of the selected organizations was obtained. Upon receiving the permission, the branch managers were requested to provide the

total number of personnel working in banks. An absolute sample frame was hard to formulate due to the unavailability of the list of employees, as a result, probability sampling was not appropriate. So, the data was collected through “convenience sampling” which is non-Probability sampling. A sampling method is used due to the unavailability of a sampling frame or when a frame cannot be made because of any reason. (Saunders et al., 2009). We knew the total number of the targeted population ( $N = 1436$ ), then the next matter was to decide on a suitable sample size. Sampling rule given by Saunders et al., (2009), a sample of 322 (for people up to 2000 and at a 5% margin of error) was needed. To get this sample size, 500 questionnaires were firstly given. The employees, at the time of questionnaire distribution, were assured of the secrecy and confidentiality of their answers, all based on voluntary participation. The delivery and collection methods were adopted to collect data. 328 filled questionnaires were received that presented an effective response rate of 65.6%. Mugenda (2003) recommended that a response rate of more than 60% is good.

### 3.2. Measures

Twelve (12) items scale of Employee Training developed by Ameeq and Hanif (2013) was used to evaluate the training of respondents. The Cronbach alpha of this scale was .85. A 12 items scale of Perceived organizational support developed by Miring (2013) was used to measure organizational support level. The reliability coefficient of this construct was .88. 12 items scale of Employee commitment of Miring (2013) was used to determine the degree to which the employees were committed. The Cronbach alpha of the items was .87. The extent to which, staff engages in succession planning was found with the aid of 11 items scale developed by Pita (2015). The reliability coefficient of this scale was .82 with adequate CFA.

### 3.3. Analysis approaches

Some of the statistical methods such as CFA (individual & with the various collapsing Combinations) along with the AVE (average variance extracted,  $AVE = \sum \lambda^2/n$ ) and ASV (average squared shared variance,  $ASV = \sum r^2/n$ ) (Hair et al., 2010), Herman’s Single Factor Test & the correlation analysis (Podsakoff & Organ, 1986) and finally the PROCESS macro (Hayes, 2017) are applied for analysis.

### 3.4. Data screening and cleaning

Data should be checked to make sure the data is reliable, valid, and usable for further analysis (Tabachnick & Fidell, 2007).

#### Missing data

Twenty-one missing values were found which makes 14% (more than 5%). Those seven cases/samples containing missing values were dropped out because retaining missing values greater than 5% can cause biasness in our results and we have large enough data. 321 datasets were left behind after excluding missing cases (Donner, 1982).

#### Outliers

Univariate outliers were identified using standardized z values of  $\pm 3.29$  and multivariate outliers were detected assessing Mahalanobis distance greater than  $p = 0.001$ . Chasing these cut-offs, twenty-one univariate and multivariate outliers were identified and afterward deleted for the reason that they might influence the accurateness of the data analysis method. Hence, after eliminating outliers, the final 300 workable samples were retained (Tabachnick & Fidell, 2007).

### Normality

The normality test was performed for every item on the scales firstly, and afterward, the test was executed for every construct of the research individually. Table 5.1 for total variables (constructs are made by adding their items) illustrates the values of kurtosis and skewness which are considered determinants of data normality. All the kurtosis & skewness are less than the maximum normality value ( $<3$ ). So, this shows the normal distribution (Tabachnick & Fidell, 2007).

| <b>Table: 5.1. Normality test</b> |          |          |
|-----------------------------------|----------|----------|
| Variable                          | Skewness | Kurtosis |
| Employee training                 | .231     | .213     |
| Perceived organizational support  | 1.026    | 1.918    |
| Employee commitment               | -1.499   | 2.044    |
| Succession planning               | -1.370   | 1.953    |

### Multicollinearity

The table presents that all the values of VIF and tolerance are inadequate range. IF values were below 5.0 and tolerance values go above 0.2 (Hair et al., 2010). consequently, Multicollinearity didn't exist.

| <b>Table: 5.2. Multicollinearity</b> |     |                         |       |
|--------------------------------------|-----|-------------------------|-------|
| Model                                |     | Collinearity Statistics |       |
|                                      |     | Tolerance               | VIEW  |
| 1                                    | ET  | .791                    | 1.263 |
|                                      | POS | .584                    | 1.714 |
|                                      | EC  | .662                    | 1.510 |

a. Dependent Variable: SP

## 4 | RESULTS AND DISCUSSION

This chapter demonstrates the results of reliability, validity, and hypothesis testing.

