Examining the role of management succession planning (MSP) in talent identification and empowerment of human capital in Hormozgan University of Medical Sciences

Soheila Salari [1]   Mahnoush Abedini [2]

MSc in Educational Managment [1], Bandar Abbas Branch, Islamiz Azad University, Bandar Abbass, Iran. Farhangian University [2] , Tehran, Iran.

Original Article

Abstract

Introduction: Quality and knowledge-based human resources are the most important competitive advantage and the scarcest source in today's knowledge-based economy. Hence, the development of the capabilities, expertise, and commitment of well-trained employees is considered the most important management challenge in our time. The present study was conducted to investigate the role of Management Succession Planning (MSP) in human resources talent identification and empowerment of human capitals in Hormozgan University of Medical Sciences.

Methods: The present study is descriptive-analytic. The population studied was all the staff of Hormozgan University of Medical Sciences. Demographic information Mishra and Spritzer's empowerment, and Oehley's talent management questionnaires were used for MSP data. Finally, the data were analyzed using t-test, and regression analysis.

Results: The results show a positive and significant correlation between MSP and talent identification of the University of Medical Sciences. There is also a significant and positive correlation between MSP and human capital empowerment of the University of Medical Sciences (0.43). Based on these results, with each unit of change in the variance of talent identification, 0.18 change occurs in the variance of MSP score; and with each unit change in empowerment variance, 0.27 change occurs in the variance of MSP score.

Conclusion: It seems that systematic MSP is one of the requirements of the management system of Hormozgan University of Medical Sciences. Potential managers need to work along current experienced managers to take steps in empowering human capitals of the university by establishing a decent performance assessment system.

Key words: Management Succession Planning (MSP), Talent Identification, Empowerment of Human Capital

Correspondence:
Mahnoush Abedini, PhD.
Farhangian University.
Tehran, Iran
Tel:+98 9171577042
Email:
mahnoosh_abedini@yahoo.com

Introduction:

As a modern, credible, and systematic approach in organizations, succession planning can provide the necessary means for identifying talents, and empowering human capital in cases when senior or intermediate executives, who are in key positions

and are on the verge of retirement, resign, and leaving the organization for any reason. MSP is one of the most important tools that organizations use to identify and promote human talent (1).

Organizations, which are aware of the complex process of identifying talented forces for succession and empowering them for key posts, plan to prepare these forces (2). MSP refers to the process of identifying, recruiting, training and preserving a set of human talents for the key jobs and positions of the future, which are prepared through a variety of educational and training programs for the occupation (3). Fayol (1916) is one of the first writers who identified the need for MSP in organizations. One of the points of Fayol's 14 Principles of Management, which were outlined for the first time in the early 20th century, is that management is responsible for the continuity of employee career. Fayol believed that if this need were to be forgotten, wrongly trained staffers would occupy the key posts. The latest prediction of Human Resources Management Board suggests that few organizations implement MSP. The complexity of today's organizations and their rapid transformations, which stem from the development of ICT, should not distract managers from future planning (1).

Today, MSP is managed through talent management. Thus, the human talents of the organization are identified for key occupations and positions in the coming years and gradually prepared to take on these occupations and responsibilities through various educational programs (4). Empowerment means delegating official authority and empowering employees, so that they play a role in realization of the goals of the organization. Empowering decision-making power is identified within the framework of specific boundaries. In this empowerment process, a part of the authority and decision-making power is left to the employees (5).

On the other hand, many studies show that a large number of large organizations face the severe shortage of talented individuals (6). Matsuder's study in Midwestern University shows that MSP runs only in a few parts of the university, and the interviewees emphasized the need for MSP in all university units (7). The results of the study by Crandel on the redesign of MSP indicated that six

major processes are necessary for MSP: labor working requirements, talent capacity, talent exploration, job development, organizational optimization, and the improvement of their talent pools (1). The findings of Mohan's research, entitled "MSP in the Indian industry," indicated the need for and necessity of talent management for the recruitment of competent people in the present situation of the organization (8).

In Iran, many studies have been conducted on the necessity of MSP. In their study, Kharazami et al. have pointed to significant differences between the status quo and the desirable situation in different areas of organizational management realized by MSP (9).

In their studies, Golverdi et al. showed that leadership style, psychological factors, ethical and value factors are considered as factors influencing the succession planning behavior of managers (10).

