



## Study of succession planning and its impact on organizational effectiveness Department of Education Amol

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Article	Abstract
<p>Article history: Received: 23<sup>th</sup> November 2021 Received in revised form: 23<sup>th</sup> December 2021 Accepted: 23<sup>th</sup> December 2021</p> <p>Keywords: Successor, Organizational Effectiveness, Education Organization, Regression</p>	<p>This research was carried out to investigate the status of the successor program and its impact on the organizational effectiveness of education in Amol city. The present study is a descriptive-correlational study. The statistical population of the study includes all employees of the Amol School of Education, Also, the statistical sample is equal to the low statistical society. In this research, two Parsons organizational effectiveness assessment questionnaires (28 items) and Tabli et al (2014) (19 items) questionnaires were used to achieve the research goal. The materials of this questionnaire are five-packet response packet tests based on the Likert spectrum (I totally disagree = 1, I totally agree = 5). The results of data analysis showed that all three components; successor (attracting and employing predisposed people; evaluating existing resources and educating and improving individuals) have a positive and significant relationship with organizational effectiveness.</p>

### 1-1 Introduction

Organizational effectiveness is the theoretical axis of all organizational models and the final dependent variable in most organizational studies. Despite more than 60 years of research and study in this field, there are still major challenges in terms of conceptualizing, describing and measuring organizational effectiveness. In other words, organizational effectiveness is one of the most important variables in many organizational areas and its multidimensionality and complexity is due to the conceptual complexities and problems in measuring this variable. The effectiveness of the organization should be considered clear and specific goals and then to do their best to achieve them [1]. Effectiveness means quality in its heart, and studies on effectiveness show that there is no best way to be effective, because it depends on the management view of each organization towards effectiveness. In fact, organizational effectiveness is a destination that all organizational efforts are made to achieve. Theories and writings in this field indicate that effectiveness is a multidimensional phenomenon, including achieving goals, maintaining the system, cohesion and unity of components, adaptability and making changes that cannot be done with one or two factors. Assess those managers face many problems in this regard [2-8].

In this way; It is necessary to mention that the category of organizational effectiveness requires attention to several variables, which can be referred to the category of human resources as one of the most important components, because the wrong choice of human resources and lack of attention to the required capacity in them; It causes exorbitant costs of training, underemployment, poor quality of work and ultimately low level of effectiveness and

productivity of the institution. In this regard, the issue of succession is one of the important ways to increase organizational effectiveness, because the focus of measuring effectiveness are individuals and their performance in the form of organizational performance and individual performance is very vital for the organization, in fact; To be effective and maintain success in organizations, managers must have specific characteristics, abilities and potential competencies and long-term knowledge and experience and social communication skills [9]. Managers must first and foremost rely on their own resources, especially their manpower, which can be the best solution in this regard; In fact, organizations today have realized that substitution is a dynamic and continuous process and not a static goal, and in today's competitive world to achieve talent, organizations must look beyond simple labor replacement. Succession strategies, as they should empower employees to achieve their career goals, should focus on staff development to achieve organizational goals, in fact, the growing demand of employers to hire skilled workers and the desire of employees to take over taking on valuable jobs, on the other hand, has led to a battle that we should call a war of talents. In this battle, successful organizations strive to attract and retain the talents that are necessary for their survival by applying appropriate procedures, programs, and strategies [7, 8, 10, 11].

To this end, organizations need to know what needs they are facing now and in the future in order to be able to identify potential and actual talent among employees and, in other words, be able to manage talent, it is also necessary to mention; The succession plan should be such that it promotes and covers all the key positions of the organization in the development of tasks [12-15]. By nurturing employees, organizations are committed to nurturing their internal talents in a way that encourages a sense of growth in employees. In this case, the probability of finding the right person with the right skills and at the right time within the organization increases, while people believe that the top managers of the organization did not reach this level overnight, but through years of careful planning and foresight have been developed. In this regard, according to the issues raised in the field of succession and organizational effectiveness, the present study aims to investigate the status of the succession program and its impact on the organizational effectiveness of education in Amol city so that the results can be officials and interested parties in this field. To help develop and complement this approach [16-23].

## **1-2 Importance and necessity of research**

Today's world is the world of organizations and human resources are considered as the most valuable organizational resources of its trustees, because; Certainly, the success of organizations and managers is always due to a series of key factors, of which manpower is one of the most important. Education, low unemployment, poor quality of work and finally low level of effectiveness and productivity of the institution, is why the issue of succession in the organization is important, because; Succession as a human resource management subsystem affects organizational learning, increasing employee job satisfaction, turnover rate and financial performance of the organization [24]. In fact, thinkers in the field of leadership and management believe that several factors (organizational, environmental, individual) are related to organizational effectiveness that in this regard, employee behavioral characteristics can play an important role in increasing or decreasing organizational effectiveness [25].