### 4.1. Descriptive Analysis

| <b>Table: 5.3. Demographic Profile of Respondents</b> |                   |                        |       |
|-------------------------------------------------------|-------------------|------------------------|-------|
| Variables                                             | Dimensions        | Frequency & Percentage | Mean  |
| Gender                                                | -Male             | 194 (64.7%)            | NA    |
|                                                       | -Female           | 106 (35.3%)            |       |
|                                                       | Total             | 300                    |       |
| Education                                             | -Bachelors        | 63 (21.0%)             | NA    |
|                                                       | -Masters          | 160 (53.3%)            |       |
|                                                       | -M.Phil           | 65 (21.7%)             |       |
|                                                       | -PhD              | 12 (4.0%)              |       |
|                                                       | Total             | 300                    |       |
| Designation                                           | -Processor        | 20                     | NA    |
|                                                       | -Sales executive  | 24                     |       |
|                                                       | -Managers         | 160                    |       |
|                                                       | -AMI              | 13                     |       |
|                                                       | -Unit head        | 10                     |       |
|                                                       | -Coordinator      | 12                     |       |
|                                                       | -Universal teller | 15                     |       |
|                                                       | -Officers         | 46                     |       |
|                                                       | Total             | 300                    |       |
| Age                                                   | -----             | -----                  | 37.05 |
| Experience                                            | -----             | -----                  | 09.95 |

Note: Coding method: {{Gender (Female 2, male 1)}} {Education (Graduation=1, Masters=2, M.Phil=3, Ph.D=4)}

The qualification level is M. Phil (65), Ph.D. (12), and BS (63). 20 employees were processors, 24 were sales executives, 160 were managers, 13 were AMI, 10 were unit heads, 12 were coordinators, 15 were tellers, and 46 were officers. The average age and working experience of the respondents were 37.05 and 09.95 years respectively.

#### 4.2. Reliability, Validity, and Common Method Bias (CMB)

Reliability analysis and validity analysis were conducted. The reliability of the constructs was evaluated through Cronbach's Alpha.

| <b>Table: 5.4: Reliability analysis</b> |              |                |
|-----------------------------------------|--------------|----------------|
| Variables                               | No. of items | Cronbach alpha |
| Employee training                       | 12           | .85            |
| Perceived organizational support        | 12           | .88            |
| Employee commitment                     | 12           | .87            |
| Succession planning                     | 11           | .82            |

All the Reliability coefficients values are above the threshold value .70 (Kline, 2000). So, all are acceptable.

#### 4.3. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is a frequently applied multivariate statistical method in social research that tests whether the measure of constructs is consistent with the nature of that construct (Kline, 2010). While this study was based on adopted scales to measure the dissimilar constructs, a series of CFA (individual and collective) was done to determine whether the questionnaires applied were suitable in our context. Findings of CFA are mentioned below.

| <b>Table 5.5: Confirmatory Factor Analysis of Individual Scales</b> |         |       |      |      |     |
|---------------------------------------------------------------------|---------|-------|------|------|-----|
| Scale                                                               | Cmin/df | CLOSE | NFI  | CFI  | RMR |
| ET                                                                  | 4.629   | 0.123 | .900 | .910 | .08 |
| POS                                                                 | 2.555   | 0.293 | .976 | .991 | .04 |
| EC                                                                  | 4.991   | 0.112 | .922 | .936 | .07 |
| SP                                                                  | 4.132   | 0.312 | .958 | .968 | .05 |

Note: ET= Employee training, POS = Perceived organizational support, EC= Employee commitment, and SP= Succession planning

Given in table 5.3, the Output of the Individual CFA of each questionnaire represents an acceptable result. According to the following principle, the CFA results should be like this given below,

