

Impact of Succession Planning on Employee Engagement in Telecommunication Sector in Rawalpindi, Pakistan

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Abstract

The purpose of this paper is to examine the impact of Succession Planning on Employee Engagement in Telecom Sector. The paper provides an overview of the Impact of Succession Planning on Employee Engagement in Telecom Sector, for those academics researching in this area, with specific attention given to the role of Talent management in current global environment. For this purpose proposed, 300 questionnaires were distributed manually in the head offices and franchises of five different Telecom companies of Rawalpindi/Islamabad; only 250 were returned back. Results showed that there is a significant relationship between effective succession planning and employee engagement. The key findings emerging from this literature review focused on effective Succession Planning, which will help in developing effective leadership and the role of that leadership as the most important enabler of employee engagement to the job, organization and teams, specifically in telecom sector.

Keywords: Succession Planning, Employee Engagement, Employee Job Engagement, Employee Organizational Engagement, Telecommunication

INTRODUCTION

Pakistan being a developing nation is going through a tough economic situation (Franks, 2014). Still some of the industries are bringing hope in the country. One of those industries is Telecommunication. According to the Dawn news, the industry secured highest revenue in last fiscal year (Mehdi, 2014). Telecommunication sector highly depends on latest technology. This does not mean that the importance of manpower has decreased, but now the dire need for talented technical experts has increased and employers now hunt for this talent pool. This emergence of technology and talented technical manpower is because of this new Global Network, where organizations all over the world are competing with this change and working hard for their survival. So, in this challenging environment, along with highly advanced technology, the need to explore/develop, attract, engage and retain talent has become a dire necessity of the time.

If we surf the pages of history and especially analyze the period of WWII (World War II), that was time when the need for talented workforce first emerged. Although talent management was always there in place, but the document called "Personnel Administration at the Executive Level", (issued by U.S. Navy Institute) formed the basis for succession planning (SP) in other firms (Cappelli, 2008). Although managing talent at all levels, is important to be explored but this study especially focuses on the talent management at top level, which is done through the use of Succession Planning.

Succession Planning is to have the right people in the right place at the right time, but the focus of succession planning is more specific (Henderson, 2005). Succession planning involves having the right leadership in place at every level of the organization. So, it also drives the movement of talent in the organization. Even though managing talent at all levels is important for the success or failure of any organization and it's long-term prosperity, but to have talented leadership is even more important. Because the success of leaders or top managers-who are the decision makers and policy makers of any organization- can take the name of an organization to the skies and failure of leaders can result in vice versa (Levine & Crom, 1993).

If Succession Planning is effectively applied, it can become a most useful tool in bringing the real talent forward. But unfortunately many organizations do not give any importance to such a useful technique. A society for Human Resource Management (SHRM) survey conducted in 2004 found that 60 % of organizations had no succession planning of any kind (Dennis, 2005). Or even if there is any succession plan, it is not effectively implemented in most of the organizations. For instance, in 2004 Another survey conducted by Private Companies Practice Section (PCPS) on Succession Planning in U.S., over 400 companies were interviewed and results showed that 60 % firms had owners aged 63-65 years and only 25% firms have written succession plans.

Succession planning is not only the useful tool for exploring or developing talented leadership, but it is also helpful in building employee engagement (EE) in the organization.

It is a human factor that every person needs a tangible or intangible reward for his hard work, and promotions are one of these rewards, which motivates him to increase his engagement in his organizational tasks or duties. Just like succession planning, employee engagement is also Plays a vital role in bringing success to the organization. High level of employee engagement can retain the talent in the organization resulting in improved organizational performance and stakeholder value. Employee engagement is influenced by many factors, i.e. if we look at workplace culture, from organizational communication and managerial styles, to trust and respect, leadership and company reputation etc. In current dynamic culture of organizations, access to training and career opportunities, work-life balance and empowerment to make decisions, are very important (Lockwood, 2007, p.3). Thus, to promote a culture of engagement, Succession planning helps in designing, measuring and evaluating proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability of the organization.

PROBLEM STATEMENT

Keeping in mind the magnitude of succession planning and its impact on employee engagement, in this paper the discussion centers at the impact of succession planning on employee engagement in Telecommunication sector in Rawalpindi, Pakistan. This study will serve as a building block for future researches.

Research Question:

Does Succession Planning has a positive impact of effective succession planning on Employee engagement in telecom sector?

Does Succession Planning has a positive impact of effective succession planning on Employee Job engagement in telecom sector?