Succession management and planning means ensuring continued leadership in key jobs and protecting intellectual and scientific capital within the organization. This system is done through the process of talent management, so that it can be used to identify human talents using the competency model and by creating a suitable environment for the implementation of various educational programs, gradually provide favorable conditions for raising the level of staff and provided them with key positions in the coming years [26]. In fact, substitution planning is the decision-making process in how to fill the gaps in the organization's key jobs. In this work, the existing forces are evaluated based on the criteria of job competence, and the candidates can be identified according to future needs. In general, the main benefits of succession planning are that it facilitates effective human resource planning, and by using them, the right people from within the organization are placed in the right jobs at the right time to achieve business goals. In fact, the essence of any breeding program is to identify, train, and develop individuals who can acquire key jobs with the necessary knowledge and skills [27].

It should be noted that succession breeding has several benefits for the organization, one of the most important of which is the category of organizational effectiveness; In this way; Effectiveness is the degree to which an organization approaches its goals and shows the extent to which the organization has been able to define its missions and achieve the desired goal or state. Introduces effectiveness as the ability to use the environment to gain valuable resources for continued performance [28]. In this way; Educational organizations are one of the most basic organizations that have the great responsibility of formal education of people in the community and are the foundation of other organizations, so the attention of this institution to effectiveness should be multiplied, and as stated, the category of substitution can be a It should be a very appropriate solution in this field, especially in educational organizations, because paying attention to the issue of substitution in education causes; 1- Motivating the organization's human resources, 2- Creating a treasury of talented forces in the organization, 3- Ensuring the continuity of leaders and managers ready to take key positions, 4- Increasing opportunities for talented forces, 5- Improving teams Strong leadership becomes strategic and sensitive for tasks, it is also a vital point in the field of education to pay attention to specialized and appropriate forces in this field, because any shortcoming in the field of education and especially in the field of management can compensate for the damage. On the other hand, the education system is in fact the beating heart of a society and all the changes and changes of the country's system begin from it, as a result of not paying attention to the issue of substitution in this field, as stated, can There is a lot of damage to the education system in particular and the country as a whole. Therefore, with the introduction of these issues, it is necessary and necessary that those involved in the field of education pay special attention to the issue of substitution in order to keep the education system away from possible dangers and harms caused by not paying attention to this field [29].

### **1-3 Research Objectives**

#### **General purpose of the research**

Determining the status of the succession program and its impact on the organizational effectiveness of education in Amol city

#### **Partial objectives of the research**

- 1- Determining the status of recruitment and employment of talented people and its impact on the organizational effectiveness of education in Amol city
- 2- Determining the status of evaluation of available resources and its impact on the organizational effectiveness of education in Amol city
- 3- Determining the status of education and improving talented people and its impact on the organizational effectiveness of education in Amol city

## **2 Literature review**

### **2-1 Alternative breeding**

The concept of succession refers to the process by which human talents are prepared for a career based on a variety of plans.

Succession planning involves selecting the most suitable employees for senior management positions in companies from among a group of skilled candidates.

Succession is not a secret strategy for the rapid replacement of individuals in specific positions, but succession is a regular process by which professional and personal improvement is aligned with the strategic plan. To ensure that people are ready to complete any post that goes unnoticed, there are the right skills and attitudes at the right time.

Also, routinely and on the basis of existing theoretical foundations; The following objectives are generally considered for substitution;

- 1- Coordinating the talents of the organization with the talents needed in the future
- 2- Helping to train or provide leaders in various positions at the right time to perform the tasks correctly in order to meet the operational and strategic challenges of the organization.
- 3- The availability of managers in order to fill vacancies.
- 4- Providing a stock of available managers for future jobs in the organization.
- 5- Evaluating the current and ideal culture of the organization to achieve the long-term strategic goals of the organization
- 6- Obtaining a comprehensive model of managerial competence in the organization
- 7- Recognize the strengths and weaknesses and conditions to get ready to replace the managers who will leave the organization in the near future.
- 8- Planning to improve and expand the ability of all managers and leaders

Also, in expressing the necessity of having a succession program in organizations, we can mention the following four cases, which have been recognized as the most important factors in the importance of succession program in various researches;

- 1- Providing more opportunities for talented employees;
- 2- Identifying replacement needs as a tool for predicting the necessary training, education and training of employees;
- 3- Increasing the treasury of talents among talented employees;
- 4- Participating in the implementation of strategic and long-term plans of the organization

Also, there are many components in the field of succession and the pillars and prerequisites for the success of the succession system, in this regard; Shojaei and Dori (2008) introduce 9 main components in the succession program, which include; 1- Future vision and mission of oil industry; 2- Goals and missions of the company in the field of human resources; 3- The field of human resources strategy in the field of succession breeding; 4- Organization and structure; 5- Field of occupation; 6- Individual field; 7- Job management decision support area; 8- Career management and planning; 9- The field of management and supervision is planned.