In their case study on succession planning in the Ministry of Health and Medical Education, Mehtak et al. have pointed to a significant gap between the status quo and the desirable situation resulting from the implementation of MSP and referred to succession planning as a critical issue (11). In their study, Aghasi et al. referred to the positive impact of succession planning in increasing the productivity of work force (12). In their study at state universities of Tehran, Zenadini et al. considered commitment to MSP as an important component in improving the desirable situation (8).

Today's organizations face the challenge of providing competent mangers due to the expansion of the challenges and the deepening of competition, and there is an accurate planning for talent and capacity building for assuming management positions put on the agenda in major and first level organizations of the world (13). Therefore, organizations have understood that succession planning is a dynamic and continuous process, and not a static goal. In today's highly competitive world, for organizations to achieve talent, they need to have a vision beyond the mere replacement of the workforce. MSP strategies must focus on developing staff to achieve organizational goals the way they need to empower employees to achieve their own business goals (14).

The purpose of this study was to investigate the role of MSP in talent identification and

Methods:

In this descriptive-analytical study, the population studied is all the staff of Hormozgan University of Medical Sciences, who are 485 people. Krejcy and Morgan table was used for sampling from the population, where 215 people were selected as the sample size and the share of each unit was identified through stratified random sampling. In addition to demographic information (including age, sex, job record, etc.), data collection tools were MSP, Mishra and Spritzer's empowerment, and Oehley's talent management questionnaires.

MSP Questionnaire

MSP questionnaire includes 43 items and has 3 components (organizational factors, individual factors, and process factors). The questionnaire is based on Likert scale (very low, 1; relatively low, 2; average, 3; high, 4; and very high, 5). The validity of this questionnaire was evaluated as good using the views of the supervisors and advisor. Motaghi and Beheshtifar (2009) using Cronbach's alpha test and SPSS software obtained the reliability of this questionnaire as 0.85 (15).

Mishra and Spritzer's empowerment questionnaire includes 21 items and has 5 components (self-efficacy, self-selection, personal acceptance of results, meaningfulness of occupation, trust, and empowerment). The questionnaire validity is obtained by factor analysis using rotation of orthogonal axes (max and variance) for achieving pure factors, and its reliability is obtained by using the SPSS software and Cronbach's test, which is equal to 0.84.

Talent Management Questionnaire

The talent management questionnaire is based on Oehley's Thesis (2007), which includes the recruitment of talented work forces, the identification and separation of talented employees,

the use of talent, the development of talent, the establishment and maintenance of positive relationships and the preservation of talents. The questionnaire is designed in 36 questions with Likert scale. The construct validity of this questionnaire is presented in the paper of the talent management model by the same author. In this research, the reliability of the questionnaire was evaluated by Cronbach's Alpha on 30 people from the population whose coefficient was 0.82, which indicates the reliability of this questionnaire for this research. Different descriptive and inferential statistical methods were used to study the data of this research. Descriptive statistics (such as percentage, frequency, mean, standard deviation) were used to summarize the data. Then t-test, Pearson correlation test and regression analysis were used to test the research hypotheses, and the data were analyzed using SPSS 20.

Results:

Of the 215 subjects in this study, 36 respondents were between the ages of 25 and 30, 106 were aged 31 to 40, sixty two were aged 41 to 50, four respondents were over 50, and 7 people did not expressed their age. The findings indicate that most respondents were aged 26-30. In addition, 149 respondents were men and 66 respondents were women. In terms of degrees, about 25% of respondents had a degree lower grade than undergraduate and the rest were undergraduate students and higher.

Table 1 presents the mean and standard deviation of the scores for talent management, empowerment, and succession planning and related components.

Kalmogorov-Smironov test shows that the distribution of variables of talent management and organizational learning and success management and its sub-scales are normal.

Pearson correlation coefficient showed a direct and significant correlation between MSP with talent management and empowerment and their related components. These results are presented in Table 2.

Table 1. Mean and standard deviation of the scores for talent management components, empowerment, and succession planning

Variable			Frequency	Mean	Standard deviation
Talent managment			215	2.32	0.070
Talent managment	**Components**	**Attracting talents**	215	2.33	0.068
		Selection of talents	215	2.56	0.086
		Applying talents	215	2.49	0.086
		Talent development	215	2.40	0.077
		Preserving talent	215	2.61	0.080
Empowerment			215	3.87	0.056
Empowermrent	**Components**	**Self-efficacy**	215	4.01	0.080
		Self-selection	215	3.67	0.056
		Accepting personal results	215	3.35	0.087
		Meaningfulness of job	215	3.67	0.068
		Trust	215	3.35	0.068
Succession plannning			215	3.87	0.077
Succession planning	**Components**	**Organizational factors**	215	3.97	0.071
		Individual factors	215	4.14	0.065
		Process factors	215	4.09	0.073