Does Succession Planning has a positive impact of effective succession planning on Employee Organizational engagement in telecom sector?

Research Objectives:

To explore the impact of effective succession planning on Employee engagement in telecom sector

To explore the impact of effective succession planning on Employee job engagement telecom sector

To explore the impact of effective succession planning on Employee organizational engagement telecom sector

LITERATURE REVIEW

Due to the transformation of the world into a global village, a unique change has been witnessed in the market place, where many companies are competing for talent. As organizations enter into a non-peripheral environment, the ability to explore, attract, engage and retain talent will gradually become more important (Lockwood, 2007). David Watkins (1998) first coined the term, talent Management. Since then, the societies and companies realized that the talent of the employees plays the key role in the success of a business (Teo, 2010).

Effective talent management policies and practices that demonstrate commitment to human capital result in more engaged employees and lower turnover (Lockwood, 2006). In addition, the foundation for an engaged workforce is established by the quality, depth and authenticity of communication by senior management to employees, as well as the quality of supervision. Here, the role of the manager is the most important enabler of employee engagement to the job, organization and teams in an organization (CLC, 2004).

Succession Planning

Investment in human capital requires careful planning. Under the talent management umbrella, succession planning and leadership development are important organizational business strategies to develop and retain talent. According to Human Capital Index Report (2005), succession planning is also one of the key strategies to reduce turnover costs (Wyatt, 2005) and the likelihood of employee engagement will be increased.

Engagement is important whatever the potential of the employee, but according to Dr. Woodruffe, it is especially crucial for truly talented people who are likely to have leadership potential. Engaging talented People needs to be a top organizational priority because they are by definition especially precious possessions.

Globally, Succession planning is the hottest topic today. Rothwell (2001, p. 29) defines Succession Planning as a systematic process which is carried out especially for the *continuity* in key leadership positions, in order to retain and develop future intellectual Capital of the organization. The process of Succession Planning should be strategically aligned with organization's vision and it should be helpful in providing a crucial starting point for leadership and employee development programs in an organization.

Wolfe (1996) and Rothwell (2001) suggested that there is a dire need to have the routine succession of positions within an organization, in order to stop the unnecessary job fill. These techniques are helpful in determining any succession plan as being successful or vice versa.

Empirical evidence found in this regard, suggests that the basic tenants of a succession planning process would drive towards: Establishing development and training plans, communicating upward and laterally concerning the management organization, creating a more comprehensive human resources planning system, and establishing career paths and individual job moves (Rothwell, 2001, p.9).

Employee Engagement:

Employee engagement is now considered as the most important factor in the success of any organization. Globally, organizations are trying hard to engage their employees in their work, by offering them different types of tangible and intangible rewards. Different researches suggest that employee engagement plays the important role in retaining talent in any organization.

According to Saks, Employee Engagement within an organization is tow folds, Job Engagement and immediate Work Engagement (2006). According to the scholars, employee engagement is incomplete, if any of the before mentioned dimensions, is missing in his job. Another scholar suggested four dimensions of employee engagement, but his focus was Gallup's 12 employee engagement factors. These dimensions are: growth of an employee, belongingness, what he is giving to the organization and what he is getting in return (Fleming, 2007). Saks discussed in his research the antecedents and consequences of employee engagement, proposed in Kahn (1990) and Maslach et al. (2001) model (2006, p.602). According to him, the antecedents of employee engagement include; 1) Job Characteristics, 2) perceived organizational support, 3) perceived supervisor's support, 4) Rewards and recognition, (succession planning is also one of these rewards) 5) procedural justice and 6) Distributive Justice. The consequences discussed in his research include; 1) job satisfaction, 2) organizational commitment, 3) Intention to quit, 4) organizational citizenship and 5) Behavior.

SP and EE in Public, Private and Non-for-Profit Organizations:

Literature suggest that succession planning is mostly studied in the context private firms, out of 130 studies from 1980-1993, there are only five researches which studied succession planning in public sector (Wilkerson, 2007, p.3). Schall in her study on succession planning revealed that the serious study of SP in Public sector started in 1992 by the National Academy of Public Administration which was the result of increased turnover in this sector (1997, p.6). She also discovered that there is a lack of focus on this issue in public sector. Kesner and Seborra found only three studies related to succession planning transition in Non-for-Profit sector and according to them all of these studies focused on Universities only (1994).