In addition, regarding the fields of substitution, the study of the history of world developments shows that at the beginning of the 21st century, the world has undergone such a transformation that it is not comparable to any of its predecessors. This development is significant in that it has become an inevitable trend, and especially in the fields of science, technology and innovation, it is gaining momentum at every moment. On the other hand, according to the goals outlined in the 20-year vision document, Iran should be on the horizon of 1404, emphasizing the software movement and having advanced knowledge and technology, rapid and continuous economic growth and the superior share of human resources and social capital in national production. To be the top scientific, technological and economic position of the region, which requires improving the performance and productivity of organizations, institutions and executive bodies of the country, which will not be possible except by empowering the current managers of the country and institutionalizing the spirit of substitution in them [30].

## **2-2 Facilitators of succession breeding**

To facilitate succession planning in organizations, different cases can be considered. In general, there are six facilitating factors that influence and facilitate succession planning schemes.

### **A- Support and participation of senior management**

Top management engagement motivates others to ensure that the management team is committed to reviving a serious succession plan.

### **B- Systematic approach**

Continuous and orderly processes are necessary for the development of succession programs throughout the organization and taking into account the systematic relationships of its subsystems.

### **C- Certain development programs**

People need to believe that they can prepare for future leadership by participating in company development programs. Some programs in relation to the level of experience of the participants in the organization may be considered in three steps.

Step 1: A talented and effective team for the future is considered, which is full of inexperienced participants; At this stage, they are taught a set of general skills.

Step 2: Trained and educated people share development experiences and gain important opportunities.

Step 3: Individuals achieve and occupy important positions; Because they are trained for higher positions.

### **D- Organizational culture**

Future leaders will not grow in a valued part of the organization unless the right environment is created; In the succession program, the acquisition of knowledge and skills and the differentiation of the organization's capabilities should be emphasized, and the cultural capacity of the organization for growth should be considered by individuals.

### **E- Emphasis on quality improvement**

The succession plan emphasizes the need for quality in order to enable the transfer of individuals to higher-level occupations. It should be noted that succession programs should emphasize the readiness of individuals to move from one organizational position to a higher position and prepare their individuals for advancement in future careers by creating competencies.

### **F- Emphasis on seniority**

Usually, educators or mentors give people advice on how to deal with personal, organizational, and political challenges so that the life course can be helpful to them. Instructor, Individual: An insightful and influential person who is at a higher level in the organizational hierarchy and newcomers and talented people become attached to him / her and accept him / her as a mentor; Although some organizations support formal mentors and strive to match the efforts of newcomers with senior staff; But this usually happens informally

## **2-3 Alternative planning models**

Regarding succession breeding, various models have been presented, the most important of which can be mentioned below;

2-3-1 Leadership channel model

2-3-2 Seven-pointed star model

2-3-3 Morshed-Muridi model

## **2-4 Substitution in educational organizations**

Given the critical role of the education system in society and the diversity of its services and activities, it is necessary to provide huge human resources to this system, but usually these resources are not properly selected or used effectively and efficiently. It is doubly important in educational organizations, because the output of educational organizations is used as the input of other organizations. In educational organizations, although there is no discussion of trade and industrial competition, but there is competition in attracting and retaining talented managers and employees and developing their skills [31].

Also, leaving people from different levels of the organization for various reasons such as resignation, retirement, promotion or even death is inevitable, and if the solution to fill the gap caused by the absence of these people in a systematic and planned way, organizations and Institutions will face issues such as vacancies in key positions or filling vacancies with people who do not have the necessary talent and competence. Therefore, given the current situation, in educational organizations, including higher education, coherent programs are necessary to replace people in key positions and find talent in this field. The future of educational institutions depends on the ability of executives to be able to ensure leadership survival by identifying and employing talent within the organization. The need for educational institutions to search for and find highly efficient people is inevitable. In fact, the sustainability of any organization depends on how it implements an effective succession plan.

