

Effective Recruitment and Selection along with Succession Planning towards Leadership Development, Employee Retention and Talent Management in Pakistan

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Abstract

Purpose: The Purpose of this research is to analyze the impact of Impact of Effective Recruitment and Selection along with succession planning towards leadership development, employee retention and talent management towards organization effectiveness in Pakistan. How recruitment and selection play the key role in the contribution towards leadership development, employee retention and talent management in Pakistan.

Design/Methodology/Approach: This research is causal study in which we tried to explore some factors, which play a vital role in the success of selection process and succession planning. We used structured questionnaire for studying the responses of employers and employee on the employee selection process and to gather relevant data about the factors influenced on employee selection process and how succession planning impact on leadership development, employee retention and talent management.

Findings: There is a significant association among the variables and the different variations between all of the variables is also positive which demonstrates that at any time there will be effective recruitment/selection and succession planning in any organization the whole performance of any organization will upturn.

Practical implications: The author provide a clear guidance that it can comprehend in a way that when any organization will exercise Effective Recruitment and Selection and will recommend the carry out of Succession planning inside their organizations will eventually take an increase in the organizations performance in broader perspective.

Originality/Value: The article provides a synopsis related to existence and importance of Effective Recruitment and Selection Along With Succession Planning towards Leadership Development, Employee Retention and Talent Management in Pakistan. The originality value of this research is the scope of the model which includes concepts were not collectively studied in past.

Keywords: Effective recruitment and selection; Succession planning; Leadership development; Employee retention; Talent management

Introduction

Due to current economic and competitive challenges that Pakistan is facing, it is essential for management to be more concerned than before about possibilities to boost the performance of workers. Considering recruitment and selection process, Succession planning as different dimensions of any organization, few dimensions with different factors have been identified which can measure organization performance and turnover [1]. To hire people effectively, it's a need to think about recruitment needs over a longer term than simply getting it to be done frequently. The best way is to think of employees as part of an investment portfolio or human resource portfolio, they play some role in the organization growth, and it is like an investment for the organization [2]. Organizations are required that they must rationally examine the consequences of poor selection approaches and accept the best ways that are efficient. Also align with the organizations culture and there is no best-fit model for selection because every organization has different scenarios so there are different plans according to situations, so also whatever works for one company, might not essentially works for the other company [3]. Succession planning in an organization is led by employee promotions which are purely based on the performance of individuals working in any organization. There is also a 360 degree model based on the employee's feedback which is clearly aligned with the competence model functional within an organization [4]. With addition to this a study based on effective succession management conducted in 2009 enables organizations to react on real time basis in a quick manner and remain vigilant during the difficult times.

Every organizations key motive is to hire the best resource for their organization by utilizing minimal effort so for this they are required to make their employee selection process more effective and efficient. Organization performance depends on the quality of employee which is directly influenced by effective recruitment; talent recruitment must be the primary focus of the company to keep the competitive advantage and extensive growth [5]. Succession planning also gives employee direction, also keeps the organization in a way to perform accordingly towards its long term objectives, and ultimately helps in the organization success. To identify the top talent it is considered as a scared resource in any organization and a key aspect for every organization as well [6].

Currently Succession planning concept is being followed only for senior level management whereas Companies should focus on developing a Succession plan for all the employee levels since filling the working gap of all the level of employees is as important as the top level

