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VALIDATING THE FRAMEWORK OF THE CRITICAL SUCCESS FACTORS OF THE TALENT MANAGEMENT AND SUCCESSION PLANNING PROGRAMS IN SAUDI ARABIA: A CONCEPTUAL STUDY

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Abstract

The aim of this study is to propose a conceptual framework of the Critical Success Factors of the Talent Management and Succession Planning Programs in Saudi Arabia; the factors are Plan related factors (Mission Clarity and Rewards & Compensations), Human related factors (Competencies, Engagement, and Commitment), and Process related factors (Policy & Procedures and Career Development). In addition, the second purpose of this study is to test the validity and reliability of the research model. The statistical data analysis was carried out using SPSS, and revealed that all of the constructs in this research has achieved satisfactory level of scale reliability using the Cronbach Alpha scores. In addition, the results of the Pearson Correlation showed a significant level of validity. The statistical data analysis was carried out using SPSS, on randomly selected 30 respondents, and revealed that all of the constructs in this research has achieved satisfactory level of scale reliability using the Cronbach Alpha scores. In addition, the results of the Pearson Correlation showed a significant level of validity.

Keywords: Mission Clarity, Rewards & Compensations, Competencies, Engagement, Commitment, Policy & Procedures, Career Development, Talent Management and Succession Planning

1. INTRODUCTION

The Kingdom of Saudi Arabia is distinguished by the size of its economy and the rate of its growth, which means that competition between businesses over human resources is a daily occurrence for businesses. Through this competition, businesses seek to localise competencies internally by offering talented employees who have the necessary experience to make corporate projects successful competitive salaries and other benefits. The high rate of employee turnover in Saudi Arabia, which is among the highest in the world, makes it difficult for Saudi companies to guarantee the continuity of their professional structure within the entity of the institution. However, Saudi companies are unable to guarantee the survival of these distinguished employees for a long time (Abaker et al., 2019).

Saudi Arabia set aside $36 billion for the purpose of creating jobs, providing benefits, and providing allowances for the unemployed. Gulf countries are aware that research and education are essential pillars for a knowledge economy transformation to succeed. They are therefore working to build the necessary infrastructure to draw top talent from around the world as well as to train and shape locals (Ramady, 2018). Speaking of Saudi Arabian society, the KPMG (2019) survey found that Talent Management and succession planning (38%) was ranked third

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among the top challenges facing the HR function, behind productivity (46%) and engagement (42%), in terms of the strategic direction of Saudi Arabian enterprises. According to the same survey, the HR competencies Saudi firms view as most valuable are Learning and Reskilling (46%), Performance Management (42%), and Employee Experience/ Engagement and Retaining Employees (38%) (KPMG, 2019).

To maintain competitiveness in local and worldwide markets inside and across nations and regions, talent management in the global environment attempts to design the most effective configurations of managerial practises to guarantee a steady flow of talent to and within businesses. Operating performance has consistently increased for businesses that have followed the design, execution, and methodical development of their talent acquisition strategies. Talent management is one of the global challenges that is now receiving the most attention. Being a relatively new management concept, talent management has a broad range of applications in a variety of industries due to the diversity of management theories and practises throughout the world. In addition, other interpretations of the idea have developed, posing issues and presenting different viewpoints on how it has developed. From a commercial and economic perspective, a company's capacity to recruit, develop, and keep skilled workers, interns, idea creators, and implementers is now essential to their continuing local, regional, and worldwide competitiveness (Khilji & Schuler, 2017).

As a result, talent management may be seen as both a mechanism and a facilitator for long-term strategic success. Future manager career development, performance appraisal and compensation, labour relations, and management recruitment, selection, training, and development are all significant aspects of global talent management that should be better understood and researched in contexts with a variety of cultural, historical, and economic factors (Johennesse & Chou, 2017). Today, talent management is generally explored using examples from developed-country human resource management techniques in more conventional textbooks on human resource leadership and management as well as organisational behaviour. One of the main pillars of their global ascent is the fact that many developing market companies have recently turned into global players, generating new knowledge, new experiences, and new people management techniques. Since it might be simpler to concentrate on mature market economies than on developing ones or on concrete performance metrics than on delicate concerns like talent management, mainstream academia has mostly ignored those (Khilji & Schuler, 2017). The aim of this study is to propose a conceptual framework of the Critical Success Factors of the Talent Management and Succession Planning Programs in Saudi Arabia; the factors are Plan related factors (Mission Clarity and Rewards & Compensations), Human related factors (Competencies, Engagement, and Commitment), and Process related factors (Policy & Procedures and Career Development). In addition, the second purpose of this study is to test the validity and reliability of the research model.