Although EE is a hot debate everywhere, but we do not find much literature on sectoral comparison EE. However, literature on employee engagement suggests that in corporate sector employees are expected to work longer hours in a day, they have to take more responsibility on them, they have to be more flexible and they have to build more tolerance with this rapid change and ambiguity (Herriot and Pemberton, 1995), so instead of increased employee engagement, people in this sector are more psychologically ill (Barling, Kelloway, & Frone, 2005). Literature related to EE in Public Sector suggests that in public sector employees are more engaged in their work as compared to private sector, because of the intrinsic reward they gain from public service. However, surveys usually oppose this idea (Williams, 2003). However, if we talk about Non-for-profit sector, according to Guevara & Ord, people are now shifting from materialistic to post materialistic era and individualistic cultural values are being rejected by the society, now people are seeking for greater meaning and a purpose of their lives (1996, p.711). It derives more employee engagement in people who are working for the welfare of the society along with greater chances of making money.

Hypothesis:

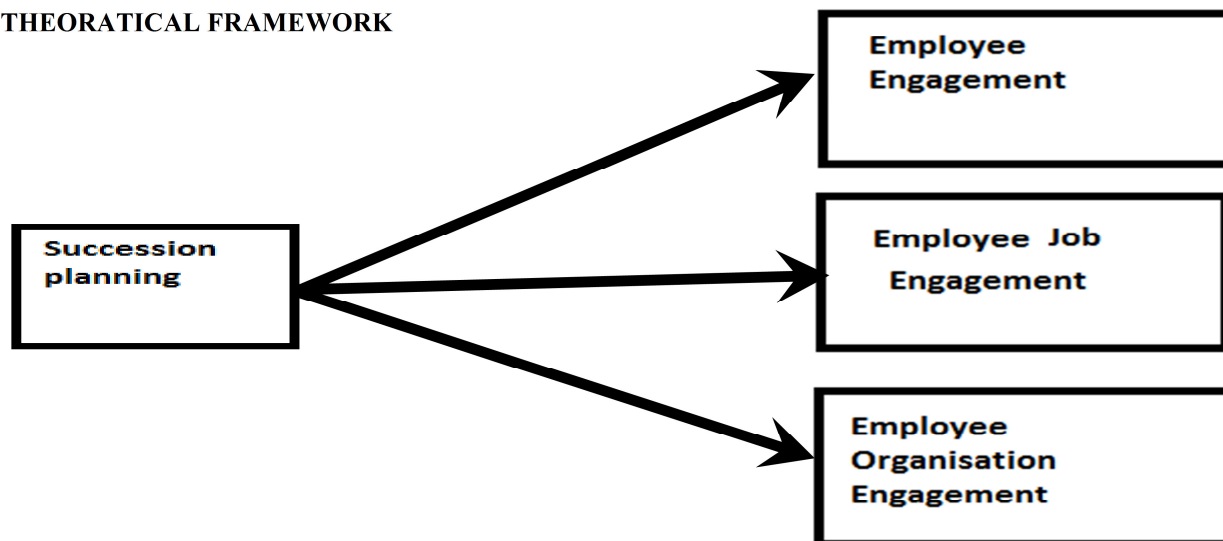
Therefore the proposed hypothesis of the study are:

H1: Effective Succession Planning positively effects Employee engagement in telecom Sector

H2: Effective Sp increases the likelihood of Employee Job Engagement in Telecom Sector

H3: Effective Sp increases the likelihood of Employee Organizational Engagement in Telecom Sector.

THEORATICAL FRAMEWORK



RESEARCH DESIGN AND METHODS

Overview

This is a causal comparative study that will use a survey to address the research goals.

Sampling

Respondents will be selected through purposive sampling technique. The data will be collected from the head offices and franchises of five different telecommunication organizations of Rawalpindi; PTCL, Ufone, Telenor, Mobilink, and Zong, 50 participants from each organization. As this study focuses on the managerial employees or other employees of similar ranks only so that the sample size is limited to 250 participants only.

TOOLS FOR DATA COLLECTION

In this research, the already constructed scale was used for data collection.^{1,2}

STATISTICS

The data will then be analyzed through Statistical Procedures for Social Science (SPSS). Descriptive analysis will be done for mean, percentages and standard deviation of the demographic profile of the subjects. Reliability analysis will be done for both scales. Simple linear regression will be used to check the association between variables.

RESULTS

This chapter is based on the discussion of the results obtained through the data analysis tool SPSS. At beginning of the chapter the results of the data analysis will be provided and results will be analyzed after that.

