

Explanation the impacts of succession planning on organizational effectiveness in Refah Bank branches of Kohgiluyeh and Boyer Ahmad province

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Abstract

This study was conducted to explain the impact of succession planning on organizational effectiveness in Refah bank of Kohgiluyeh and Boyer-Ahmad province (Iran). This applied and cross-sectional study was in nature a correlation research. The population consisted of Refah Bank of Kohgiluyeh and Boyer-Ahmad employees. A sample of 140 was selected as a whole number. Data was collected using two questionnaires: organizational effectiveness (Parsons, 2010) and succession (Horna, 2007). The reliability was measured using Cronbach's alpha and the validity of the questionnaire determined using content validity. To determine the relationship between variables Pearson correlation and regression analysis were used by means of spss software. The results showed a significant correlation between the succession planning and organizational effectiveness. Organizational factors with the beta (0.551) had the largest contribution on organizational effectiveness in Refah Bank of Kohgiluyeh and Boyer Ahmad then the individual factors with beta (0.299) and process parameters with beta (0.230) respectively.

Keywords: organizational factors, personal factors, system of succession planning, organizational effectiveness

Introduction:

According to the law of cause and effect, development is not accidental. The status of each community has a direct relationship to attitudes and the thinking of the people as well as the elite of society. The fate of any society has a direct relationship with the discovery of social rules by the society and its elites.

It is obvious that to carry out development programs in any country requires the deployment of elites that can lead the country on the path of development and development goals. Public sector organizations are account for a major part of these managing tasks.

Due to this need, the United Nations Development Program, has been introduced the eighth Millennium Development Goal as to develop capacities for development. Nowadays the importance of qualified managers and improvement of the working forces has found a paramount process.

In Iran also a need to considerable numbers of qualified managers is anticipated due to the economic growth and the objectives of 1404 outlook. (Ameli, 2013)

Theoretical Foundations of research:

In the new millennium, many organizations focus on intangible assets such as brand, innovation, creativity, entrepreneurship and knowledge investments. These key resources could represent the organization, regardless of industry, as an ideal company. Such organizations are centered on people and just after employing the right people will take a step to succeed of their competitors. More rigorous studies suggest that to achieve success, not only should take people in the right positions, but also the top actors must be identified for each position.

Another problem is how to use available resources to satisfy the demands and expectations of many stakeholders, to best advantage. In response to this question can be said that succession planning and talent management are popular ways to take advantage of existing human resources to meet the future needs of the organization as well as the community (Esfahani, 2014).

Succession planning is part of human resource planning in line with the overall strategy of the organization (Beaver and Hot, 2004). It is a vital intelligence data to make every day decisions and an important tool to improve human resources too (Huang, 2001) it is also one of the most important available mechanisms to ensure that internal staffs of organization are being trained in order to meet the future workforce (Amelie, 2013). What in the succession planning process takes into consideration is that the organization should have prepared to implement this system.

There may be a set of preparations and settings presented the organizational requirements for succession planning, including the commitment of senior management, organizational and acceptance culture and financial and executive planning. Although succession planning in its most basic definition is simply defined as to determine the future leaders but in fact, this planning comes from human capital strategies as a voluntary process in order to ensure continuity of leadership in key positions, maintaining and developing intellectual capital and knowledge capital for the future and encourage people to develop (Jackson, 2007). Government of Alberta (2004) also defines it as a systematic approach to ensure having the best talents by helping them to develop themselves. Succession planning and succession management process is a systematic process to ensure continues of supply of the best talent to fill key positions. This process provides perpetuating knowledge and leadership through the identification and development of

knowledge, skills and potential candidates for future leadership positions, progress, or upgrade to a more challenging role within an organization provides and where necessary, it out of alluring (finner, 2005).

Many organizations change direction of replacement of staff, to development and promotion staff. Career development along with succession planning for organizations and individuals provide what employee and the employer wants. The core of succession planning is written policies that tend to promote people within the organization. In the long term, the priority is the development of internal leadership and become a fixed organizational behavior, but the in general, decline in organizational loyalty, hope to jobs, compression and organizational downsizing, diversity and equity-based incentives and other factors led, to change and displacement of activity-based succession (Lewis, 2004).

Succession planning is a deliberate and systematic effort to ensure continuity of leadership, protection and development of intellectual capital and knowledge for the future and encourage people to progress. Raul believes succession planning, selection and promotion of qualified and talented staff within the organization for ongoing leadership transition (transformation) that strengthens the organization's human capital. Also, Raul its definition is extended in this way: "Preparations for the development, replacement and strategic application of key people in extra time." Board of directors and managing directors are aware that the survival of the organization relates to the right people in the right positions at the right time to do the right things depend. Strategically locating on a large scale is a function of good leadership in the organization. Succession planning, program defined the organization to ensure continuity of leadership in all key positions within the organization and through the development of activity-that develops talented employees to intelligently applies (Wolfe, 1996). Forecasting succession planning approach to ensure continuity of leadership among personnel changes within the organization is planned and unplanned.