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2. LITERATURE REVIEW

2.1 Mission Clarity

Firm's Mission is the commitment of any organization to its responsibilities, purposes, predefined works for achieving short or long terms objectives. Mission frames the current activities of the organization in terms of ideal depictions (Tinmaz, 2009). The mission statement should begin by stating the organization's corporate identity. It should respond to two key questions: Why was the company founded? And how does the company perceive itself? This statement of the company's raison d'être establishes a critical framework condition for the company's future strategic direction, especially in the case of a non-profit organization. The company's overarching objectives and values should then be specified in the mission statement. It is critical to state unequivocally the significance of financial profit production and distribution. If there are particular objectives or values that compete with the pursuit of profit and may limit profit production and distribution, they must be stated. The second piece of material often sets greater restrictions on future strategies than the first. The third area contains a summary of the company's operations. To accomplish so, the areas of need that the business will target must be identified (Bocken & Geradts, 2020).

The conclusions of a strategic analysis must be used to make statements regarding the company's activity. If analysis reveals, for example, that regional market barriers are mostly dissolving and pricing pressure is increasing, there will be little need to confine the firm to its home market. Supranational economies of scale will be required in this case to enable the corporation to compete on pricing. The optional fourth area of content will include any principles that are relevant to certain assignments. If the organization wishes to make a statement about how particular duties should be done out, they may be required (Bellucci et al., 2019).

2.2 Rewards and Compensation

Rewards and compensation: is the scheme to support and reinforce desirable behaviour, such as wage rate, that increases with the productivity of the worker (Kasemsap, 2017). To identify high-performing individual contributors, a business must be able to differentiate these groups of individuals. Market and performance loadings, as well as merit-based compensation, may be granted to top performers. Firms must separate distinct groups of employees in their compensation and benefits systems, based on the concept of workforce flexibility. An egalitarian, one-size-fits-all strategy may not be the best way forward since it may elicit various feelings in individuals who are employed full-time vs those who are employed in non-traditional groups (Malik et al., 2016).

Despite the fact that there are a variety of well-developed industry HR systems for managing compensation and benefits, the Hayes method of job appraisal is well-established for establishing the relative value of a position. Annual pay and salary surveys can help companies make strategic decisions about compensation and benefits design and implementation (Pandita & Ray, 2018). Classical economics theories, for example, claim that the concept of trade and use value provides a reasonable foundation for rewarding workers in return for the services

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they provide. Employees are compensated depending on the use value of their services performed, according to marginal productivity theory. Human capital theories, on the other hand, have sought to relate remuneration to advances in human capital and productivity, as previously mentioned. Firms often use the level of education and length of experience as proxies for the quality of human capital when deciding suitable compensation levels. Organizational behavior theories such as motivation theories of equity theory, reinforcement theory, expectancy theory and agency theory are highly relevant in designing and implementing compensation and benefits according to the literature. The degree to which workers judge whether the efforts they have put in at work and the rewards they get for their assessments are fair is governed by equity theory (Elsayed & Elbardan, 2018).

2.3 Competency

Competencies is defined as the capacity to respond to individual, or societal, demands in order to perform an activity or complete a given task. They are developed through acting and interacting in both formal and informal educational or professional contexts, and require going beyond the mere reproduction of acquired knowledge (Tinoca et al., 2014). Since competency needs vary over time, it may be challenging to create or construct a competency model that works for the firm. Because of this, determining which competency produces the strongest performance predictors is very laborious and needs extensive investigation. According to that line of reasoning, too many competency sets may confuse businesses when trying to identify the competency or competencies that are the best indicators of organisational performance (Moradi et al., 2020). Therefore, selecting competency sets carefully will undoubtedly aid in determining the factors that influence organisational performance. Only a small selection of competencies stands out as significant determinants of organisational performance, according to many research on competency and organisational performance. Personal competencies and job-based or task-specific competencies should be identified, developed, and combined within organisations. Personal competencies are known as macro competencies, whereas job-based competencies are known as micro competencies (Salman, 2020).