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management. This clearly reflects that lower level staff replacements and backup plans are as important as for the key roles [7]. The benefits associated with effective and efficient recruitment and selection practices and policies utilized by organizations when selecting the right employees for the jobs these are critical to their success. Organizations may be able to reduce employee turnover at the start of an employee's career by ensuring a good fit between individual and organizational culture at the recruitment stage through more strict processes, such as focusing on the quality of their qualifications. Likewise, extensive formal training can lower the percentage of employees leaving each year. Moreover, organizations that promote from within and actively prepare their employees for higher positions could improve employee turnover rates which organizations face annually. There is also a scope for future research into different prospects of organization development to explore in different industries and Cultural aspects [8]. Future study could investigate how organizations view the effect of a professional development programs on recruitment quality and understand whether candidates fit into organizational recruiting policies and long term career development goals from different prospective of organization development [9]. Many organizations these days are focused to select the replacements for all the employee levels and positions at the time of crises, only when they think that there is no option left and they are at the verge of downfall than they start to feel the need of it, which is reactive approach instead of this they must have a Succession planning process within their organizations [9,10]. For any organization, it is an ideal condition to hire candidates who are well suitable for the job and those who have greatest probability of a prosperous future with the organization. Those candidate with having good Skills relevant to the job scope and will be helpful for the organization in the longer run are having high chances to be selected based on their core expertise. This can only be done when the selection process is appropriate and effectively done [11]. Public sectors find it more difficult to recruit the qualified employees and the best match candidates with accordance with the job responsibilities. Therefore, public sector managers should emphasize employee retention and training to influence their comparative advantage in recruiting employees [12].

Effective Recruitment and Selection Process

Employee selection process varies from various steps and responsible for selecting the best match candidate according to the job requirement so that it will be a key assets for the organization [13]. Personality testing in the selection process will help to identify the best match candidate according to the job requirement because it is very necessary to identify the most suitable candidate, so that it will be helpful for the organization [14]. Some candidates try to give an impressive look on resume to attract the recruiters, candidates sometimes are normally relatively cautious to generate as promising an impact in his/her resume. Although resume of a candidate represents its skills and expertise as well and if there is appealing resume then sometimes it might be very helpful for the candidate during the selection process and increase the chances of selection as well [15]. The interviewer's rating about an applicant that how well candidate has presented his/her in the interview is ideally significant foundation of facts used in the hiring decisions [16]. Companies are using cutting edge technologies in order to select the best match applicant for job but also manage the internal roles and functions as well this can also be considered as competency based selection. Many company using competency based selection also later use the same competencies to encourage future progress or development and to plan and evaluate the organization performance [17]. Recruitment and selection process is a key contributor in evaluating the best resource for the organization, recruiters has been

shown to be vulnerable to manipulation of the content in resume that can be the candidate's amount of information, skills and abilities. Recruiters therefore try to infer resume from all prospective to make good decisions [18]. It is believe that hiring a candidate not a good fit for the job and does not suits to the organizations culture might create some serious problems in the future for the organization it can be in terms of organizations disciplinary issue of related to performance at workplace and will also effect on the organizational performance in a broader scenario [19].

Personality testing in the selection process will help to identify the best match candidate according to the job requirement because it is very necessary to identify the most suitable candidate, so that it will be helpful for the organization [14]. Although resume of a candidate represents its skills and expertise as well and if there is appealing resume then sometimes it might be very helpful for the candidate during the selection process and increase the chances of selection as well [15]. All these organizations can also keenly focus on the potential employees specifically as well who can expectedly considered responsible for handling key positions within the organization in near future [20].

Succession Planning

There was a research published [21] on Effective Succession planning stuff. In this research he included numerous models and steps and he emphasized that the effective and actual way of enforcing a Succession plan is through a systematic process. Succession planning is a way of determining important levels of employees and establishing a backup plan for their successful replacements. There is always a fear in the minds of corporate management regarding lack of having future leaders and replacements for all level of employees. This can easily bring gap in continuity of business which in turn brings a high need of having a structured succession plan implemented in every organization [1]. Also asked a question during their study that, are we prepared with the replacements in case of an unexpected loss of employees. This preparation is a signal towards the importance of Succession planning which is the only productive methodology for competence building, career development and promotion of employees [22]. The Succession planning is mainly to be considered of three elements which includes replacement of an individual with an appropriate Successor secondly fulfillment of effective training needs of the successor and thirdly the acceptance of the nominated successor among the peers and senior members affiliated to the company like stakeholders and shareholders etc. This was explained by Donald [23].