- Cmin / df < 5 (Tabachnik & Fidell, 2007)
- PCLOSE > 0.05 (Browne & Cudeck, 1993)
- Normed Fit Index-NFI  $\geq$  .90 (Bentler & Bonnet, 1980)
- Comparative Fit Index-CFI  $\geq$  .90 (Hu & Bentler, 1999)
- Root Mean Square Residual-RMR  $\leq$  .08 (Hu & Bentler, 1999)

The given values of multiple indices (CFI, NFI, etc) indicate the acceptable range and fit of the dataset to the research model.

| <b>Table 5.6: Confirmatory Factor Analysis (overall &amp; different combinations)</b> |                |               |            |            |              |
|---------------------------------------------------------------------------------------|----------------|---------------|------------|------------|--------------|
| <b>Model</b>                                                                          | <b>Cmin/df</b> | <b>PCLOSE</b> | <b>NFI</b> | <b>CFI</b> | <b>RMSEA</b> |
| Single Factor                                                                         | 5.631          | .000          | .594       | .638       | .125         |
| Two Factor<br>(POS+EC, ET+SP)                                                         | 4.072          | .000          | .608       | .661       | .101         |
| Three-Factor<br>(POS+EC, ET, SP)                                                      | 3.250          | .000          | .769       | .826       | .087         |
| Four Factor<br>(POS+EC, ET & SP)                                                      | 2.147          | 0.067         | .905       | .936       | .062         |

After finding the construct validity of all scales at individual levels, four confirmatory factor analysis (CFAs) were executed. The fundamental objective of these CFAs was to better find out the construct validity in more detail. Four Models in CFA were established for this goal, in single factor model, all scale items were bent onto a one factor and the output demonstrated a poor fit (Cmin/df = 5.63, Pclose = .000, NFI = .594 CFI = .638, RMSEA = .125). Similarly, the two factors model with the two collapsing mix of employee commitment & perceived organizational support and employee training & succession planning (Cmin/df = 4.07, GFI = .508, Pclose = .000, CFI = .661, RMSEA = .101), and the three factors models with the collapsing combination of perceived organizational support and commitment as first factor and employee training and succession planning were taken as second and third factors (Cmin/df = 3.25, Pclose = .000, NFI = .769, CFI = .826, RMSEA = .087) also resulted a poor fit. Only the four factors hypothesized model best fitted the data (Cmin/df = 2.14, Pclose = 0.067, NFI = .905, CFI = .936, RMSEA = .062).

Following the suggestions of Hair and Colleagues (2010), the discriminant validity and convergent validity of all scales were found through ASV -Average Squared Shared Variance and through Average Variance Extraction -AVE methods correspondingly. The given formula was used for calculations.

-  $AVE = \sum \lambda^2 / n$  [ $\sum \lambda^2$  'indicates the sum of the squared factor loadings and 'n' signifies the total number of questionnaire items].

-  $ASV = \sum r^2 / n$  [Here ' $\sum r^2$ ' represent some of the squared correlations of a construct with Other constructs in the model and 'n' represents a total number of constructs.

| <b>Table 5.7. Convergent Validity</b> |                                        |
|---------------------------------------|----------------------------------------|
| <b>Scale</b>                          | <b><math>\sum \lambda^2 / n</math></b> |
| Employee training                     | 0.510                                  |
| Perceived organizational support      | 0.539                                  |
| Employee commitment                   | 0.546                                  |
| succession planning                   | 0.517                                  |

Table 5.7 indicates that the AVE of all scales is >.50, showing good convergent validity according to the rule of thumb (Hair, Black, Babin, & Anderson, 2010).

#### 4.4. Correlation Analysis

As noted earlier that ASV is the average of the squared correlations of a construct with other Constructs in the same model (Hair et al., 2010), therefore, to calculate the ASV of each construct, we Need the values of inter-construct correlations. For this, correlation analysis was executed, and its results are given here.

**Table 5.8: Inter-Construct Correlations**

| Variables /Constructs | Mean  | SD    | 1      | 2      | 3      | 4 |
|-----------------------|-------|-------|--------|--------|--------|---|
| ET                    | 5.038 | 1.094 | 1      |        |        |   |
| POS                   | 5.387 | 1.054 | .452** | 1      |        |   |
| EC                    | 5.538 | 1.106 | .312** | .579** | 1      |   |
| SP                    | 5.359 | 0.936 | .511** | .563** | .396** | 1 |

Note: \*\* =  $p < 0.01$ , two-tailed.