## **2-5 Organizational effectiveness**

In general, organizational effectiveness means the extent to which an organization is able to survive, carry out its mission, and maintain appropriate benefits, financial resources, and useful values. A good way to better understand organizational effectiveness is to look at it in four general approaches. These criteria are applicable to all organizations large and small and for-profit, these approaches are;

- 1- Goal achievement approach that emphasizes on achieving results;
- 2- Resource capture approach that relies on the means and facilities to achieve the goal;
- 3- Approach to internal processes; That organizations operate on this approach with minimal effort and ease;
- 4- Strategic stakeholder approach; According to this approach, organizational effectiveness means the ability to bring together individuals and institutions on which the continuity of organizational operations depends.

## **2-6 Organizational effectiveness patterns**

Choosing an appropriate measure to evaluate organizational effectiveness is not an easy task, as there is no general theoretical model that introduces the best criterion, but in a classification, the effectiveness models are as follows;

- 1- Objective pattern;
- 2- System source model;
- 3- Talcott Parsons organizational effectiveness model;
- 4- Pattern of real program results;
- 5- Management process model;
- 6- Organization improvement model;

7- Stakeholder satisfaction model;

8- Social model;

9- Pattern of observing educational standards (effectiveness based on providing resources and internal processes)

## **2-7 Research inside Iran**

Kharazmi, Nasrabadi and Johari (2015). In a study entitled "Analytical study of the gap between the current situation and the desired situation of implementation of the succession system in Mashhad Municipality", the results of the comparison tests showed that there is a significant difference between the mean scores of the current situation and the desired situation. In confirmation of this finding, he identified the reasons for the gap, which are: lack of commitment of senior managers, difficulty of implementation due to the size of the organization, non-compliance with management principles and intensification of administrative bureaucracy, personal tastes and preference for discipline, fear of losing the position and power of the manager and the unwillingness of managers in other fields to coordinate with the field of human resource management, the results of quantitative research have poorly assessed the current situation of succession breeding in Mashhad Municipality and confirmed the gap between the current situation and the desired situation. . By conducting qualitative research and using the analysis of the content network, in addition to confirming the findings of quantitative research, the causes of this gap were counted and due to compliance with the theoretical foundations of succession issues were confirmed.

Mehrtak, Mohammad et al. (1394). In a study entitled "Analysis of the gap between the current and desirable status of surrogacy: a case study in the Ministry of Health and Medical Education", this study is a cross-sectional descriptive study. Data were collected through a questionnaire that was compiled by the research team using the existing literature in the two sections of the current and desirable status of substitution, and after ensuring validity and reliability, by census method between 268 general managers, heads of offices, deputy managers. In total, the heads of the paired groups were bachelors, responsible experts and distribution experts and then collected. Findings showed that the current situation of the organization in the six axes of planning, organizational culture, systemic approach, competency model, career path and the role of senior managers in the research environment has an acceptable score above 50%. At the same time, the gap between the current situation and the desired situation in all dimensions was significant.

Faqihi and Zakeri (1393). In a study entitled "Pathology of Establishment of Deputy Managers in Iranian Government Organizations, Quarterly Journal of Public Management Mission", the study and analysis of data obtained from the survey by confirmatory factor analysis method showed 12 identified factors of good suitability for assessing contextual conditions. Organizations have to run the succession process. The results showed that in Iranian government organizations there are no suitable conditions for establishing a succession breeding process.

## **2-8 Research outside Iran**

Sharma (2011), in a study entitled "Empowerment and organizational effectiveness", the results showed that there is a relationship between quality of work life and structural empowerment with organizational effectiveness and this relationship is higher in the public sector than the private sector. There is a relationship between psychological empowerment and organizational effectiveness.

### 3- Methodology

Every research seeks to achieve a goal, so to achieve the goal, appropriate methods must be used. The choice of research method depends on the subject, objectives and nature of the research. Sampling method, data collection tools, statistical methods and data analysis are discussed. The researcher is required to choose a general methodology and strategy to answer the research question. To be able to collect information and analyze data and answer the problem.

#### 3-1 Research method

The present study is a descriptive correlational design. The statistical population of the study includes all employees of the Education Department of Amol city.

#### 3-2 Society and sample and sampling method

Gal, Borg Vegal (2011); They believe; Researchers who use quantitative research try to obtain information about a large group of people through a very small group study. The large group that they want to learn about is called the community. A statistical population is also a set of individuals or units that have at least one attribute in common. A common adjective is an adjective that is common to all elements of the statistical community and distinguishes the statistical community from other communities.

The statistical population of the whole research community was selected as a sample.

#### 3-3 Data collection tools

In the present study, in order to achieve the purpose of the research, two questionnaires measuring Parsons organizational effectiveness (28 components) and Tabli et al.'s (2014) (19 components) questionnaire were used. Based on the Likert scale (strongly disagree = 1 to strongly agree = 5).