People tend to be retained and they show definite loyalty with the companies offering an attractive succession plan for their employees. Succession planning is considered to be a proactive approach which is used for developing continuous leadership in an organization and ensuring that all the required positions are filled in case of planned and unplanned terminations of employees [24]. This point is important for other employees as well rather than for only leadership since organizations are not only based on leaders in fact leaders needs skill full and competent manpower to prove their leadership which emphasize the need of having a succession plan for all the normal employees as well other than top executives and leaders only [25]. It has been found that there are 3 different major dimensions of Succession planning which are Structural, Behavioral and Contextual. Different sub factors are identified against all these dimensions in the organizational context to study the succession planning existence and its effect. These are derived from the study of in which all the factors for identifying a Succession management system of an organization are listed [25]. They should be prepared for the acceptance of new responsibilities depending upon

the planning of educational and instructional guidelines which help to manage the existing talents within the organizations [26]. The best thing in it is it allows an organization to smoothly merge the career aspirations and competence capabilities of employees within and organization with the strategy of business in an organization. This also fulfills the potential employees and needs of talented resources within an organization. Further to this companies with a greater pool of talented resources internally are most likely to manage the risk of employee's succession in a better way than the ones which are not having enough employees [27]. Training and promotional succession are included in succession planning. Major requirement for succession planning is the requirement for the available list of vacant positions and decision makers must have an agreement on those positions to have a success on each position in case of replacements. In contrary to that provides his argument that multiple companies are investing quite a lot of energy in creating succession plans but only few organizations are able to delegate succession management in the operations of their company and on all employee levels within the organization [28]. Succession management is considered as a structured process for both planned roles and development of leadership positions in order to ensure required backup for leadership positions are available and right potential will be provided when the positions are to be opened [29]. Utilization of resources potential and existing talent is one more benefit of succession planning process. During a 2004 study of Taylor and McGraw [30] The emphasize that programs related to succession management focuses on developing and retaining employees with high potential hence they help to provide companies with a managerial talent having competent human resource benefit.

As per Rothwell [31] during his research mentioned that if we utilize succession management in an effective manner it will help to develop organizations and it will ensure that requirement related to right employees at the right time will be fulfilled. Efforts put in for succession management are likely to get successful in case if they are integrated in management operations, HR is involved with the other functional managers of the organization and they all are concerned with the implications of other practices for career planning process including formal trainings [32].

Employee Retention

Every organization puts an effort to retain those employees who have skills and competencies and have the required potential and talent which can add value to organization. Succession planning is that one key area which most of the companies are required to focus on [33]. People have also started thinking on this note that if they are not learning anything or even not able to grow themselves within the company employees feel deprived and they think that they are not getting enough competent as compare to their peers within the industry and due to this they lack career advancement and promotion opportunities [34]. There is a sure fear existence among the management minds from corporate sectors regarding lack of leadership and competent backup resources availability in times of employee churn which can only be overcome by developing succession planning programs within the organization and retaining your employees to ensure that you make full use of competent available resources. There were few important factors identified by which helps to enhance employee retention, they include that performed work is compensated and appreciated, challenging work assignment, promotions and learning chances, organizational atmosphere should be invitational, positive relationship among the colleagues, balanced professional and personal life and communication must be good [35]. All these factors give a holistic view for mandatory

requisition of employee retention. Taylor [30] says that managing employees through succession is relatively a newer medium however it helps to grow internal employees with talent and potential, meet the needs of organizations and helps to improve the results of business.