We can state from the above table that all the variables are positively correlated with each other. Such as, Employee training is positively related with Perceived organizational support ( $r = .452$ ,  $p < 0.01$ , employee commitment ( $r = .312$ ,  $p < 0.01$ ) and succession planning ( $r = .511$ ,  $p < 0.01$ ). similarly, perceived organizational support is positively correlated with employee training ( $r = .452$ ,  $p < 0.01$ , Employee commitment ( $r = .579$ ,  $p < 0.01$ ) and succession planning. There exists positive association between employee commitment and succession planning ( $r = .396$ ,  $p < 0.01$ ). We can find out the ASV of each construct. The values are given in table 5.9.

| <b>Table 5.9: Discriminant Validity</b> |                |
|-----------------------------------------|----------------|
| Scale                                   | $\sum r^2 / n$ |
| Employee training                       | .479           |
| Perceived organizational support        | .285           |
| Employee commitment                     | .488           |
| Succession planning                     | .244           |

The latent construct's ASV values are shown in table 5.9

| <b>Table 5.10. Comparison of Convergent &amp; Discriminant Validity</b> |       |      |       |
|-------------------------------------------------------------------------|-------|------|-------|
| Scale/Construct                                                         | AVE   | ASV  | CR    |
| Employee training                                                       | 0.510 | .479 | 0.837 |
| Perceived organizational support                                        | 0.539 | .285 | 0.857 |
| Employee commitment                                                     | 0.546 | .488 | 0.875 |
| Succession planning                                                     | 0.507 | .244 | 0.804 |

It is a must that  $AVE > ASV$  develop the discriminant and convergent validity of all scales. So, this is providing enough evidence for the convergent and discriminant validities of scales or constructs applied in this study. The composite reliability of all variables is greater than 0.7 (Hair et al., 2010).

#### 4.5. Common Method Bias

Data of this study is collected through a single source and based on self-reported data. This approach can cause common method bias which might threaten the results. Thus, to identify the CMB, Herman's single factor was run using EFA with extraction technique of maximum likelihood via SPSS. All construct items were enforced to load onto one factor. The total percentage of the variance of this single factor was smaller than 50%. The first factor described only 33% Variance. This represents that there is no serious concern about CMB because the first factor of research did not explain the major variance (Hair et al., 2010; Podsakoff & Organ, 1986).

#### 4.6. Hypotheses Testing

##### Analysis approach

A plethora of software choices is available to check the research conceptual frames with the mediation method. Still SPSS and PROCESS MACRO are some of the top tools to measure the research model. SPSS Software version 23 and PROCESS MACRO (Hayes, 2013) was applied to test the research hypothesis /model and mediation. PROCESS MACRO uses the OLS method to calculate the observed variable's parameters (Hayes

& Rockwood, 2017). In addition to this, Bootstraps confidence interval is created for indirect effects. The mediation is also performed by PROCESS MACRO. Therefore, PROCESS MACRO was applied to check the expressed relationships in my research frame which is consisted of observed variables. 75 models were given by Hayes in his book. Our conceptual model follows model number 4 and the pictorial explanation of statistical and conceptual frames are given here

#### 4.7. Regression statistics for simple mediation between Employee training and Succession planning

**Table 5.11: Hypotheses testing (Path analysis direct effect)**

| Path                                             | B    | SE      | t         | sig       | LLCI  | ULCI  |
|--------------------------------------------------|------|---------|-----------|-----------|-------|-------|
| ET to EC (ai)                                    | .315 | .055    | 5.676     | 0.000     | .2063 | .4253 |
| POS to EC (ai)                                   | .607 | 0.49    | 12.244    | 0.000     | .5097 | .7049 |
| EC to SP (bi)                                    | .222 | .042    | 5.216     | 0.000     | .1387 | .3067 |
| ET to SP (c1')                                   | .368 | .043    | 8.528     | 0.000     | .2832 | .4531 |
| POS to SP (c1')                                  | .447 | 0.52    | 8.592     | 0.000     | .3452 | .5504 |
| <b>Path Analysis- Indirect/Mediating Effects</b> |      |         |           |           |       |       |
| Path                                             | B    | Boot-SE | Boot-LLCI | Boot-ULCI |       |       |
| Indirect Effects of ET on SP through EC          | .070 | .019    | .0360     | .1117     |       |       |
| Indirect Effects of POS on SP through EC         | .054 | .029    | -.038     | .1136     |       |       |