Table 1 Questionnaires used in the research

Questionnaire			Question number
Parsons Organizational Effectiveness Questionnaire			1-28
Tabli et al.'s Succession Questionnaire (2014)	Attracting and employing talented people		1-5
	Evaluate available resources		6-11
	Training and improving talented people		12-19

#### 3-4 Validity and reliability of data collection tools

Regarding the validity of this questionnaire, content and face validity were used. To determine the initial reliability before widespread implementation, this questionnaire was administered to 10 people in the study population in a completely random manner. The initial reliability of the organizational effectiveness questionnaire (0.90) and the succession questionnaire (0.89). It was reported to be favorable, indicating the suitability of the tool for implementation in the research. Also, the reliability of these questionnaires after implementation is shown in the table below.



Table 2 Reliability of the questionnaires used in the research

Questionnaire		Question Number	Reliability Of Questionnaires
Parsons Organizational Effectiveness Questionnaire		28-1	./95
Tabli Et Al.'S Succession Questionnaire (2014)	Attracting And Employing Talented People	1-5	./83
	Evaluate Available Resources	6-11	./89
	Training And Improving Talented People	12-19	./90
	All		./95

### 3-5 Method of data analysis

Both descriptive and inferential statistics are used to analyze the data. In the descriptive statistics section, the characteristics of the respondents (including frequency and percentage) are presented. Also in the field of inferential statistics, simple and multiple linear regression analysis tests were used simultaneously. These tests are used when we want to examine the relationship between one or more independent variables and its components with a dependent variable. In addition, all the analyzes were performed using SPSS software version 22.

## 4- Results

This section consists of two parts, the first part is descriptive statistics. In the descriptive statistics section, first the characteristics of the respondents (including their frequency and percentage in terms of gender, education, organizational position, job history, average and standard deviation of variables) are presented, then in the second section, in relation to the main and sub-hypotheses of the research in the field of inferential statistics, Kolmogorov-Smirnov test, one-sample and simple linear regression analysis test are used. In addition, all stages of analysis are performed using SPSS statistical software version 22.

### 4-1 Descriptive analysis of data

#### 4-1-1 Describing the demographic characteristics of the respondents

In this section, the contextual variables that determine the individual and social characteristics of the respondents are examined and described.

##### 4-1-1-1 Frequency distribution of respondents by gender

Table 3 Frequency and percentage distribution of respondents by gender

Gender	Frequency	Percentage
Man	34	69%/4
Female	15	30%/6
Total	49	100%

According to the results of Table 3, among the respondents, 69.4% (34 people) are men and 30.4% (15 people) are women. Therefore, as it is clear, the number of male respondents is more than female respondents.

#### 4-1-1- 2 Frequency distribution of respondents according to education

Table 4 Frequency and percentage distribution of respondents by education

<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Associate Degree</b>	3	6%/1
<b>Bachelor</b>	26	53%/1
<b>Ma</b>	20	40%/8
<b>Total</b>	49	100%

According to the results of Table (4), among the respondents, 6.1% (3 people) have a postgraduate education, 53.1% (26 people) have a bachelor's degree and 40.8% (20 people) have a higher education. They have a bachelor's degree. Therefore, as it is clear about the research sample, most of the respondents have a bachelor's degree.

#### 4-1-1- 3 Frequency distribution of respondents according to organizational position

Table 5 Frequency and percentage distribution of respondents by organizational position

<b>Ages</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Boss</b>	3	6%/1
<b>The Manager</b>	4	8%/2
<b>Expert</b>	14	28%/6
<b>Expert</b>	28	57%/1
<b>Total</b>	49	100%

According to the results of Table (5), among the respondents, 6.1% (3 people) have a managerial position, 8.2% (4 people) have a managerial organizational position, 28.6% (14 people) have a position Expert organization is responsible and 57.1% (28 people) also have the position of expert organization. Therefore, as it is clear, in the case of the research sample, most of the respondents have an expert organizational position.

#### 4-1-1-4 Frequency distribution of respondents according to service history

Table 6 Frequency and percentage distribution of respondents according to service history

<b>Years Of Service</b>	<b>Frequency</b>	<b>Percentage</b>
<b>5-1 Years</b>	11	22%/4
<b>10- 6 Years</b>	5	10%/2
<b>15- 11 Years</b>	7	14%/3
<b>Over 15 Years</b>	26	53%/1
<b>Total</b>	Frequency	Percentage

According to the results of Table 6, among the respondents, 22.4% (11 people), with less than 1-5 years of service, 10.2% (5 people) with 6-10 years of service, / 3 14% (7 people) have a service history of 11-15 years and 53.1% (26 people) have a service history of more than 15 years. Therefore, as it is clear about the research sample, most of the respondents have more than 15 years of service.