Leadership Development

Leadership development is important because it contribute major role in the organization and also because of the fact that, the leaders will actually make a difference and also a positive group and create an organizational effect are also produced by the leaders and also contribute in the leadership processes as well [36]. Managers and owners or leaders are widely recognized as time constrained and this limits them to get prepared to engage in some effective management activities so that it restricts for the participation in the specific programs. Proper management and effective planning can help in the development process and by evaluating the specific skills it can be helpful in developing the effective leadership and it will ultimately contribute in the organization development as well in the longer run [37]. Further, during the course of the programed opportunities to observe and learn from others, including facilitators and peers, was also maximized in the broader prospective. In an prolonged view of the learning ground was adopted in that the programed was structured to include both residential based sessions, which focus on bring together theoretical concepts and insights, with action learning and work based practice as well [38]. Therefore, encouraging a well-designed professional development programs in the recruiting process may attract quality candidates for the long term benefit of the organization, which to a large extent, further exemplifies the concept of talent management and leadership development as well by integrating the human resource development functions and also convey a realistic image of organization to the job applicants the this organization values the employee growth and development strategies in most effective ways [39]. Entrepreneurship can also be considered as a type of leadership and it can be observed in many studies that the more focus on leadership development is on the broader prospect rather than focusing and establishing some leadership development programs so that it will also help the organizations in longer run. Leadership development also helps the organizations to build some healthy work environment for those having some excellent skill set and provide them opportunities to perform and contribute in the organization development [40]. Learning and succession planning approach in an organization is a design and delivery of leadership development programs which also contributes in the personal and organizational benefits as well. It also creates positive outcomes at individual level also and these outcomes can be presented as the development of identity and interaction on the basis of these that organizational benefits are attained in the organizations. It was also identified that effective leadership development inevitably requires the development of leader identity, their sense of self and social interaction. Only in this way it will ultimately be possible to see practical and viable organizational profits [41]. Leadership development includes improves strategic thinking ability of an individual and organization level change leading towards organization development and more ideas in future project to improve the organization level performance as well. At group and mutual level it also improves critical thinking, team learning and enhanced interactions [42]. It was also noticed that in many organizations leadership succession practices are key point of focused areas and organizations are now a days also investing on considerable resources in developing leadership talent in house. But only limited information concerning leadership succession and succession planning practices with in organizations is available in the literature [43]. Succession

planning calls for boards to engage in sensitive conversations while respecting the executive's role. Eventually, the board needs to facilitate a smooth transition and a healthy post-succession organization by planning based on an understanding of the organizations direction, as well as the emerging talent in the organization so that it will keep the momentum of success for the organization in the competitive market as well [44].

Talent Management

Talent management is the quick access of the organization's priorities over the world. Talent Strategy, shortage, trends and talent, talent and retain talent management indicators concerned, the war for talent, the invasion of performance in the literature by countries to the United States, Britain, India, Japan, Australia, Asia and China [45]. Talent management is originally improving design to the flow of people hiring and training to meet the skills and competencies required for the current needs of the organization. Interest in growing talent has spread from knowledge-intensive organizations in the broader labor market areas. Mendez and Stander [46] clear that talent management is a way to identify mission-critical values, means it helps to get to know which talent is needed by the company currently or will be needed in the future. It defines the methods and techniques, which can be used to hire, recruit, retain and manage highly talented workforce. Michaels [47] also stated this fact that top ranked and well-performed organizations also keep talent management among top of three priorities they have. They use their strategic talent management practices and have some highly motivated leaders who makes workforce realize the importance of talent. Cohesive talent management is to develop the talent among workforce according to organization's demand. More generally, the Lewis and Hackman [45] identified three main directions, the normal development of literary talent management. The following scholars First, the directions tend to use talent management as an alternative to the definition of the process more efficient and consistent strategy for human resources. The second individual talent management practices turn restrictions, such as hiring people, staffing and succession planning perhaps related to human resources. The third stream is focused on employee performance management and development of leadership. Talent management organization today is a fundamental role can create the conditions to win all the other aspects of to get succeeded in this line business can come handy. Knowledge is now regarded as a competitive tool in the organization and the strategic focus of the business skills and intangible resources is the most important asset [48]. However, knowledge can also organize inefficient assets managed [49]. This view talent management also change in the particular sector human resource management activities, a commitment throughout the organization, at all levels of the method associated retention, recruitment, submitting

the well deserve people. In talent management processes every HR department junior and senior managers, organizing teams can involve. It is very important for an organization to invest in talent management; it is in according to the signaling theory and the psychological contract which is base for the talented employees. This also states that each and every practice is beneficial for both the employees and the organization [50]. Employees are the most important assets for any organization mostly for those organizations which is work for knowledge and innovations because organization future success and achievements are depend on their workforce, that's why every organization has given a major role by increasing the partner (Figure 1) [51].