The given results explain that the effect of Employee training (IV) and Perceived organizational support (IV) on succession planning (DV) are statistically significant ( $\beta = .368$ ,  $SE = .043$ ,  $t = 8.528$ ,  $p < 0.05$ ,  $\beta = .447$ ,  $SE = 0.52$ ,  $t = 8.592$ ,  $p < 0.05$ ). Similarly the effect of Employee training (IV) and Perceived organizational support (IV) on Employee commitment ( $\beta = .315$ ,  $SE = .055$ ,  $t = 5.676$ ,  $p < 0.05$ ,  $\beta = .607$ ,  $SE = 0.49$ ,  $t = 12.24$ ,  $p < 0.05$ ), and Employee commitment to succession planning is also significant ( $\beta = .222$ ,  $SE = .042$ ,  $t = 5.216$ ,  $p = 0.000$ ). While Bootstrapped results presents that Employee commitment significantly mediated the relationship between Employee training and succession planning ( $\beta = .070$ ,  $Boot-SE = .019$ , 95% Bootstrapped CI = .0360, .1117). On the other hand, Employee commitment did not mediate the relationship between Perceived organizational support and succession planning ( $\beta = .054$ ,  $Boot-SE = .029$ , 95% Bootstrapped CI = -.038, .1136). So, Based on above results,  $H_1$ ,  $H_2$ ,  $H_3$ ,  $H_4$ ,  $H_5$ ,  $H_6$  are accepted whereas  $H_7$  was rejected.

**Table 5.12: Summary of Hypotheses Testing**

| Hypotheses                                                                                                                             | Decision    |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------|
| H1: Employee training would be positively related to succession planning.                                                              | Supported   |
| H2: Employee training would be positively related to employee commitment.                                                              | Supported   |
| H3: Perceived organizational support would be positively related to employee commitment.                                               | Supported   |
| H4: Perceived organizational support would be positively related to succession planning.                                               | Supported   |
| H5: Employee commitment would be positively related to succession planning.                                                            | Supported   |
| H6: Employee commitment would significantly mediate the relationship between Employee training and succession planning                 | Supported   |
| H7: Employee commitment would significantly mediate the relationship between Perceived organizational support and succession planning. | Unsupported |

## 5 | DISCUSSION

Among researchers Ivan and Josephs (1994) were the developers who examined the impacts of contextual factors (Family cohesion and Family adaptability)) on succession planning. After their study, there was a need to promote the incomplete body of knowledge on succession planning by probing more organizational factors that might affect the SP of the organizations This research is an effort to add to the limited body of literature on SP because it studies the associations between some organizational attributes such as employee training and succession planning, Perceived organizational support and succession planning. Results notably support the hypothetical arguments of our research that ET & POS are positively related to SP and that EC serves as a mechanism of this positive association.

### 5.1. Employee training and succession planning

The first hypotheses establish the positive relation between ET & SP. Results of work also support this hypothesis as a positive association was found between ET & SP. That affirms, ET as a fine predictor of SP. Training is a strategic tool that enhances the career development opportunities of employees, knowledge of updated information technology, and finally helps the employees to perform by their goals. This result supported the previous studies that assert organizational factors as a number of the factors that foster succession planning (Lillas & Barry, 2001). In addition, our study is consistent with the Sogunro (1997) theory he concludes that training may foster leadership. This study also gives empirical support to the theory of Ivan and Joseph (1994) that the organizational attributes foster succession planning. Our study inserts new insight into the thought that knowledgeable and sophisticated employees get more chances to replace the highest vacancies when a vacancy exists (Sogunro, 1997) and they become more willing to be leaders. This study concludes that the employees involved in career development activities, information technology practices, and setting goals through training are more involved in process of developmental succession planning & talent pool succession planning while replacement planning is also done in times of emergencies. As a result, the banking employees, who are well trained or skilled, will get more chances to involve in succession planning and to be the successors than those who are untrained.