Succession planning is a technical approach to identify and prepare individuals and develop their technical and providing the right skills for them to make further improvements. Succession planning over the selection process, a succession planning program forward is to sustain current and future leadership. This is done by engaging in various levels within the organization. Live structural succession planning resources for maintaining and developing high-potential employees are considered (Johnson, 1994). To develop knowledge, skills and abilities to help their employees, thereby preparing them to progress and maintain them to ensure the return on investment (finner, 2005).

Succession planning options is to express this leadership gap by connecting them to the right people in the organization and therefore their leaders and foster development (Bayham, 2000). Almighty, terms of action and strategic planning processes in order to ensure the proper arena successors for key jobs and the future of seniority or covers (valem, 1993). Soros et al (2007) philosophy succession planning needs of individuals with high potential for the continuity and sustainability of the organization know. Gay and Sims were defined succession planning, "planning potential alternatives to the current leadership positions in the organization." This definition covers people who are fully prepared. Weller and Thompson (2002) consider succession planning a process that includes strategic planning, financial planning, asset planning and preparing successors. This means the family business and is valid. In other words, the lack of a holistic process is an obstacle for strategic planning, financial planning, asset planning and preparing successors. The sense of family and family business and is valid.

In other words, the lack of a holistic process, leads to problems for succession planning that have short-term solutions, although the theoretical foundations explain that organization do not care the succession planning in a holistic process.

Many organizations consider that succession planning is not merely for senior management and superior jobs.

In fact, good succession management, a talented group of skills, attributes and appropriate experience to fill specific posts, especially at higher levels of organization provides (Berhelman, 2005).

Literature review:

Khani Far et al (2014) in a study entitled "the possibility of implementation of succession planning in Jameah Al Mostafa Al Amiah" began this research in terms of purpose, functional and descriptive method has been implemented. The survey instrument was a questionnaire that was distributed among 56 managers as samples. The status of each dimension by using Student's t test was performed. Also, using the Friedman test, the ranking of the highest rank to lowest rank futurists and executives dedicated to collaborative space

Tabatabai first (2014) in a study on "The succession planning functions at the level of senior management" was carried out in 1389 And the results showed a successful manager and prospective need human talent to fill key jobs and positions in the future, identification and planning through a variety of educational to fill the jobs prepare. As organizations increasingly face competitive challenges in the future and for prospective talent management or succession management in organizations is more important. In this article we have tried to basis of the theory of studying the dysfunctions succession, proposals to identify and fix expressed.

Gharib Poor et al (2014) in a study entitled "The relationship between the processes of succession planning, organizational maturity, and leadership style in their family businesses". Respondents to the questionnaire included senior corporate executives (72) and the talented employees of (135) (elected directors to respond to questions) that according to their suitability to the position of Senior Director of the possibility that one day, they are a In this regard, the senior managers of family businesses in person to their succession planning process and your leadership style maturity staff according to their choice. Zakeri (2012) in a study entitled "explain succession management model utilizes the story of God's vicegerent on interpretive ideas of Ayatollah Javadi payment results showed good factor of defined competencies, good-breeding, preparation of individual and social and strengthened.

Poursadegh et al (2012) in a study to assess the readiness of the organization for successful implementation of succession planning and talent management study began. For this purpose, not hypothesis and a theory of design and information you need to analyze the hypotheses of documents and information through the organization and collecting. Sampling, are random and one-sample t-test was used to analyze the data. 4 hypotheses continued support and guidance of senior executives and human resources managers are positive and optimistic look at their capabilities and experience of the directors or the aging of the young and educated staff of a unit "The management of human resources" and features in the rejection and the rest were confirmed. The main hypothesis of this study can be concluded from the analysis that studied the readiness of organizations to execute successful succession plan is in the upper limit. Elf (2008) in a study on the need to have regard to the implementation of a succession planning strategy and strategic objectives desired clarity, guidance and support continuous succession of senior management of the program, the stability of the senior management team (due to the nature long -term succession plans), lack of political and environmental pressures on recruitment and appointments, a unit

equipped with an active human resources development, knowledge management, cultural managers all of the issues that the foundation stone succession plans based on them.

Friedman (2006) in a study of the succession system features seven distinct describe it to suit the dimensions of recognition, control systems, resources, information systems, political indicators, technical indicators and the role of staff. In his view, succession planning systems are more successful when they have a higher recognition. The control system is available, the resources, the information is adequate and the staff of rather than political criteria and the implementation of key personnel can be used.

Research Methodology:

This study is an apply research in terms of purpose. The study in nature is a cross-correlation method. Because this study was done in a given time interval, it was a sectional study. The study population consisted of Refah Bank staff Kohgiluyeh and Boyer-Ahmad is that their number amounted to 140. A standard questionnaire was used with a total of 71 questions (28 questions for organizational effectiveness, 43 questions for the succession) that all the standard questions and for the whole 5-item Likert designed and used. The validity and reliability with Cronbach's alpha was confirmed by experts.