Research Methodology

As our study is a causal quantitative research, which indicates recruitment and selection process, succession planning. We distributed 200 questioners to gather a good amount of data to bring some useful results. We have collected data from some organizations in Islamabad and Rawalpindi, who were involved in recruitment and succession planning. This study is causal study in which we tried to explore some factors, which play a vital role in the success of selection process and succession planning. We used structured questionnaire for studying the responses of employers and employee on the employee selection process and to gather relevant data about the factors influenced on employee selection process and how succession planning impact on leadership development, employee retention and talent management. Questioner was used as an instrument to collect the relevant data. For effective Recruitment/selection we use eight items from a study of Recruitment/Selection and Training/Development Practices: Value-Added Contribution towards Organizational Effectiveness. For the succession planning variable we use thirteen items from a study Can succession planning impact your utility's performance by Fahnestock and Brethower [22]. For the dependent variable Employee Retention adapted eight items from a study Retaining Talent: Retention and Succession in the Corporate Workforce by Aberdeen [1]. For other variable leadership development we use eight items from a study Leadership Succession Planning: Implications for Nonprofit Human Service Organizations by Gothard and Austin [44].

Interpretation and Data Analysis

Final Examination of test results constructed on the reliability were checked by computing the value of Cronbach alpha values, as this value specifies that how good the items in a set are positively correlated to each other. Effective recruitment and selection alpha value from reliability analysis was 0.841, Succession planning alpha value from reliability analysis was 0.904, Leadership development alpha value from reliability analysis was 0.870, Employee Retention alpha value

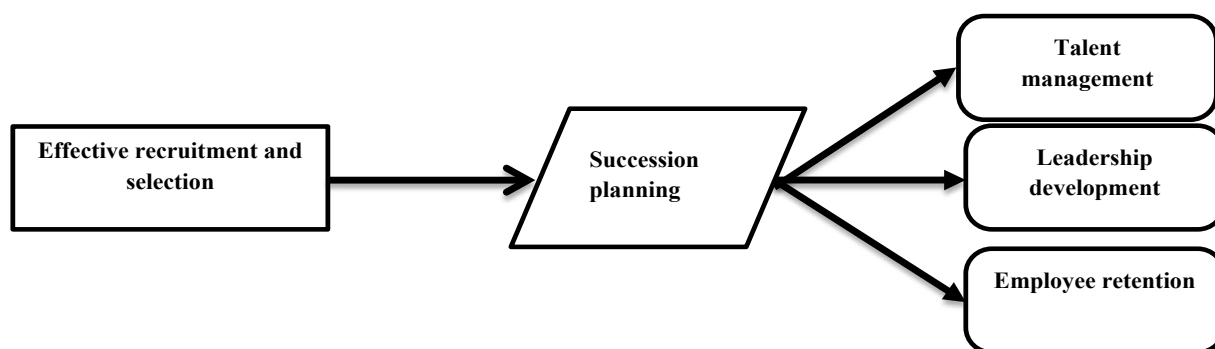


Figure 1: Talent management processes every HR department junior and senior managers.