Table 7 Mean, standard deviation and correlation coefficients of variables of succession and organizational effectiveness

Variable	M	SD	1	2	3	4	5
<b>Attracting and employing talented people</b>	3/53	0/70	1				
<b>Evaluate available resources</b>	3/38	0/79	0/826**				
<b>Training and improving talented people</b>	3/45	0/68	0/767**	0/851**			
<b>Organizational effectiveness</b>	3/53	0/60	0/777**	0/595**	0/593**		

Table 7 shows the mean, standard deviation and correlation coefficients of succession components with organizational effectiveness. The findings of the table indicate that; Among the components of succession, recruitment and employment of talented people has the highest average among the components (3.53) and this indicates that this variable is probably more present than other components among employees. Also, the component of evaluating available resources has the lowest average among the components (3.38), so this indicates that this component is probably less than other components among employees. In addition, the findings of the correlation coefficients of the independent variables and the dependent variable show that; Among the three components of succession breeding, all three components are recruitment and employment of talented people ( $p = 0.01$ ,  $r = 0.777$ ), evaluation of available resources ( $p = 0.01$ ,  $r = 0.595$ ) and training and improvement of talented people. ( $P = 0.01$ ,  $r = 0.593$ ) obtained a positive and significant correlation coefficient with organizational effectiveness. In addition, the correlation coefficients reported in the table show that among the three components that have a positive and significant relationship with organizational effectiveness, the component of attracting and employing talented people has the highest correlation coefficient.

#### 4-2 Test of research questions

To decide on the use of regression analysis test, we must first examine its assumptions. The results of Kolmogorov-Smirnov test are data related to the normal dependent variable ( $p = 0.07$ ,  $KS = 60.650$ ). Also, there were no outliers in the data and the values of the Tolerance value statistic were close to zero, so the assumption of non-alignment is confirmed. In addition, the results of the linearity test for variance inflation showed that the statistical values (VIF) were close to one for all variables. Thus, the necessary assumptions for performing regression analysis are true.

##### 4-2-1 Test the main question

The main question of the research: What is the status of the succession program in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city? To answer this hypothesis, we use simple linear regression analysis. Table 8 shows the results related to the model fit.

Table 8 Results related to model fitting

Predictive variables	The correlation coefficient	The square of the correlation coefficient	Adjusted coefficient of determination	Standard estimation error
<b>Succession</b>	0/683	0/466	0/455	0/444

According to Table 8, the regression showed an explanatory rate of 0.46; This means that 46% of the variance of organizational effectiveness can be explained through the variable of succession.

Table 9 Results of analysis of variance to predict organizational effectiveness through succession planning

Source of changes	SS	df	MS	F	P
Forecast	8/117	1	8/117	41/014	**001/0
left over	19/653	47	0/198		
Total	20/700	48	---		

It also reports the results of Table 9 analysis of variance and evaluates the significance of the model ( $p = 0.001$ ,  $F = 41.04$  (1.49)  $F$ ). Therefore, succession planning is able to predict the organizational effectiveness of employees.

Table 10 Results related to organizational effectiveness regression coefficient

Variable Predictive	Regression B	SE	Regression B	T	P
Intelligence Emotional	0/605	0/095	0/683	6/40	0/001**

To determine the contribution of the independent variable (succession) in predicting the dependent variable (organizational effectiveness), we use the interpretation of regression coefficient. According to the results of Table 10, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent variable of succession on the dependent variable of organizational effectiveness. In fact, the beta predicted change in the standard deviation of the criterion variable (organizational effectiveness) is due to the change of a standard deviation in the predictor variable (succession). According to the results of the table, it seems that the variables of succession ( $p = 0.001$ ,  $t = 6.40$ ) have a significant effect on organizational effectiveness. That is, the organization that cares more about succession is more effective.

#### 4-2-2 Testing partial hypotheses

The first partial hypothesis: What is the status of attracting and employing talented people in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city?

To answer this hypothesis, we use simple linear regression analysis. Table 10 shows the results related to the model fit.

Table 11 Results related to model fit

Predictive variables	The correlation coefficient	The square of the correlation coefficient	Adjusted coefficient of determination	Standard estimation error
Succession	0/777	0/603	0/595	0/383

According to the regression table 11, the explanatory rate showed 0.60; This means that 60% of the variance of organizational effectiveness can be explained through the variable of recruitment and employment of talented people.