The role-focused approach is combined with these two kinds of competencies in a new competency method known as the hybrid approach (multidimensional). Considering the range of competencies needed in a service-based sector. Competencies of the personnel hired by service providers are the commodity that clients or consumers desire, want, or anticipate. Important competencies come in many different forms, including those related to people, business, technology, and technical expertise. In order to better prepare graduates for service-based industries, they urge education providers including universities and other higher learning institutions to concentrate on these factors. In the meanwhile, in the fields of accounting, auditing, and tax (Cheng et al., 2015).

Employees must also be proficient in a variety of competencies, including interpersonal and communication skills, general business and accounting knowledge, problem-solving ability, information technology, and personal qualities and aptitudes. For instance, in the field of HRM, HR managers must possess a number of skills, including those related to business, leadership, learning, and change management as well as personal credibility. There are two main categories

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of professional competency: functional competency (which emphasises the abilities needed to do a task or a job effectively and efficiently) and personal competency (defined by the characteristics or behaviours needed to perform successfully) (Gruden & Stare, 2018).

2.4 Engagement

Engagement is a psychological motivational state that occurs because of interaction/co-creation between an individual (subject of engagement) and a particular object or agent (object of engagement). Engagement could be expressed in different levels of intensity and could be characterized by a positive or negative valence (Herrada-Lores & Estrella-Ramón, 2019).

Employee engagement was also improved as a result of this. Furthermore, studies of engagement in the United States and China and Korea found that professional development and job rotation, one aspect of career development, were positively related to engagement, a dynamic that was reciprocal in that a higher level of engagement led to a greater level of career commitment. In a study of paediatric professionals in the United States, Leyenaar et al. (2015) found that tertiary care hospital personnel valued career development as a significant part of satisfaction and, by implication, engagement. In conclusion, employee engagement is an important part of a health-care organization's culture, and its level may impact a variety of factors ranging from performance to an employee's inclination to remain with the company. Furthermore, if successful measures are to be made, variances in the features of employee engagement, whether regional or organizational, must be discovered; finally, there are various contributing factors, some of which are universally applicable and others which are organization-specific. Linking such factors to talent management will therefore be a function of general theory and conceptual knowledge (i.e., what should drive employee engagement and what actually drives employee engagement), as well as the dynamics of individual organizations (Leyenaar et al., 2015).

2.5 Commitment

Commitment is a state of mind that holds people and organizations in the line of behaviour. It encompasses psychological forces that bind an individual to an action (Leonard, 2009). It is defined as a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization (Rodrigues et al., 2019). This common definition is an effort to reach a compromise between the many research traditions and definitions that may be found in the body of scholarly literature on commitment. For instance, Eldesouky et al. (2021) placed a major emphasis on the emotional component of organisational commitment by defining it as the relative strength of an individual's identification with and involvement in a specific organisation (Eldesouky et al., 2021). Nguyen et al. (2020) differentiate previous definition further by specifying identification and involvement in three factors: 1. a strong belief in and acceptance of the organization’s goals and values; 2. a willingness to exert considerable effort on behalf of the organization and 3. a strong desire to maintain membership in the organization (Nguyen et al., 2020).

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2.6 Policy and Procedure

Policy and Procedure: is a plan of action designed to achieve or promote the achievement of certain goals and or objectives" (Tinuoye et al., 2020). Policies and procedures covering a broad variety of HR concerns are required of organisations. The following is a list of some of the areas in which the organisation need to consider developing guidelines (Bierer & Newbert, 2019).

1. Policies and Procedures for Attendance

Absenteeism is expensive for businesses since it results in lost earnings for the person who doesn't show up for work, expenses for a substitute worker, as well as delays and interruptions for the whole operation. Because of this, the firm has to draught attendance policies (which must also be regularly applied). These agreements could contain recommendations on topics like as tardiness, vacation time, sick leave, appointment keeping, and compensated volunteer hours. Additionally, the firm may choose to offer the appropriate amount of advanced notice before scheduling time off. When drafting these guidelines, make sure to take into account the company's existing culture (Bierer & Newbert, 2019).