Table 2. Pearson correlation coefficient between MSP, talent identification and empowerment

Variable			Number of samples	The correlation coefficient	Significance level
	Talent management		215	0.43**	0.001
Talent managment	**components**	**Attracting talents**	215	0.42**	0.001
		Selection of talents	215	0.39**	0.001
		Applying talents	215	0.35**	0.001
		Talent development	215	0.32**	0.001
		Preserving talent	215	0.36**	0.001
	Empowerment		215	0.52**	0.001
Empowerment	**Components**	**Self-efficacy**	215	0.41**	0.001
		Self-selection	215	0.44**	0.001
		Accepting personal results	215	0.43**	0.001
		Meaningfulness of job	215	0.48**	0.001
		Trust	215	0.41**	0.001

Regression analysis was used to determine explanation of MSP based on talent and empowerment. In this analysis, MSP was considered as a criterion variable, talent, and empowerment as predictor variables.

The results of regression analysis showed that the coefficient of determination in relation to talent identification is 0.18. In other words, with each unit change in the variance of talent identification, 0.18 unit change occurs in the score of MSP.

Based on these results, the coefficient of determination in relation to the empowerment variable is 0.27 suggesting that with each unit change in the variance of empowerment, 0.27 unit change occurs in the variance of score related to MSP. On the other hand, the variance analysis of regression results indicates that regression models are meaningful ($P \leq 0.001$).

Table 3. Prediction of MSP through talent identification and empowerment

Criterion variable		Non-standard coefficients		Standard coefficient of Beta	T	Sig
MSP	Predictor	B	Non-standard coefficient error			
1	Constant effect	3.357	12.28		9.48	0.65
	Attracting talents	0.59	0.08	0.42	7.31	0.001
	Selection of talents	0.52	0.09	0.39	6.26	0.001
Talent identification	Applying talents	0.47	0.08	0.35	5.43	0.001
	Talent development	0.41	0.06	0.32	5.21	0.001
	Preserving talents	0.48	0.05	0.36	5.76	0.001
	Sefl-efficacy	0.31	0.09	0.41**	4.35	0.001
	Self-selection	0.32	0.08	0.44**	6.37	0.001
Empowermen	Accepting personal results	0.31	0.06	0.43**	5.13	0.001
	Meaningfulness of job	0.39	0.05	0.48**	6.67	0.001
	Trust	0.43	0.04	0.41**	7.76	0.001

Table4. Results of the comparison of the mean of the two communities for MSP in terms of gender

Components	Gender	Frequency	Mean	Standard deviation	Degrees of freedom	t	Standard error difference	Difference of means	The significance level
MSP	Men	149	3.28	0.87	214	0.48	0.08	0.04	0.238
	Women	66	3.32	0.79					

Table 5. Results of the comparison of the mean of the two communities for talent identification and empowerment

Components	Gender	Frequency	Mean	Standard deviation	Degrees of freedom	t	Standard error difference	Difference of means	The significance level
Self-efficacy	Men	149	4.40	0.46	213	-2.095	0.04	0.03	0.038
	Women	66	4.54	0.43					
Accepting personal results	Men	149	4.15	0.66	213	-3.658	0.31	-0.21	0.001
meaningfulness of job	Women	66	4.46	0.45					
Trust self-efficacy	Men	149	3.81	0.61	213	0.124	0.01	0.01	0.901
	Women	66	3.82	0.62					
Self-selection accepting personal results	Men	149	4.48	0.67	213	-2.810	0.23	0.05	0.005
	Women	66	4.71	0.39					
Meaningfulness of job	Men	149	3.73	0.76	213	-0.579	0.06	0.37	0.563
	Women	66	3.79	0.65					
Empowerments total	Men	149	4.12	0.44	213	-2.508	0.14	-0.11	0.013
	Women	66	4.26	0.33					
Talent identification	Men	149	2.46	0.071	258	0.0182	0.14		0.0856
	Women	66	2.48	0.070					

Table 3 shows the coefficients of the regression model in relation to the components of talent identification and empowerment, all of which are statistically significant. Based on these results, the component of talent absorption in the talent identification and the component of trust from empowerment variable have the most effect on prediction of MSP.

Concerning the comparison of scores related to MSP, empowerment and talent identification in terms of gender, the test results showed no

significant differences in relation to the score of MSP (Table 4).

However, in relation to self-efficacy, self-selection, meaningfulness of job and empowerment variable, there is a significant difference between the scores for male and female genders. These results are presented in Table 5.