from reliability analysis was 0.873 and Talent Management alpha value from reliability analysis was 0.902. Altogether, the reliability analysis shows good results and that means all the items are internally consistent. Demographic details are divided between four major sections, which include age, gender, education and work experience of the respondents. The researcher from total 200 respondents received responses. Reviewing the respondent separation based on gender it was found that from overall 200 replies 86 respondents are male and 114 respondents were collected from the Female, which is around 57% of the overall responses established while remaining 43% were male respondents. Work experience related responses are in such a way that from overall 200 respondents 120 respondents having 0-3 years of working experience, whereas 36 responses were received from employees with 4-6 years of working experience, 27 respondents were having 7-9 years of working experience, whereas 17 employees were having experience of more than 10 years. Major percentage of respondents is divided into 60.3% with 0-3 years of experience and 18% with 4-6 years of experience. Receiving the response from education 29 respondents have bachelor's degrees and 90 have master whereas 71 people were having MPhil background and remaining 10 were having Doctorate degrees. Most of the respondents have Bachelors and Masters Degrees such as 45.2% and 35.7% respectively (Table 1).

To determine the alliance between the independent and dependent variables, we use the Pearson correlation. So the results for this correlation shown in Table 2 illustrate that correlation exist between variables. The correlation between effective recruitment/selection and succession planning is .851** illustrates that effective recruitment/selection has a positive and significant relationship with succession planning. The correlation between effective recruitment/selection and Employee Retention is .675** illustrates that effective recruitment/selection has a positive and significant relationship with Employee Retention. The correlation between effective recruitment/selection and Leadership development is .576** illustrates that effective recruitment/selection has a positive and significant relationship with Leadership development. The correlation between effective recruitment/selection and Talent management is .600** illustrates that effective recruitment/selection has a positive and significant relationship with Talent management. In the above table Effective recruitment/Selection,

Succession planning, Leadership development, Talent Management and Employee Retention has a positive significance correlation at 1% significance level. The exceeding results demonstration that the correlation among variables varies from .668 to .892, which is good correlation and overall it shows good correlation results among the different variables. We have a bit weak correlation among employee recruitment/selection and leadership development i-e .576** which is not as strong as compared to other correlations in the matrix (Table 2).

Effective recruitment/Selection was regressed with Leadership development and as a result of the linear regression was that the value of R square was found to be 0.332 and it can be explained as 33% variation in benchmark is caused by the predictor. The beta coefficient was 0.576, which was found significant statistically. As a second step Effective recruitment/Selection was regressed with the Talent Management and because of linear regression the value of R square was found to be 0.360 and it can be elaborated as 36% variation in criterion is caused by the predictor. The beta coefficient was 0.600, which was found significant statistically. In third step Effective recruitment/Selection was regressed with the Employee Retention and as a result of linear regression analysis the value of R square was found to be 0.456 and it can be explained as the 45.6% variation in the criterion is caused by the predictor and the value of beta coefficient was 0.675, which was found to be significant in statistical terms as well. From the concluded results, we can say that Independent variable Effective recruitment/Selection have some positive and significant relationship with the dependent variables Leadership development, Talent Management and Employee Retention (Table 3).

In the next level Independent variable Employee recruitment/Selection was regressed with the mediator which is Succession planning. During this analysis the value of R square was found as 0.725 which give details that 72% variation in Succession planning was due to the predictor which is Employee recruitment/Selection and the value of Beta coefficient was 0.851. Overall analysis was found statistically significant and from now, we can demonstrate that there is a significant positive effect of the Employee recruitment/Selection on Succession planning (Table 4).

	Effective Recruitment/Selection	Succession planning	Employee Retention	Leadership development	Talent Management
Effective Recruitment/Selection	1				
Succession planning	0.851**	1			
Employee Retention	0.675**	0.842**	1		
Leadership development	0.576**	0.668**	0.770**	1	
Talent Management	0.600**	0.691**	0.849**	0.892**	1

Notes: n=200, ** Correlation significant at 0.01 level

Table 1: Correlation analysis.

IV	DV's	R ²	Adj.R ²	Beta (β)	F	Sig
Effective recruitment/Selection	Leadership development	0.332	0.329	0.576	98.531	0.000
Effective recruitment/Selection	Talent Management	0.360	0.356	0.600	111.136	0.000
Effective recruitment/Selection	Employee Retention	0.456	0.453	0.675	165.904	0.000

Result of Regression analysis for Independent Variable of Effective recruitment/Selection between Leadership development, Talent Management and Employee Retention (N=200)

Table 2: Regression analysis for IV and DV's.

