

INVESTIGATING THE EFFECT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT ON THE SUCCESSFUL IMPLEMENTATION OF SUCCESSION PLANNING

**Ali Akbar Ahmadi, PhD.
Mohammadreza Darayi, PhD.
Fatemeh Rastgoo**

Abstract

Regarding the increasing development of human resource management, especially electronic human resource management (e-HRM), and the important role of succession planning management in organizations, the literature of management shows e-HRM is still an underdeveloped topic in the succession planning process. Therefore, this study aims to investigate the effect of e-HRM infrastructures on succession planning components. This study is a descriptive-applied research. The sample under study included experts, senior experts, and executive managers of Shiraz Petrochemical Co. To collect the data needed to test the hypotheses, a questionnaire was used. In order to confirm the validity of the research, the experts' opinions were used. The Spearman correlation test was used to analyze the data and to test the hypotheses. Finally, using structural equations model, the overall fit of the model was examined and was approved. As a result, this study suggests that e-HRM infrastructure affected successful implementation of succession planning.

Keywords: Electronic Human Resource Management, Impact, Successful implementation of succession planning, Succession planning components,

Introduction

Nowadays, many organizations are concerned with human resource and use of information technology in human resource management. Electronic human resource management (e-HRM) can be defined as the administrative support of human resource functions using the internet technology (Mohammadnejad, 2011). On the other hand, many top leaders contend that to recognize a successful organization, its capabilities should be considered to identify, develop, and apply effective leadership talents.

So the concept of succession planning arises to meet these needs. Since the implementation of a succession planning is different in different organizations depending on such factors as organizational culture, management commitment, and organization and management strategies, and considering the importance and coordination of human resource management (HRM) in the organization, the successful implementation of succession planning basically depends on HRM (Hadizadeg-Moghadam, 2011).

The aim of this study is to elucidate the role of e-HRM subsystems in the successful succession planning components in organizations. Therefore, in the following sections, first the relevant literature on these two domains is explored, with an explanation of each of the core models. Then, the conceptual model of the study is presented and finally the methodology is discussed. This study is conducted to investigate the correlation of research variables (electronic human resource management sub-systems, human resource strategies, commitment and succession planning) based on the conceptual framework and the relationship e-HRM subsystems (Hosseini et al., 2010).

Literature Review: Electronic Human Resource Management

Improvement and enhancement of administrative efficiency and the use of various technologies allow HRM to use fewer employees and play a more valuable role in their organizations. The rapid evolution of service delivery systems of electronic human resource helps information to be provided to employees and managers more efficiently. Therefore, managers and employees can use this information for organization resource. Electronic human resource definitions are often in similar topics. e-HRM practices, implementation strategies, policies and practices of human resources in organizations are web-based technologies using conscious support (Roll et al., 2007). Bisalaski (2004) defines it as using web-based technologies for growing human resource management policies and practices in organizational life (Fitz-enz, 2002).

Succession Planning

The need for replacement planning or succession planning is the relationship between individuals' ability and their desired positions. Still, before going any further, we review the definition of succession planning. Horton (2000) conceptualizes succession planning as a program which the organization defines for key positions to keep leadership systematically. It is also defined as a process which ensures the organization that experienced and competent individuals are available to fill senior management positions, or as a process to prepare people for higher responsibilities. Chopman (2011) in a research has identified six common factors in management development program including defined organization program, performance evaluation, created replacement tables, developing individuals with high potential ability, job rotation, and training programs.

Ruds and Walker (2009), in a research on management succession and development planning, identified six methods to implement succession planning program manager:

- 1 - Engaging senior managers,
- 2 - Data requirements,
- 3 - Assessment,
- 4 - Management Review,
- 5 - Development methods,
- 6 - Training (Drucker, Peter F, 2001).

Friedman and Hall (2006), in a research on succession systems in large corporation with an emphasis on characteristics and correlates of performance, emphasize the inevitable role of learning and development management in preparing for succession planning (Friedman & Hall 2006). Metz, in a study on designing succession systems for new competitive realities, showed that for established succession planning systems to be more successful, managers should develop effective coaching skills, to introduce *competence* to the performance management model and to establish leadership skills which helps people improve their performance.