Conclusion:

This study was conducted to investigate the relationship between MSP in talent identification and empowerment of human resources in Hormozgan University of Medical Sciences. The results showed a positive and significant correlation between MSP with talent identification and empowerment of human capital at the University of Medical Sciences, and talent identification and empowerment, affected MSP as the criterion variable 0.43% and 52.2%, respectively. The results of this study were consistent with the results of studies by Wiseman, Babik, Omel and Baker (16), Alexander, Ludmila, Natalya, Erinal and Andree (17), Kharazmi, Beigi Nasrabadi, and Johari (9), Golverdi, Zarei Matin and Jandaghi (10), Aghaishi and Shafi (12), Ahmadi Baladehi, Babaei Kechebi and Bagheri Maramati (3), Allameh, Soltani and Narimani (18), Zainadini Bidmashki, Vaziri and Adli (13), Izari, Izadi, Minoo and Fatima (19).

In explaining this hypothesis, one can state that Hormozgan University of Medical Sciences has relatively been successful in implementing MSP.

This university can have a great role in empowering its employees by providing more opportunities for talented employees, experience of key positions, creating a process for preparing people to assume key positions, supporting and participating in strategic plans, especially investment in staff training. As the quality and knowledge-based human resources are the most important competitive advantage and the rarest source in today's knowledge-based economy, the development of the capabilities, expertise and commitment of well-trained employees are the most important challenges in managing our time.

The results also showed a significant correlation between MSP and talent identification (P ≤ 0.001).

Moreover, there is a positive and significant relationship between all the components of talent identification (attracting talents, talent selection, talent use, talent development, talent preservation) and MSP. The most important role in MSP is assumed by talent identification (attracting talents, talent selection, talent use, talent development, talent preservation), which is consistent with the results from the research by Crendel's (1), Mohan (8), Sambruk (20), Ahmadi Baladehi et al (3), Zainadini et al, Tahmasebi, Gholipour and Javaherizadeh (21), and Poursadegh, Piri, and Khatami (22). In explaining this hypothesis, one can state that in today's world, organizations need to strive to discover and cultivate their talents in order to grow and improve their position in an environment in which the only constant phenomenon is change and transformation. In this context, MSP and human resource empowerment are one of the most important tools used to discover and foster the underlying talents of the organization. One point that should not be overlooked is that MSP is a continuous and dynamic process whose end should not be the creation of talent pools and appointments based on the results of the one plan.

The results showed a significant correlation between MSP and empowerment, and there was a positive and significant relationship between all empowerment components (self-efficacy, self-selection, personal acceptance of results, meaningfulness of job, and trust) with MSP at 0.001 level. The results of this research are consistent with the results of the studies by Donham Waurren (23), Kaslavaskey, Buchanlyin and Tjurassacas (24), Mehrtak, Habibzadeh, Vatankhah, Jaafari Auri, Delgoshayi and Azari (11), Aghasi and Shafi (12), Kazemi, Khorrami Sharif and Yarahmadi (25), and Vakili, Shafizadeh, Moradi Rekabdar Kalayi (26). Therefore, one can state that MSP in organizations, due to the provision of appropriate fields, leads to benefits for both individuals and the organization and can affect the empowerment of employees. MSP is one of the most important strategies for the development and survival of the organization, seeks to motivate empowered people to stay in the organization, increases the culture of selecting the competent forces, and creates a healthy competitive environment in the organization. Regarding the

results obtained in the research findings and the existence of a significant relationship between the implementation of MSP, no significant differences are seen between male and female employees (F = 3.235, P = 0.238, t= 0.48), and both groups are almost identical in this regard.

In addition, these findings are consistent with the results of research by Alexandro et al (18), Khannifar, Ebrahimi and Hasanzadeh (27), Allameh et al (18), Zeinadini Bidmeshki et al (8), Kazemi et al (25), and Amin Bidokhti, Nemati and Karimi (28). T-test was also used to examine the difference between employees' gender and empowerment. The results showed a difference between men and women in the medical university. Moreover, the results showed a significant difference in feeling of self-efficacy self-selection, a meaningfulness of the job between male and female employees of Hormozgan University of Medical Sciences. Furthermore, the results of the research do not support the significant difference in the components of personal acceptance of results and trust among male and female employees. In summary, the research findings support the difference between men and women in the whole empowerment variable. Among other results of the present study, one can refer to higher mean of all components of empowerment of female employees compared to male employees. In explaining these results, it can be said that according to the theory of social cognition, one of the factors affecting employees' perception of their self-empowerment is personal characteristics such as level of education, gender and race, control center and self-esteem. In this regard, in a research conducted on a staff member of a hospital, it was found that at a lower levels of the organization, women felt more capable than their male colleagues, but at higher levels, the opposite may be the case. T-test was used to determine the difference between employees gender and talent identification. The results showed no difference between men and women in the medical university. Although the mean scores for talent identification of male employees (2.48) are higher than the average of female employees (2.46), this difference is not significant at 5%.