Resource	Questions	Variables	questionnaire
2010 • Parsons	1-8	Innovation	Effectiveness
	9-16	Commitment	
	17-28	Job Satisfaction	
2007 • Horna	1-20	Organizational factors.	Succession system
	21-28	Process agents	
	29-43	Individual factors	

Analysis of the findings:

87.1% of participants in the study were male and 12.9% women. Nearly 122 responders to the questionnaire were men and 18 women. 10 % participants belong to the age group 15-25 years, 42.9% of the age group 25-35 years, 43.6% of the age group 35-45 years, 3.6% of the age group 45-55 years. 19.3% of participants were high school graduates and under graduate, 65.7% of associate degree and bachelor, 15% master and higher. 9% of the participants were informal employment, 13.6 % contracted, 27.1% special contract, and 1.4 percent are other employment. 42.9% of participants had 1-10 years work experience, 49.3%; 10-20 years and 7.9% 20 or more.

The main hypothesis: there is a significant relationship between the system of succession planning and organizational effectiveness in Kohgiluyeh and Boyer Ahmad Refah Bank branches.

To study the relationship between the succession and organizational effectiveness in branches of Bank Refah of Kohgiluyeh and Boyer Ahmad statistical hypothesis test is as the following:

H0: There is no relationship between the succession and organizational effectiveness.
H1: There is a relationship between the succession and organizational effectiveness.

The correlation between the succession and organizational effectiveness

effectiveness		Variable
Frequency	Pearson	
140	Sig	R
	./001	./553

Pearson correlation coefficient indicates that there is a significant correlation between system of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad at a significance level of 95%. On the other hand, since a significant level of 0.001 is less than of 0.05 the original hypothesis is confirmed. So it can be acknowledged that the effectiveness of Bank Refah Kohgiluyeh and Boyer Ahmad is affected by the succession system.

First hypothesis:

There are significant relationship between organizational factors of succession and organizational effectiveness in branches of Kohgiluyeh and Boyer ahmad Refah Bank.

To study the relationship between organizational factors of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer ahmad statistical hypothesis test is as the following:

H0: There is no significant relationship between organizational factors of succession and organizational effectiveness.

H1: there is a significant relationship between organizational factors of succession and organizational effectiveness.

The correlation between organizational factors of succession and organizational effectiveness

Organizational Effectiveness		Variable
Frequency	Pearson	
140	Sig	R
	./001	./580

Pearson correlation coefficient indicates that there is a significant correlation between organizational factors of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad at a significance level of 95%. On the other hand, since a significant level of 0.001 is less than of 0.05 the original hypothesis is confirmed. So it can be acknowledged that the organizational effectiveness of Bank Refah Kohgiluyeh and Boyer Ahmad is affected by organizational factors of succession.

Second hypothesis:

The process factors of succession and organizational effectiveness in Bank Refah Kohgiluyeh and Boyer Ahmad

To study the relationship between the process factors of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad statistical hypothesis test is the following:

H0: there is no relationship between the process factors of succession and organizational effectiveness.

H1: there is a relationship between the process factors of Succession and organizational effectiveness.

The correlation between the process factors of succession and organizational effectiveness

Organizational effectiveness		Variable
frequency	Pearson	
140	sig	R
	./001	./446
		The process factors of Succession

Pearson correlation coefficient indicates that there is a significant correlation between process factors of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad at a significance level of 95%. On the other hand, since a significant level of 0.001 is less than of 0.05 the original hypothesis is confirmed. So it can be acknowledged that the organizational effectiveness of Bank Refah Kohgiluyeh and Boyer Ahmad is affected by process factors of succession.

Third hypothesis:

There is a relationship between individual factors of succession and organizational effectiveness in Bank Refah Kohgiluyeh and Boyer Ahmad

To study the relationship between the individual elements of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh Boyer Ahmad statistical hypothesis test is as the following:

H0: There is no relationship between the individual factors of succession and organizational effectiveness.

H1: there is a relationship between the individual factors of succession and organizational effectiveness.

The correlation between individual factors of succession and organizational effectiveness

Organizational effectiveness		Variable
ferquency	Pearson	
140	Sig	R
	./001	./418
		Individual factors of succession

Pearson correlation coefficient indicates that there is a significant correlation between Individual factors of succession and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad

at a significance level of 95%. On the other hand, since a significant level of 0.001 is less than of 0.05 the original hypothesis is confirmed. So it can be acknowledged that the organizational effectiveness of Bank Refah Kohgiluyeh and Boyer Ahmad is affected by Individual factors of succession.

Conclusion:

This study showed that there is a significant relationship between the system of succession planning and organizational effectiveness in Kohgiluyeh and Boyer Ahmad Refah Bank branches. Also there is a significant relationship between all elements of the succession planning (organizational factors, process factors, and individual factors) and organizational effectiveness in branches of Bank Refah Kohgiluyeh and Boyer Ahmad. In other words, according to the research findings can be confirmed that the higher use of the system of succession in Bank Refah Kohgiluyeh and Boyer Ahmad means the greater organizational effectiveness. To study the relationship between organizational cultures as well as to examine the relationship between organizational support and succession planning is suggested for future research.

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