Table 12 Results of analysis of variance to predict organizational effectiveness through the recruitment and employment of talented people

Source of changes	SS	df	MS	F	P
Forecast	10/512	1	10/512	71/523	**001/0
left over	6/908	47	0/147		
Total	17/420	48	---		

It also reports the results of Table 12 analysis of variance and evaluates the significance of the model ( $p = 0.001$ ,  $F = 71.53$  (1.49)). Therefore, attracting and employing talented people is able to predict the organizational effectiveness of employees.

Table 13 Results related to organizational effectiveness regression coefficient

Predictive variable	Regression b	SE	Regression $\beta$	t	P
Attracting and employing talented people	0/665	0/079	0/777	8/45	0/001**

To determine the share of the independent variable (attracting and employing talented people) in predicting the dependent variable (organizational effectiveness), we use the interpretation of regression coefficient. According to the results of Table 13, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent variable of recruitment and employment of susceptible individuals on the dependent variable of organizational effectiveness. In fact, the predicted change in standard deviation of the criterion variable (organizational effectiveness) is due to the change of a standard deviation in the predictor variable (recruitment and employment of talented people). According to the results of the table, it seems that the variables of recruitment and employment of talented people ( $p = 0.001$ ,  $t = 8.45$ ) have a significant effect on organizational effectiveness. That is, an organization that pays more attention to attracting and employing talented people in the organization is more effective.

The second partial hypothesis: What is the status of evaluating the resources available in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city? To answer this hypothesis, we use simple linear regression analysis. Table 14 shows the results related to the model fit.

Table 14 Results related to model fitting

Predictive variables	The correlation coefficient	The square of the correlation coefficient	Adjusted coefficient of determination	Standard estimation error
Evaluate available resources	595	0/354	0/340	0/489

According to the regression Table 14, the explanatory rate showed 0.35; This means that 35% of the variance in organizational effectiveness can be explained through the variable of evaluating available resources.

Table 15 Results of analysis of variance to predict organizational effectiveness through evaluation of available resources

Source of changes	SS	df	MS	F	P
Forecast	6/165	1	6/165	25/746	**001/0
left over	11/255	47	0/239		
Total	17/420	48	---		

It also reports the results of Table 15 analysis of variance and evaluates the significance of the model ( $p = 0.001$ ,  $F = 25.746$  (1.49)). Therefore, evaluating available resources is able to predict organizational effectiveness.

Table 16 Results related to organizational effectiveness regression coefficient

Predictive Variable	Regression B	SE	Regression B	T	P
Evaluate Available Resources	0/450	0/089	0/595	5/074	0/001**

To determine the share of the independent variable (evaluation of available resources) in predicting the dependent variable (organizational effectiveness), we use the interpretation of regression coefficient. According to the results of Table 15, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent resource evaluation variable on the dependent variable of organizational effectiveness. In fact, the beta predicted change in the standard deviation of the criterion variable (organizational effectiveness) is due to the change of a standard deviation in the predictor variable (evaluation of available resources). According to the results of the table, it seems that the variables of evaluation of available resources ( $p = 0.001$ ,  $t = 5.07$ ) have a significant effect on organizational effectiveness. That is, the organization that pays more attention to evaluating the resources available in the organization is more effective.

Third partial hypothesis: What is the status of education and improvement of talented people in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city?

To answer this hypothesis, we use simple linear regression analysis. Table 17 shows the model fitting results.

Table 17 Results related to model fit

Predictive variables	The correlation coefficient	The square of the correlation coefficient	Adjusted coefficient of determination	Standard estimation error
Training and improving talented people	593	0/351	0/338	0/490

According to the regression table 17, the explanatory rate showed 0.35; This means that 35% of the variance of organizational effectiveness can be explained through the variable of training and improvement of talented people.

Table 18 Results of analysis of variance to predict organizational effectiveness through training and improvement of talented people

Source of changes	SS	df	MS	F	P
Forecast	6/122	1	6/122	25/469	**001/0
left over	11/298	47	0/240		
Total	17/420	48	---		

It also reports the results of Table 18 analysis of variance and evaluates the significance of the model ( $p = 0.001$ ,  $F = 25.469$  (1.49)). Therefore, training and improving talented people is able to predict organizational effectiveness.