2. Policies and Procedures for Employee Conduct

Because this is such a large subject, we may need to develop many distinct policies. Employees are better able to understand what is and is not considered appropriate conduct at work when there are standards in place regarding the use of drugs and alcohol, smoking, performance management, and punishment (Bierer & Newbert, 2019).

3. Policies and Procedures for Use of Company Property

There is seemingly no limit to the number of ways in which workers might exploit business property. According to ASG Investigations, some of the potential risks that an organisation could face include the following: "directing other employees to perform tasks that unknowingly benefit the ghost business; renting out the company's equipment to third parties; intentionally producing scrap product that is actually being sold by the employee; taking company vehicles for recreational use; hosting their own websites on company servers." These are just some of the potential risks that an organisation could face. In order to fulfil their duties, workers often need to make use of business resources. This could include things like technological devices, medical equipment, automobiles, tools, and clothing, but it also depends on the sector. Include recommendations on how to properly care for business property, as well as restrictions on the amount of personal use (if any) that is allowed on company property and the sorts of personal uses that are authorised (Bierer & Newbert, 2019).

4. Policies and Procedures for Internet and Social Media Use

Inform your staff that any time spent online while on the job is not considered private. Encourage workers to restrict the amount of time they spend on the internet for their own personal usage and check that everything they do online while on the job is legal, ethical, and suitable (and explain what these mean). Include rules on what may and cannot be shared on social media platforms in relation to the organisation (Bierer & Newbert, 2019).

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2.7 Career Development

Career development is distinctive lifelong processes for every individual for further learning, managing, work, and transitions in order to move ahead and participate effectively in professional and communal life" (Sakkaravarthi & Aravinthan, 2020). The components of the relationship that help the protégé improve or flourish in his or her career are referred to as career development. Because of the mentor's expertise, organizational status, and/or influence in the organization, he or she is able to assist the protégé. As a consequence of these responsibilities, the protégé is more likely to understand the "ropes" of the company, acquire exposure, and advance faster. In fostering career development, the mentor may serve any of the following roles (Dik et al., 2019):

1. Sponsorship. The protégé is recommended for promotions and/or significant lateral movements by the mentor, either directly or merely by virtue of the protégé's affiliation with the mentor. The protégé will rise more quickly in their career as a result of the mentor's ability to build contacts and open doors for them.
2. Exposure and visibility in the public eye Through either written proposals or oral presentations, the mentor provides the mentee with chances to engage in conversation with senior managers or other significant individuals. The protégé will become visible to the other important individuals if connections are established with them. This will allow the protégé to obtain access to future possibilities.
3. Coaching. The mentor gives the protégé with career counselling and makes suggestions on strategies and techniques that may be used to attain work objectives and advance the protégé's career. It's possible that the mentor may give comments on the assignments and suggestions on how to make the work better. In addition to this, the mentor enlightens the protégé on the important members of the company's leadership team and discusses strategies for effectively collaborating with these individuals. The protégé receives fundamental guidance from the mentor about how to navigate the company and achieve success there.
4. Protection. The protégé is protected from possibly destructive interactions or difficulties with other people by the mentor. The objective is to shield the protégé's reputation from any potential damage. As a result, the mentor may function as a buffer or bear the responsibility for errors that are beyond the control of the protégé. If the mentor considers that the protégé does not yet possess the necessary level of experience to speak with more senior individuals, the mentor may restrict the protégé's access to senior persons.
5. Challenging tasks. Typically, this refers to the guidance that a superior offer to an employee who reports to them. To facilitate professional development of the protégé, the manager will assign challenging or engaging tasks and provide feedback. The protégé might also be placed on a number of different project teams by the mentor, which would assist the protégé grow their knowledge and abilities.

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2.8 Critical Success Factor

Critical success factors (CSFs) is "the few key areas of activity in which favourable results are absolutely necessary for a particular manager to reach his goals. CSFs is an element that is necessary for an organization or project to achieve its mission. It is a critical factor or activity required for ensuring the success of a company or an organization" (Baporikar, 2018). The goal of the feasibility expert is to evaluate methodically whether the proposed project has any chance of meeting its objectives; perhaps they would even like to estimate what the probability of success is. In other words, they must set the parameters that help determine whether a project is a success or a failure. Thus, the last but not least analytical frame is that of Key Success Factors (KSF) and Key Failure Factors (KFF); this is tantamount to measuring a project's robustness. There are two difficulties inherent in this terminology (Mesly, 2017).