IV	DV	R ²	Adj.R ²	Beta (β)	F	Sig
Effective recruitment/Selection	Succession planning	0.725	0.723	0.851	521.418	0.000

Result of Regression analysis for Mediating Variable of Succession planning between Effective recruitment/Selection (N=200)

Table 3: Regression analysis of IV and MV.

IV	DV	R ²	Adj.R ²	Beta (β)	F	Sig
Succession planning	Leadership development	0.446	0.443	0.668	159.217	0.000
Succession planning	Talent Management	0.478	0.475	0.691	181.400	0.000
Succession planning	Employee Retention	0.709	0.708	0.842	482.867	0.000

Result of Regression analysis of Mediating Variable of Succession planning on Leadership development, Talent Management and Employee Retention.

Table 4: Regression analysis of MV and DV's.

IV	DV	R ²	Adj.R ²	Beta (β)	F	Sig
ERS→SP	Leadership development	0.446	0.440	0.643	79.282	0.000
				0.029		
ERS→SP	Talent Management	0.479	0.473	0.658	90.399	0.000
				0.040		
ERS → SP	Employee Retention	0.716	0.713	0.971	247.751	0.000
				-0.152		

Regression analysis summary of Effective recruitment/Selection, Succession planning on Leadership development, Talent Management and Employee Retention (N=200)

Table 5: Regression analysis of IV, MV and DV's.

Next, we choose the mediating variable succession planning and regressed with dependent variables Leadership development, Talent Management and Employee Retention. In this analysis the R square value was 0.446 presenting that 44.6% change or variation is caused due to predictor and the value of Beta coefficient was 0.668, then for the next dependent variable analysis the R square value was 0.478 presenting that 47.8% change or variation is caused due to predictor and the value of Beta coefficient was 0.691. For the last dependent variable analysis the R square value was 0.709 presenting that 70.9% change or variation is caused due to predictor and the value of Beta coefficient was 0.842. The overall analysis was also found statistically significant as well. Based on this analysis we can conclude that mediating variable succession planning significantly affects the dependent variables Leadership development, Talent Management and Employee Retention (Table 5).

Lastly, regression analysis was run on Independent variable Employee recruitment/Selection and succession planning which is mediating variable and on dependent variables Leadership development, Talent Management and Employee Retention. With this analysis the value of R square was .446 which means that 44.6% variation was caused due to the predictors and the value of beta coefficient was .643 and .029. The value of R square in the next step analysis was .479, which shows that 47.9% variation was carried due to the predictor and the value of beta coefficient was .658 & .040. In the last step of analysis, the value of R square was .716, which shows that 71.6% variation was due to the predictor and the value of beta coefficient was .971 and -.152. Therefore, it can be quantified that there is a significant relationship among Employee recruitment/Selection and succession planning and dependent variables Leadership development, Talent Management and Employee Retention [52,53].

If compare the Table 2 and Table 5 to check the value of R square from both the tables were found difference of nearly .114, and this difference shows that 11.4% of the mediation relation amongst the variables. It can also be stated that succession planning the mediator has took 11% variation in the dependent variable. For next variables the R square from both tables have difference of .119 which chows that 11.9% mediation relation between the variables and also succession planning has brought 11% change in dependent variable in this relation. In last R square from both tables have difference of .26 which chows that 26% mediation relation between the variables and also succession planning has brought 26% change in dependent variable in this relation. Therefore, succession planning mediates the three relationships by 11.4%, 11.9% and 26% respectively for the variables in the relations. Therefore, we can say that or determined that the

relationship of mediation (succession planning) is significant between Employee recruitment/Selection and Leadership development, Talent Management and Employee Retention [54,55].