Table 19 Results related to organizational effectiveness regression coefficient

Predictive variable	Regression b	SE	Regression $\beta$	t	P
Training and improving talented people	0/524	0/104	0/593	5/047	0/001**

To determine the contribution of the independent variable (training and improvement of talented people) in predicting the dependent variable (organizational effectiveness), we use the interpretation of regression coefficient. According to the results of Table 19, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent variable of training and improvement of talented people on the dependent variable of organizational effectiveness. In fact, the predicted change in standard deviation of the criterion variable (organizational effectiveness) is due to the change of a standard deviation in the predictor variable (training and improvement of talented people). According to the results of the table, it seems that the variables of training and improvement of talented people ( $p = 0.001$ ,  $t = 5.04$ ) have a significant effect on organizational effectiveness. That is, an organization that pays more attention to training and improving talented people in the organization is more effective.

## 5- Discussion

### 5-1 Introduction

Today, the use of forces that can meet the needs of the organization is one of the most important concerns of today's organizations. In this regard, the issue of substitution is becoming more important and organizations try to increase their organizational effectiveness and prevent waste. Resources in different areas and areas of the organization, this study has been conducted with the aim of investigating the impact of the succession system on organizational effectiveness so that it can pay more attention to the position and importance of this category in the organization. The results of the fourth chapter provide explanations of the results obtained and at the end provide suggestions for improving this area in the organization.

### 5-2 Interpretation of results

In examining the main question of the research, what is the status of the substitution program in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city?

Regression coefficient interpretation was used to determine the share of independent variable (succession) in predicting dependent variable (organizational effectiveness). According to the results of Table 10, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent variable of succession on the dependent variable of organizational effectiveness. Also, according to the results of the table, it

seems that the variable of succession has a significant effect on organizational effectiveness. That is, the organization that cares more about succession is more effective.

In examining the first sub-question of the research that; What is the status of attracting and employing talented people in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city?

Regression coefficient interpretation was used to determine the share of the independent variable (attracting and employing talented people) in predicting the dependent variable (organizational effectiveness). According to the results of Table 13, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent variable of recruitment and employment of susceptible individuals on the dependent variable of organizational effectiveness. Also, according to the results of the table, it seems that the variables of recruitment and employment of talented people have a significant effect on organizational effectiveness. That is, an organization that pays more attention to attracting and employing talented people in the organization is more effective.

In explaining the results of this part of the research, it can be argued that when an organization, to hire and also to replace the influential forces, to identify the skills required for that position of the organization; Will be able to implement a better succession program; In addition, the organization can identify the skills of its employees who are currently working in various organizational positions; Have a better understanding, in addition to the succession program, even in recruitment tests, special attention is paid to these skills.

In examining the second sub-question of the research that; What is the status of evaluating the resources available in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city?

Regression coefficient interpretation was used to determine the share of independent variable (evaluation of available resources) in predicting dependent variable (organizational effectiveness). According to the results of Table 16, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent resource evaluation variable on the dependent variable of organizational effectiveness. Also, according to the results of the table, it seems that the variable of evaluation of available resources has a significant effect on organizational effectiveness. That is, the organization that pays more attention to evaluating the resources available in the organization is more effective

In explaining the results of this part of the research, it can be pointed out that; When the evaluation criteria in the organization are clear and explicit, the organization will be more transparent in describing the dimensions of its competencies, and will try to provide the necessary ground for identifying potential talents. In addition, the organization can use various evaluation criteria to replace the process. Fostering special help and accelerate positive movement in the organization.

In examining the third sub-question of the research that; What is the status of education and improvement of talented people in education in Amol city and what is its impact on the organizational effectiveness of education in Amol city?

To determine the contribution of the independent variable (training and improvement of talented people) in predicting the dependent variable (organizational effectiveness), the interpretation of regression coefficient was used. According to the results of Table 18, the beta coefficient is clear. This statistic shows the standardized regression coefficient of the independent variable of training and improvement of talented people on the dependent variable of organizational effectiveness. Also, according to the results of the table, it seems that the variable of training and improvement of talented people have a significant effect on organizational effectiveness. That is, an organization that pays more attention to training and improving talented people in the organization is more effective.



In explaining the results of this part of the research, it can be claimed; Today, training and improving human resources is one of the best ways to develop and advance the organization towards organizational goals because employees with a new training approach can help organizational goals, also training courses cause, blind spots and ambiguities of the organization that Obstruct the effectiveness and improve the performance of the organization to be identified and provide the necessary ground for the development of employees as well as the organization.

### 5-3 Research suggestions

It is suggested that in a separate study, the results of the present study be compared with other studies in other organizations.

It is suggested that in the next research, other methods of data collection such as interview and observation be used to further strengthen the results.

It is suggested that in a study using the existing theories in the field of succession planning and various factors influencing it, a model appropriate to the conditions of society (organization) be designed and developed.

It is suggested that in comparative studies, the subject be compared with other organizations in different countries.

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