SAMPLE SUMMARY

Data was collected from the five different renowned organizations from telecom sector, situated in twin cities. As the research was checking the impact of succession planning on employee engagement, so the participants holding the leadership positions in the organizations were chosen for analysis, i.e., Managers and Assistant Managers. For this purpose, sample size was limited to 250 participants; 50 participants form each organization. Further demographic detail is provided in the end of the results section.

Data collected with help of self fulfilled questionnaires was afterwards analyzed with help of statistical procedures for social sciences (SPSS). First, the data was entered in the SPSS and as I was checking the dependency of impact of one variable on the other, so in order to obtain authentic results the tests applied on the data were; Reliability test and simple linear. DEMOGRAPHIC STATISTICS:

Total number of respondents was 250. 170 (68%) were males and 80 (32%) were females. 90 (36%) were between the ages of 36-40, 65(26%) were between the ages of 31-35, 50 (20%) were above 40, 40 (16%) were between the ages of 26-30, and 5 (2%) were between the ages of 20-25. 215 (86%) were married, and other 35 (14%) were singles. 140 (56%) were graduate, 90 (36%) were M.S/M.Phil, 15 (6%) were PHD and only 5 (2%) were below graduation. 155 (62%) were working in their respective organization for above ten years, 65 (26%) were working in their respective organization for 1-5 years, 25 (10%) were working in their respective organization for 6-10 years and only 5 (2%) were working with their respective organization for less than 1 year.

¹ Employee Engagement (Gallup Q12) From Gallup Workplace Audit, by the Gallup Organization, 1993–1998, Princeton, NJ: Author. Copyright 1993–1998 by the Gallup Organization.

² Acumen leadership work-styles questionnaire

200 (80%) belonged to private sector and only 50 (20%) were from public sector. 190 (76%) were Assistant Managers and other 60 (24%) were Managers.

The mean of the gender=1.32, ages= 3.56, marital status= 1.86, education= 2.46, no. of yrs working with current organization= 3.32, sector= 1.80, and designation=1.76. The Standard Deviation of the gender= 1, ages= 4, marital status= 2, education= 2, no. of yrs working with current organization= 4, sector= 2, and designation=2.

4.3 RELIABILITY ANALYSIS:

In order to obtain true results, two combined variables were formed by using compute tab in SPSS, namely SP and EE. These variables included all the relevant items or variables in them excluding the demographics. Then reliability test was applied separately on each variable. The reliability results for SP =0.669 and EE= 0.861.

4.4 SIMPLE REGRESSION:

The linear regression results for H1 are as follows: The results were statistically significant $F(1, 43) = 24.070$, $p < 0.001$. The identified equation to understand this relationship was $EE = .35 + 1.72(SP)$. The adjusted R square value was .344. This indicates that 34 % of the variance in EE was explained by SP. According to Cohen (1988) this is a large effect. The value of R square=0.359 > 0.25 , ANOVA= 0.000 < 0.05 , and t sig value was 0.000 < 0.05 .

The simple regression results for H2 are as follows: The model summary table shows that the multiple correlation coefficient (R), using both predictors simultaneously, is .528 and the Adjusted r^2 is 27 %, meaning that 27 % of the variance in JE can be predicted from SP. the coefficient table is showing a Sp as significant, therefore it will always add more to the prediction of JE. The ANOVA table shows that $F(1, 43) = 16.62$, and $p < 0.001$, and it is statistically significant. The t value and the sig opposite independent variable indicates that both variables are adding anything to the prediction.

The simple regression results for H3 are as follows: The model summary table shows that the multiple correlation coefficients (R), using both predictors simultaneously, is .372 and the Adjusted r^2 is 36 %, meaning that 36 % of the variance in OE can be predicted from the combination of SP and P. The coefficient table is showing a SP and P, both are significant, therefore they will always add more to the prediction of OE. The ANOVA table shows that $F(1, 45) = 27.075$, and $p < 0.001$, and it is statistically significant. The t value and the sig opposite each independent variable indicates that both variables are adding anything to the prediction.

Chapter 5: Discussion:

The study was aimed at checking the impact of succession planning on employee engagement in telecom sector. For this purpose, the total sample size was 250, and all the respondents belonged to telecom sector. The detailed information about the descriptive statistics is being given in results sections.