Findings, Recommendations and Conclusion

There is a significant association among the variables and the different variations between all of the variables is also positive which demonstrates that at any time there will be effective recruitment/selection and succession planning in any organization the whole performance of any organization will upturn. To further clarify this, it can comprehend in a way that when any organization will exercise successful management strategies and will recommend the carry out of Succession planning inside their organizations will eventually take an increase in the organizations development. Succession planning significantly mediates the relationship between effective recruitment/selection and Leadership development, Talent Management and Employee Retention. It can also be proved as significant from the change in the R square value, which can be perceived from table and table 8 wherever we observe 0.11, 0.119 and 0.26 rise caused by the mediator as compared to the independent variables. From the study it can be identified and proved that Employee retention is created due to succession planning within an organization and whenever any organization is successful in retaining the potential talent of the company they ultimately helps themselves to take their performance one step ahead from where they currently are achieving. Few organizations do found reluctant for the process but this is a considerable fact that developing such type of Succession plans do require a certain level of cost and organizational road map for future since organizations must be in a growing mode to support these kind of plans and they can only ensure their existence and smooth execution if they are in a good financial position. Some of the major responsibilities for effective recruitment/selection are with the top management or hiring management of the companies. They have to own the responsibility of entrusting this culture from top to bottom and make sure that organizations must have appropriate candidates for all the spots. Organizations top-level senior management should share vital resources and essential display their strong consideration in the direction of the development of succession planning within the organizations. Training programs should be introduced for the employee so that it will help them to develop accordingly so that it will also be helpful for increase in the organization performance. The emphasis on all the employees guaranteeing that they must feel the organization is planting a determination to arrange for them with a proper learning and development package. Succession planning

enables individuals to enhance their own abilities and also benefits the organization in terms of minimizing the employee turnover and also helps individuals towards leadership development. Talent management can also be a key contributor in the organization development and by identifying the key performers we can also boost up and built a healthy work environment in the organization by effective recruitment/selection followed by succession planning which will leads towards organization development in terms of different prospective such as Employee retention, leadership development and talent management as well. Also consider whether potential recruits are displaying behaviors that suggest they are keen to learn and see a real future with your business [56,57].

Additional propositions may be to go forward a culture within and organization founded on constant feedback followed. Employee selection process must be made efficient enough to evaluate the best resource for organization according to the requires skills to performs the tasks effectively, also by considering succession planning it will also enhance the efficiency of individuals and contribute in the organizations performance. Study can also be conducted with different variables such as employee engagement and workforce diversity etc. meanwhile these are also related with the effective recruitment/selection and also influence on organization performance therefore this can also be an area needed to explore which can be concentrated to conduct research. Now current study, there were certain limitations as well such as Firstly, research conducted was having time constrains, like we have to completed it in 4 month time duration, For which we had to select a specific dimensions for variables along with a small sample size. Also because of the same reason, we focus only on the targeted companies inside Islamabad/Rawalpindi. Scopes of research were controlled and few factors were removed, Considering the circumstance that all the dimension of factors are now applicable on the targeted market and as well as it would also made the questionnaire very difficult, this was also considered as one of the main reason for eliminating some factors. During this research the main focus was mainly on effective recruitment/selection whereas succession planning and Employee retention, leadership development and talent management relationships are also moderated by many other variables such as employee engagement or employee motivation or organization performance/culture etc.

The drive of this study was to classify or examine the impact of effective recruitment/selection along with succession planning on Employee retention, leadership development and talent management and also to check whether the succession planning mediates the relationship of effective recruitment/selection and Employee retention, leadership development and talent management. On the bases of developed hypothetical testing, it was analyzed and verified that effective recruitment/selection effects positively on Employee retention, leadership development and talent management and succession planning also effectively mediates the association between them. Therefore, the objectives of research are successfully achieved and the research questions are responded credibly based on the finding and analysis done during the study. Also providing suitable leadership development opportunities is an essential part of any succession planning programme and it will help in the organization growth as well.

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