### 5.2. Employee training and Employee commitment

The findings of the research support the second hypotheses which declares positive relation between ET and EC. The relationship advocates that the banking employees involved in training programs and activities are more committed to the organization. This further enhances their commitment to the organization.

This finding is consistent with the study of Cagri and Usman (2017) who reported ET as an adequate predictor of EC. This research discloses the relationships of all the aspects of ET and EC. This study concludes that a good balance between knowledge of IT, goal setting, and career development, or in other words training makes the employees more devoted and dedicated to the organization or we can say enhances the commitment.

### 5.3. Perceived organizational support and succession planning

The outcomes of this study support the three hypotheses, which state that POS & SP are positively related. Thus, POS is a good predictor of SP. This study is similar to the study of Shanock et al., (2014) who found a positive relationship between perceived organizational support with leadership. Employees getting supportive attitude by the firms are more involved in leadership activities and want to be the leaders. This work also seconds

the theory of Ivan and Joseph (1994) which finds that contextual attributes that affect SP. So our study gives practical support to Ivan and Joseph's theory which says that contextual factors enhance SP. So, this study proves that the employees in the banks gaining favorable actions and support from the managers, supervisors & co-workers would be more willing to be involved in the practices of development, talent pool & replacement succession planning.

#### **5.4. Perceived organizational support and employee commitment**

The outcome of this study endorses the fourth hypothesis that claims a positive relationship between perceived organizational support and employee commitment. This study proves that the banking staff, who are well supported and valued by the firms, shows more commitment level and dedication towards the firms.

The findings of this research are consistent with the research work of Geraldine et al., (2015) who informed POS as a key predictor of EC. This study reveals the association of all three dimensions of POS and EC and suggests that support from the managers, supervisors, and coworkers, or precisely saying, Perceived organizational support enhances and develops the emotional attachment and commitment level of the employees towards their organization. Employee commitment and succession planning

Hypothesis fifth states that Commitment and Succession planning would be positively related. Findings verify this hypothesis because a significant positive correlation was between EC & SP. This result is matching with the results of earlier scholars who stated that employees can exhibit 'affective, normative, and continuance commitment during becoming leaders. My study is consistent with Fadeyi (2017) who found a positive link between commitment level and leadership and states that the more committed and dedicated employees would get higher chances to involve in the leadership activities than the employees having low commitment level.

Our study harmonizes the abovementioned scholar and ends that commitment triggers succession planning. Therefore, it may be believed that employees having the features such as normative, continuance and especially affective commitment are more chances to be the successors through developmental, replacement & talent pool succession planning. Thus, management needs to make the people more committed to the organization, so they could be future leaders hence they may also involve others to replace the higher ranks.

#### **5.5. The mediating role of employee commitment**

After assuming the inter-relationships among training, employee commitment & SP, it was proposed that commitment will mediate the positive association between ET & SP. This hypothesis got enough empirical support while the indirect impact of commitment was significant. Our results show that ET is not only directly but indirectly connected to succession planning through EC. This result advocates that ET triggers EC which in result drives Succession planning. The findings are extremely essential as they propose that there are further corridors for practitioners and managers to rise and implement succession planning in banking organizations by progressing the commitment level of the employees.

The considerable mediating function of EC is in-line with prior research proving the mediating capability of EC. For example, Hussain and Asif (2016) have verified the mediating role of EC between training activities and intention to quit. He suggested that when employees are well trained, practiced, and well prepared, their commitment increases, ultimately chances of their turnover decrease. This research also supports Jamal et al., (2017) who confirm the mediating role of commitment between training and transfer learning and got support from his finding for commitment as a mediator. This study is different from the work of Ivan and Joseph (1994)

as they found the mediating role of family commitment on the relation of family adaptability and family succession planning. Their attention was on family business only. While our study focus on the banks and the predictors of SP are ET and POS.