The reliability test scores for SP showed 0.669 values, although the reliability of SP was not high but it is acceptable according to some researchers (Garson G., D., 2011). The reliability test scores for EE showed 0.861, which is an ideal value of any scale according to some researchers (Yaffee R., A, 1999, Garson G., D., 2011).

Simple regression was conducted to investigate how well Succession Planning predicts employee engagement. The results were statistically significant $F(1, 43) = 24.070$, $p < 0.001$. The identified equation to understand this relationship was $EE = .35 + 1.72(SP)$. The adjusted R square value was .344. This indicates that 34 % of the variance in EE was explained by SP. According to Cohen (1988) this is a large effect. The value of R square=0.359 > 0.25 , ANOVA= 0.000 < 0.05 , and t sig value was 0.000 < 0.05 . From all the above mentioned results of simple regression, I spew that my H1 is accepted, which was "Effective Sp increases the likelihood of EE in Telecom Sector. The findings are in line to the Lockwood, N, R. (2006) research, which suggested that effective talent management policies and practices that demonstrate commitment to human capital result in more engaged employees and lower turnover.

Simple regression was conducted to investigate how well SP predicts JE. The model summary table shows that the multiple correlation coefficient (R), using both predictors simultaneously, is .528 and the Adjusted r^2 is 27 %, meaning that 27 % of the variance in JE can be predicted from SP. the coefficient table is showing a Sp as significant, therefore it will always add more to the prediction of JE. The ANOVA table shows that $F(1, 43) = 16.62$, and $p < 0.001$, and it is statistically significant. The t value and the sig opposite independent variable indicates that both variables are adding anything to the prediction. Therefore, I spew that my H3 is proved, which was "Effective Sp increases the likelihood of JE in Telecom Sector". These findings are in line to Fleming, J, H. (2007) research, who while explaining the four dimensions of EE, suggested that one of the key enabler of EE is Personal growth of an employee, which is a result of effective SP.

Simple regression was conducted to investigate how well SP predicts OE. The model summary table shows that the multiple correlation coefficients (R), using both predictors simultaneously, is .372 and the adjusted r^2 is 36 %, meaning that 36 % of the variance in OE can be predicted from the combination of SP and P.

The coefficient table is showing a SP and P, both are significant, therefore they will always add more to the prediction of OE. The ANOVA table shows that $F(1, 45) = 27.075$, and $p < 0.001$, and it is statistically significant. The t value and the sig opposite each independent variable indicates that both variables are adding anything to the prediction. Therefore, I spew that my H5 is proved, which was “Effective Sp increases the likelihood of OE in Telecom Sector”. Andrea Kittredge (2010) in his research, checked the relationship between Organisational Engagement and overall personality hardiness (commitment, control and challenge), his findings also suggested that overall hardiness was significantly related to organizational engagement. This finding also be linked with Maslow (1970) hierarchy of need, where while discussing human motivation and metamotivation, he said, there are two types of needs D-needs and B-needs, D-needs refer to primary needs i.e., food, shelter and clothing etc, whereas, B-needs are related to self-actualization and self-esteem, among the drivers of self-esteem, there were certain drivers that were related to power, i.e., confidence, mastery, recognition, self respect, acceptance and status.

5.1 Limitations and Future Implications:

The first and foremost limitation of this study is scarcity of time. The topic of the study is too wide, in comparison to this, time availability is too narrow. The sample size was chosen with the help of non probability sampling technique, and it was on convenient bases, therefore, the sample size was too small and is not representative of the whole population. Thirdly, this study shows the results from only one sector.

None the less this is also a fact that the magnitude of succession planning and employee engagement has become too wide but still this area is ignored by the researchers in the past. It is only recently that the researchers have started giving due attention to this area. This study being a humble effort strongly recommends further research in this area.

CHAPTER 6: CONCLUSION

Succession Planning is a tool used to identify the right person at the right time and at the right place, specifically in the context of top management. Succession Planning is vital for any organization, because it helps in bringing the right person forward to the key positions, where all the business related decisions are to be taken. If implemented effectively, Succession Planning can bring high level of employee engagement in the organization, which is also a key business driver for any firm. The purpose of this paper was to check the impact of Succession Planning on Employee Engagement in the telecom sector, Rawalpindi/ Islamabad.

Literature suggests that there is positive relationship between SP and EE. This fact is also checked and proven by the results presented in this article. This paper is not the representative of the whole population, because it only deals with one sector of twin cities and sample size is also very small. Future researchers should fill the gaps represented in this research article.

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