Therefore, according to the results obtained in different dimensions, it is suggested that, as the first step, the organization's executives should work in systemic MSP and establish it. Moreover, potential managers should work alongside current managers and ensure that these talented people are along with elite and innovative thinkers. Implementing a talent management program requires that the organization to have an effective performance evaluation system; therefore, it is recommended that organizations try to develop an evaluation system.

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بررسی نقش مدیریت جانشین پروری در استعدادیابی و توانمندسازی سرمایه‌های انسانی دانشگاه علوم پزشکی هرمزگان

سهیلا سالاری ۱ مهنوش عابدینی ۲

۱ کارشناسی ارشد، مدیریت آموزشی، واحد بندرعباس، دانشگاه آزاد اسلامی، بندرعباس، ایران. ۲ گروه مدیریت آموزشی، دانشگاه فرهنگیان، تهران، ایران.

چکیده

مقدمه: نیروی انسانی با کیفیت و دانش محور، مهمترین مزیت رقابتی و کمیاب‌ترین منبع در اقتصاد دانش محور امروز است. از این رو، توسعه قابلیت ها، تخصص و تعهد کارکنان فرهیخته، مهمترین چالش مدیریت در زمان ما محسوب می‌شوند. مدیریت جانشین پروری یکی از مهمترین ابزارهایی است که سازمان های پیشرو در کشف و ارتقاء استعدادهای انسانی از آن بهره می‌جویند. لذا پژوهش حاضر با هدف بررسی نقش مدیریت جانشین پروری در استعدادیابی و توانمندسازی سرمایه‌های انسانی دانشگاه علوم پزشکی هرمزگان صورت پذیرفت.

روش کار: پژوهش حاضر از جمله تحقیقات توصیفی – تحلیلی است. جمعیت مورد مطالعه در این پژوهش کلیه کارشناسان ستادی دانشگاه علوم پزشکی استان هرمزگان می‌باشند. ابزار گردآوری اطلاعات علاوه بر اطلاعات دموگرافیک پرسشنامه‌های مدیریت جانشین پروری، توانمندسازی اسپریتزر و میشرا و مدیریت استعداد اوهلی نیز مورد استفاده قرار گرفت. در نهایت، داده‌ها با استفاده از آزمون t ضریب همبستگی پیرسون و تحلیل رگرسیون تجزیه و تحلیل شدند.

نتایج: نتایج به دست آمده نشان می‌دهد که بین مدیریت جانشین پروری و استعدادیابی دانشگاه علوم پزشکی همبستگی مثبت و معنادار وجود دارد. همچنین بین مدیریت جانشین پروری و توانمندسازی سرمایه انسانی دانشگاه علوم پزشکی همبستگی معنادار و مثبت به میزان (۰/۴۳) وجود دارد. براساس این نتایج با هر واحد تغییر در واریانس استعدادیابی، به اندازه ۰/۱۸ در واریانس نمره مدیریت جانشین پروری تغییر ایجاد می‌گردد و با هر واحد تغییر در واریانس توانمندسازی، به اندازه ۰/۲۷ در واریانس نمره مدیریت جانشین پروری تغییر ایجاد می‌گردد.

نتیجه‌گیری: به نظر می‌رسد برنامه‌ریزی جانشین پروری نظامند از ضروریات نظام مدیریت دانشگاه علوم پزشکی هرمزگان می‌باشد. لازم است مدیران بالقوه در کنار مدیران با سابقه کنونی قرار گیرند و با استقرار یک نظام ارزیابی عملکرد مناسب در توانمندسازی سرمایه‌های انسانی دانشگاه اقدام شود.

کلیدواژه‌ها: مدیریت جانشین پروری، استعدادیابی، توانمندسازی سرمایه‌های انسانی

نویسنده مسئول:
دکتر مهنوش عابدینی
دانشگاه فرهنگیان
تهران - ایران
تلفن: ۹۱۷۱۵۷۷۰۴۲ ۹۸+
پست الکترونیکی:
mahnoosh_abedini@yahoo.com