The model suggested by Mesly (2017) contains factors related KSF and KFF, which are process elements of influence. In the literature, KSF and KFF consist of strategies, tactics, and/or behaviors that affect the transformation phase of the project either positively or negatively. Accordingly, a KSF would be for a project leader to provide a healthy and safe environment; viewed from another angle, a KFF would be to accept work in an unhealthy and unsafe work environment, such as is found in many underdeveloped countries around the world. Mesly (2017) also elaborated the model by claiming that a team's performance is tied to the functionality of interactions between stakeholders, the group's stability, the involvement of people in positions of authority, and the rewards that achievers receive.

For each one of these elements, their presence or absence may potentially influence the success or failure of the project, so that there is no clean separation between what leads to success and what causes failure. Inadequate planning, which entails such problems as porous budgeting and scheduling as well as the reliance on excessive red tape may all mix in a somber manner with team members who display a lack of commitment to established schedules, are not cooperative, send excessive negative feedback, show lack of enthusiastic support for the team or else host dark agendas. Behaviors that would accompany such an organizational state would likely include "buck-passing", a disregard for others, doodling, filing excessive grievances, procrastination, and sabotage (Gheni et al., 2017). In other words, Point of vulnerability result not only from poor planning, but also from a combination of poor planning and an inadequate workforce. Planning is performed by humans; humans can correct most mistakes they make. The role of People and Power (the human component of my model) cannot be underestimated, as can be seen in Figure 1 (Mesly, 2017).

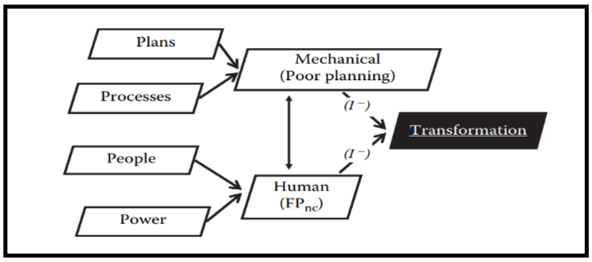

Figure 1: Positioning of Point of vulnerability in the basic input model (Mesly, 2017)

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Some authors offer a handful of what they call the “risk areas” and “Key Success Factors” (KSF) of a project. Mesly (2017) extracted those from the source article and reworked the information as follows. Cultural or sociocultural “risk factors” are (Plans) a poor acknowledgment of risks and a lack of analyses; (Processes) overly rigid systems; (People) a culture of fear, a lack of training, and a limited sense of belonging. Cultural or sociocultural KSF are: (Plans) ongoing analyses; (People) an open culture, a culture of knowledge, learning from experience, and trust; (Power) responsible risk management.

For the stakeholders (People/Power) or psychodynamics (if internal), the risk factors are (Plans) ambiguous contracts, changes to the norms, a lack of long-term planning; (Processes) supply delays; (People/Power) a lack of commitment and strained relationships; (Power) a lack of support. For the stakeholders (People/Power) or psychodynamics, the KSF are (People) bonding with a community, supplier relationships, tight human bonds, efficient communication; (People/Power) a partnership like strategy; (Power) collaboration with the regulators, facilitating commitment, as well as managing risks and competencies (Pacagnella Jr et al., 2019).

For leadership, the risk factors are (Power) an authoritarian system, lack of communication with external stakeholders, lack of support from the management, and poor management–employee relationships. The KSF are (Plans) focus on a project; (People) team collaboration; (Power) external networking and joint decision-making. For risk management, risk factors are (Plans) an inefficient matrix; (People) a lack of multilevel collaboration, a poor team spirit, and poor teamwork. KSF are (Plans) creating multifunctional teams and a reinforced organizational matrix; (People) easing communication and fostering a sense of belonging (Aquilani et al., 2017).