As a result, these findings show primarily that training is one of important elements in the implementation of succession planning, which is one of infrastructures of e-HRM (appointment, employment and training).

3. The research model and hypotheses

Figure 2 presents parts of the model which is suggested in Sanaei and Mirzaei (2008). This model is obtained from conceptual framework of Hayton (2005) on the subject of electronic human resource management systems and will be used in conceptual framework of this study.

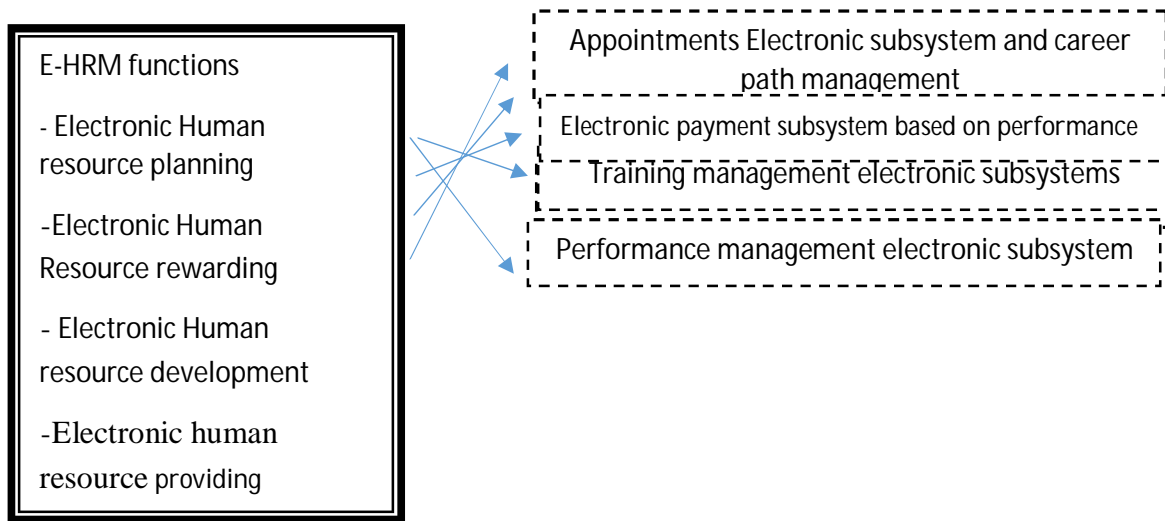


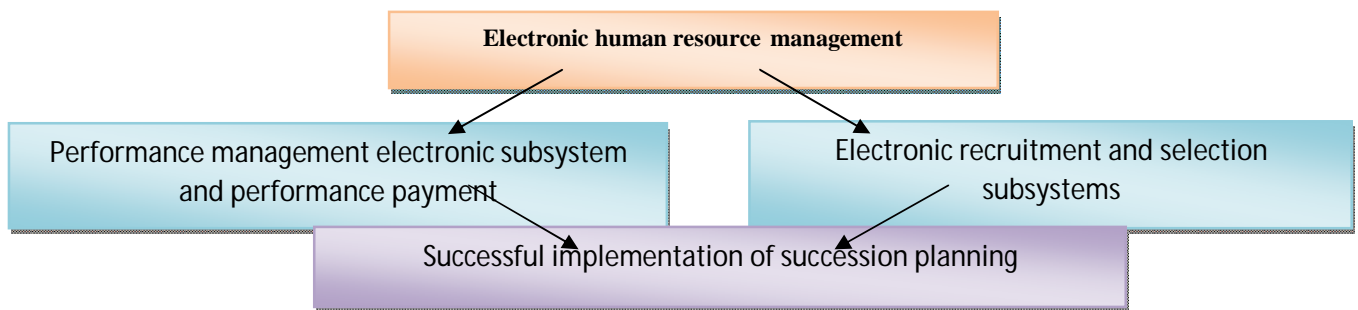
Figure 2. Conceptual framework provided by Hayton (2005) on electronic human resources management system

In the present study, also, to identify the components required for the successful implementation of succession planning program, a model is used which is suggested by Kazemi and Ghasemi (2012) and obtained from Roth’s (2005) conceptual framework,.