In hypothesis seven it was supposed that EC would mediate the relationship between POS and SP. This hypothesis was established on the base of several early scholarly studies signifying the mediating function of EC. Shammi et al., (2016) examined the mediating effect of EC in the association between perceived organizational support and employee performance and resulted that higher organizational support boosts the commitment level of workers which in turn improves the performance of employees. Tumwesigaye (2010) has also found the mediating effect of EC on the link between POS and turnover. They studied the other support from the firm that fosters the commitment of workers and lowers the turnover ratio. Opposing all this evidence, we couldn't get the proposed mediating effect of EC on the positive association between POS and SP. A possible cause for this unsatisfactory result can be the 'research's context'. This is possible that EC's mediating effects might not hold accurate in the settings (Banks) where this research was performed. However, this rejected hypothesis requires further research to find out whether EC mediates the positive relationship between POS and SP. However, it is necessary to see that EC's link with succession planning was positive (e.g., notice correlations analysis).

The result on the positive connection between POS and succession planning is alioith the findings of Shanock et al., (2014) but their work was done in Carolina. Regardless of insignificant mediation, a positive association between POS and succession planning points out the reality that not only the training activities & the commitment enhancement efforts, but banks also imply succession planning but also try to create a supportive culture. Therefore, the key finding of this study work is that POS, ET & EC are the organizational factors that can promote succession planning.

## **5.6. Implications**

### **Theoretical Implications**

Theoretically, the Current study tabs for filling the existing gap in little rature by evaluating the effect of employee training on perceived organizational support and the indirect effect of employee commitment on succession planning by collecting the data of private sector Banks. This study fills the existing gap of literature through giving empirical support about the positive correlation between employee training & Succession planning and Perceived organizational support & succession planning and therefore affirms Employee training and perceived organizational support as predictive sources of succession planning. Along with direct relationships, the mediating role of commitment is also proved on the relationship of training & succession planning by this work. These direct & indirect effects were not investigated before so there will be an important contribution to the literature on organizational factors affecting succession planning directly and through mediation mechanisms. As a result, our study supports the previous insights which proved organizational factors as enablers of succession planning (Florence & Hazel, 2013; Chacha, 2016; Tunje, 2014; White & McCain, 1999; Russo & Meyer, 2001; Pissaris et al., 2010). So, the managers, fostering the environment of training and organizational support at the workplace, would create successors, and overcome the knowledge gap.

### **Practical Implications**

Practically, the study will play an important role for managers of banks, popolicymakershuman resource practitioners, and individuals in la leadership posipositionswho desire to get the highest ranks. For the managerial

implications, it will inform management about the importance of succession planning in the organizational environment to achieve talent retention. Management will struggle to implement an appropriate succession planning system and perform good checking of its improvement. A positive relationship is confirmed by this study between employee training and succession planning, Perceived organizational support, and succession planning. Therefore, banks would strive to focus on the employees to be the future leaders and they may adopt the policies and practices to attain stability, sustainability, and profitability. Succession planning, when associated with the bank's needs, may be applied as a key part of a human resource approach to make customized, proactive professional development for capable persons who may appropriately fill up the gaps created by the other workers. Banks would focus on the internal talent pool rather than outdoor recruitment which may be expensive and time-consuming.

The major contribution of this study will be to facilitate the managers of the banking organizations in identifying the value of succession planning implementation to avoid the pressure put on the organization due to skill gaps created by the departures, death, resigns, accidents, promotions, retirements and so forth.

### 5.7. Limitations and future research directions

This study has drawn several limitations which have to be addressed here. First, Private sector banks were targeted for this research study. So, the results are restricted to the Banking sector only. Future scholars can replicate the research on other sectors to get more generalized findings with different sample size contexts. Second, there is only one mediator between Employee training & succession planning and perceived organizational support and succession planning. By this, upcoming researchers may take any other mediator (job satisfaction) in between. Third; longitudinal design can be applied in place of cross-sectional in future research to achieve a more appropriate conclusion.

## 5 | CONCLUSION

This Research work exposed that Employee training has a positive association with employee commitment and succession planning. It was also revealed the complete mediating effect of commitment on the correlation between employee training & Success planning and this means that the committed employees in the training environment tended to get more involved in succession planning than those who were not committed. This research presents the significance of implementing employee training in the banking sector by showing the positive relationship between employee training and succession planning. Furthermore, the study supported that employee training and perceived organizational support both are considerable predictors of succession planning. Finally, the research's objectives have been accomplished by the findings.

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