For organizational risk factors, the following are proposed: (Plans) a lack of risk countermeasures, poor levels of analysis, and poor risk identification; (Processes) a lack of procedures. KSF are (Plans) a crisis response plan, a formal risk management plan, risk assessment; (Processes) continuous improvement. For Processes, risk factors are (Plans) insufficient preparation, lack of financial resources, unrealistic calendar, and poor planning; (People) poor teams; (People/Power) a lack of commitment; (Power) contractual disputes and a lack of control. KSF are (Plans) a budget, a contingency plan, a formal plan, an in-depth evaluation of the vision stage, a realistic calendar; (People/Power) sharing and commitment; (Power) control measure improvements (Li et al., 2019).

For Technology, risk factors are (Plans) poorly defined canvasses; (Processes) excessive reliance on technology in order to solve problems and moving standards; (People/Power) lack of expertise. For KSF, the following are listed: (Plans) a better definition of Work Breakdown Structures (WBS); (Processes) proven standards and proven technology; (People/ Power) acquiring competencies (Villamarín & Diaz Pinzon, 2017). Overall, the suggested model of the current study is illustrated in Figure 2.

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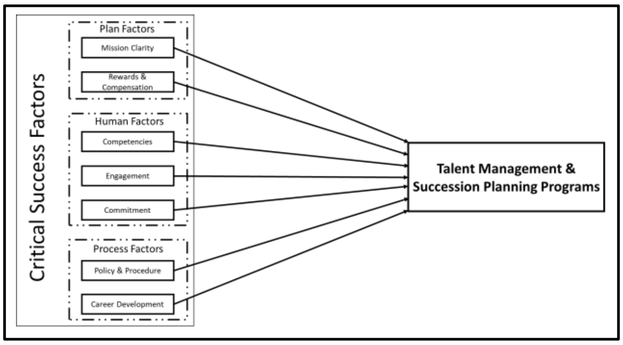

Figure 2: Rough Conceptual Framework

3. RESEARCH METHODOLOGY

In this research, the researcher will utilize quantitative research methods. Primary data was collected from employees working for Saudi Electricity Company, which Founded in 2000, and contributing to the Saudi Economy and lifestyle, and is a semi-public company providing Electricity to all of the sectors in Saudi Arabia. Therefore, the researcher distributed a total of 30 questionnaires to the aforementioned employees.

4. INSTRUMENT DEVELOPMENT

The development of instruments was carefully executed in order to reflect the nature of this study. As such, the questionnaire was designed to include 25 items and the variables were measured using the five-point Likert scale, with five standing for ‘Strongly Agree’ and one standing for ‘Strongly Disagree’. Due to the fact that the respondents were Arabic speakers, it was vital for the questionnaire to be precisely translated from English to Arabic. Therefore, a back translation was performed which is a procedure extensively applied to test the precision of the translation in a cross-cultural survey (Brislin, 1970). Furthermore, the validated instruments shown in Table 1 are adopted from related previous studies to measure the variables of this study.

Table 1: Questionnaire Development

Variable	No. of items	Reference
Mission Clarity	4	(Babnik et al., 2014)
Rewards & Compensation	5	(Frinlicia & Nilasari, 2019)
Competencies	6	(Ng et al., 2020)
Engagement	5	(Hanaysha, 2016)
Commitment	5	(Affandi et al., 2019)
Policy & Procedures	5	(Abaker et al., 2019)
Career Development	3	(Delbari et al., 2021)
Organizational Productivity	4	(Akparobore & Omosekejimi, 2020)
Talent Management and Succession Planning Programs	4	(Kuen & Zailani, 2019)

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5. RESULTS AND ANALYSIS

The pilot study is always conducted before the data collection. Saunders, Lewis, and Thornhill (2016) assure for the usefulness of carrying out a pilot study before collecting the data. It will provide a great help by giving the researcher an index to correct any inadequacies in the research instrument before the data collection (Saunders et al., 2016; Sekaran & Bougie, 2016). In this study, first the researcher will demonstrate the descriptive statistics of the respondents (respondent profile), followed by the reliability and validity tests for the pilot study.

5.1 Respondent Profile

In the demographic information section, respondents in the Saudi Electricity Company were categorized by their Gender, Age group, Employment Level, as displayed in Table 2.