In this model all factors which affect commitment of managers to succession planning program and relation of human resource strategy to succession planning program are categorized into three groups: organizational factors, individual factors, and procedural factors. These factors were all presented in the questionnaire. Thus, the present study, derived from these models, aimed to investigate the effect of e-HRM on successful implementation of succession planning through its infrastructures (based on the categorization of individual, organizational, procedural factors).

Conceptual framework of the present study



Research hypotheses are as follows:

- There is a significant relationship between the attitude toward e-HRM system and succession planning
- There is a significant relationship between the attitude toward e-HRM system and organizational factors.
- There is a significant relationship between the attitude toward the e-HRM system and individual factors.
- There is a significant relationship between the attitude toward e-HRM system and procedural factors.

The research method

e-HRM subsystems are predictor variables and succession planning elements, which are categorized as organizational, individual and procedural factors, are criterion variables. For the analysis of data, structural equation modeling was used which is a very general and powerful multivariate analysis technique from multiple regression category.

This method allows the researcher to examine a set of simultaneous regression equations. Structural equation modeling is a holistic approach to test hypotheses about the relationship between observed and latent variables, and sometimes is called *structural analysis of covariance*, *LISREL*, or *causal modeling*. The population encompasses executive managers (including unit managers and assistant directors) and expert (experts who are as a leader of a group of people but are not called *managers*) of Iran – Marvdasht Petrochemical Co.

Analysis and interpretation of findings related to the research hypotheses

Statistical Indicators	Frequncy	The correlation coefficient	Significance Level	Degrees of freedom
Succession planning	70	70000	0.05	1
Organizational factors	70	29.384	0.05	1
Individual factors	70	70000	0.05	1
procedural factors	70	70000	0.05	1

Findings from this research indicated that there was a significant relationship between attitude toward electronic human resource system and succession planning and organizational, individual and procedural factors at the 0.05 level.

Conclusions and recommendations

To investigate succession planning and its dimensions, we tried to examine its effect on different levels. The most important factors are organizational, individual and procedural factors, and were all put into 43 questions. As far as human resource electronic systems are concerned, 15 questions were formulated. To answer the research questions, nonparametric test and Kendal statistical method were used. The results showed that all 4 hypotheses were confirmed. According to the results, one can suggest that e-HRM systems have effects on succession planning and its dimensions including organizational, individual and procedural factors. Practical suggestions in this field can be outlined as follows:

- Experimental or quasi-experimental research methods can be used in future research.
- Researchers can consider the impact of e-HRM infrastructure requirements on succession planning in future studies.
- A similar study can be conducted on a population with a larger sample size.
- The research can be carried out on other participants.
- Researchers in future studies can consider effects of strategic human resource development and commitment on the successful implementation of succession planning.

References

- Drucker, Peter F. (2001). *The Essential Drucker*. New York, NY: HarperCollins Publishers In Eaton , J and Smithers, J.(1983); “**A manager`s guide to information technology**. London, Heritage Publishers.
- Fitz-enz, J. & Davison, B. (2002). *How to Measure Human Resources Management (3rd ed.)*. United States: McGraw-Hill.
- Gale, S.F. (2003). **Making e-learning more than "pixie dust"**. *Workforce Managment*82:112-122.
- Gubman, Edward L. (1998). **The talent solution: aligning strategy & people to achieve extraordinary results**. New York, NY: McGraw-Hill Companies, Inc.
- Hadizadeh Moghadam, A. & Soltani, F. (1390). Explaining Implementation components of succession planning in the organization. 3rd year, No.10.
- Horton, W.K. (2000). Designing web-based training: **How to teach anyone anything anywhere anytime**. Hoboken, N.J.: John Wiley & Sons.
- Hosseini, A. & Hadizadeh Moghadam, A. & Javadi, H. (1389). Evaluation of the role of HRM in effectiveness of human resource management. *Journal of Human Resources*, 2nd year, No.7.
- Mohammad Nejad, F. Information technology and human resource re-engineering. *Tadbir Journal*, No.94:41.