Table 2: Respondent Profile

Items	Answer	Frequency	Percentage
Gender	Male	23	76.6
	Female	7	23.4
Age group	20 – 25 years	8	26.6
	26 – 30 years	7	23.3
	31 – 35 years	8	26.6
	36 – 40 years	3	10
	41 years and above	4	13.3
Employment Level	Employee	10	33.3
	Unit head	3	10
	Section head	4	13.3
	Division manager	5	16.6
	Department Manager	4	13.3
	Executive Director	3	10
	Vice president	1	3.3

5.2 Reliability of the scale

The reliability of the instrument will be tested on this study; as a prior literature review was the source of the questions. At the same time, Cronbach alpha will be conducted on a sample of 30 participants in order to make sure that the instrument is valid and reliable. Hair et al. (2019) highlighted that a cut-off point of 0.6 is required during the pilot test level to consider the research instrument is reliable with a valid internal consistency, on which any value below 0.7 is considered poor and unacceptable, while the value of Cronbach Alpha above 0.7 is considered as good and acceptable, above 0.8 is excellent, and above 0.9 will be considered perfect (Hair et al., 2014).

In this study, all of the constructs achieved satisfactory level of reliability. Table 3 is illustrating the results of the reliability of the scale of the current study. The scores of the Cronbach Alpha were acceptable and above 0.7 for the constructs of Mission Clarity (MC), Competencies (COP), and Career Development (CD) (0.750, 0.779 and 0.789 respectively) and excellent for the constructs of Rewards & Compensation (RC), Engagement (EN), Commitment (COM),

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Policy & Procedure (PP), Organizational Productivity (OP), and Talent Management & Succession Planning Programs (TMSP) (0.884, 0.869, 0.871, 0.822, and 0.809 respectively).

Table 3: Results of Scale Reliability

Construct	Cronbach's Alpha	N of Items
Mission Clarity (MC)	.750	4
Rewards & Compensation (RC)	.818	5
Competencies (COP)	.779	6
Engagement (EN)	.884	5
Commitment (COM)	.869	5
Policy & Procedure (PP)	.871	5
Career Development (CD)	.789	3
Organizational Productivity (OP)	.822	4
Talent Management & Succession Planning Programs (TMSP)	.809	4

5.3 Validity of the Research Model

Criterion-related validity reflects the success of measures used for prediction or estimation. To achieve the validity of the research model, the researcher will utilize Pearson Bivariate Correlation using SPSS 28.0 (Cooper & Schindler, 2014). The Pearson correlation coefficient is a standardized measure of covariance. Covariance coefficients retain information about the absolute scale ranges so that the strength of association for scales of different possible values cannot be compared directly. Researchers find the correlation coefficient useful because they can compare two correlations without regard for the amount of variance exhibited by each variable separately (Zikmund et al., 2013). According to Pallant (2016), the Sig. value, which is less than 0.05 in the correlation test means there is a relationship between the two variables, and statistically shows significant unique contribution to the equation (Pallant, 2016). Table 4 shows the value of Pearson Bivariate Correlation alongside the significance of the association between the variables, which highlight the validity of the research model of the current study.

Table 4: Pearson Bivariate Correlation Results

Correlations		
Construct		TMSP
MC	Pearson Correlation	.532**
	Sig. (2-tailed)	0.002
	N	30
RC	Pearson Correlation	.484**
	Sig. (2-tailed)	0.007
	N	30
COP	Pearson Correlation	.576**
	Sig. (2-tailed)	0.001
	N	30
EN	Pearson Correlation	.437*
	Sig. (2-tailed)	0.016

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	N	30
COM	Pearson Correlation	.545**
	Sig. (2-tailed)	0.001
	N	30
PP	Pearson Correlation	.751**
	Sig. (2-tailed)	0.000
	N	30
CD	Pearson Correlation	.469*
	Sig. (2-tailed)	0.012
	N	30
OP	Pearson Correlation	.551**
	Sig. (2-tailed)	0.001
	N	30
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

6. DISCUSSION

The aim of this study is to propose a conceptual framework of the Critical Success Factors of the Talent Management and Succession Planning Programs in Saudi Arabia; the factors are Plan related factors (Mission Clarity and Rewards & Compensations), Human related factors (Competencies, Engagement, and Commitment), and Process related factors (Policy & Procedures and Career Development). In addition, the second purpose of this study is to test the validity and reliability of the research model. The statistical data analysis was carried out using SPSS, and revealed that all of the constructs in this research has achieved satisfactory level of scale reliability using the Cronbach Alpha scores. In addition, the results of the Pearson Correlation showed a significant level of validity. These results were similar to the previous studies. First, Dermol (2012) conducted a study aimed to examine whether the existence of a mission statement is associated with company performance or not. The analysis results showed that the associations between company performance and the mission statement is non-significant (Dermol, 2012).

Al-Furaih and Al-Awidi (2018) carried out a study aimed to investigate the function that goal clarity plays as a mediator in the link between different styles of leadership and the successful completion of a project. In this study, full-range leadership theory is used to contextualise several leadership styles, such as the transformational leadership style and the transactional leadership style (active management by exception and contingent compensation), in the context of a temporary project setting. Results found that the clarity of purpose acts as a moderating factor in the connection between transformational styles of leadership and the accomplishment of projects. On the other hand, there is no such thing as mediation within the context of transactional leadership since transactional leadership is not tied to the clarity of goals. In addition, while contingent compensation is tied to the successful completion of a project, active management by exception is tied to the unsuccessful completion of a project (Raziq et al., 2018). Maqbool et al. (2017) carried out a study to examine “the relationship and impact of managerial competencies, construction project managers' emotional intelligence (EI) and transformational leadership style on project success". Findings showed that those project managers who have a high emotional intelligence, the essential competencies, and a transformational leadership behaviour are more successful leaders, and they are better equipped to ensure the success of their projects than their rivals. The results will be helpful to project sponsors in picking the project managers who have the greatest experience and qualifications for their specific endeavors (Maqbool et al., 2017).

The objective of Muhammad et al (2020)'s research was to determine the influence that transformational leadership has on project success criteria by analysing the moderating effect that work engagement has on the relationship between the two. The findings provide evidence that transformational leadership has a positive and significant influence on the success criteria of the project. In addition to this, there has been discovered a positive and significant influence that employee engagement has on the criterion for project success. In addition, the interaction effect was shown to have a negative and statistically significant influence on the project success criterion (Muhammad et al., 2020). In addition, the objective of the research conducted by Kirmizi and Kocaoglu (2021) was to explore "the influencing factors (Project Planning, Commitment, Top Management, Change Management) of the enterprise resource planning (ERP) readiness stage on project success immediately after go-live from the project manager's perspective". Results shown that project planning and management, staff commitment, and change management are all closely related to ERP project success. Surprisingly, top management support does not seem to be linked. As a consequence, the findings imply that influencing factors in such lengthy projects should be assessed according to project life cycle stages (Kirmizi & Kocaoglu, 2021).

The study of Alrajhi and Khayyat (2020) aimed to investigate one of the most important aspects of successful project management, namely the function that policies play in project management. According to the findings of the research, maintaining compliance with the policy is an essential component of project management, and it has a direct bearing on all stages of project execution (Alrajhi & Khayyat, 2020).

In addition, the research that was conducted by Napitupulu et al. (2017) had the purpose of investigating the influence that career development has on employee performance in the public sector. This influence is thought to be mediated by perceived organisational support, work motivation, and affective commitment. According to the data, professional advancement does not have an effect that is directly linked to performance. The results of the indirect investigation indicate that the mediating variables are perceived as having a significant impact on the consolidation of that relationship (Napitupulu et al., 2017).

7. FUTURE RESEARCH RECOMMENDATIONS

The current study collected data from only 30 respondents, which are enough for pilot study. However, this sample size can be increased in the future researches to achieve empirical results. In addition, Future research may consider additional Saudi Arabian corporations since the current study only considered Saudi Electricity Companies as an example of a semi-public

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sector company. Additionally, while this study was carried out over a little period of time, it could benefit from being repeated with the same methodology and framework over a longer length of time to produce more comprehensive results. The only type of research methodology allowed for this study was quantitative research methods. There is a long list of variables that can be found in the published literature that may affect the success of the Talent Management & Succession Planning programs, like the organizational variables, but this study was only able to look at three sets of variables, which are Plan, Human, Process related variables. Moreover, considering the mediating effect of productivity on the same research framework would add more depth to the framework in the future studies.

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