



The Mediating Role of Talent Management in Succession Planning and Private Organization Sustainability: A Conceptual Article

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ABSTRACT

In the contemporary landscape of business, talent management has emerged as a strategic imperative for organisations aiming to enhance their performance and ensure long-term sustainability. The recognition of talent management's significance lies in its ability to attract, retain, and nurture key talents within an organisation. This process is particularly crucial for private enterprises, where human capital plays a pivotal role in driving innovation, productivity, and competitive advantage. Talent management operates within the broader framework of succession planning, which itself is a critical component of effective human resource planning. Succession planning involves identifying and developing internal talent to fill key leadership positions as they become vacant. This proactive approach not only mitigates the risks associated with leadership transitions but also ensures continuity and stability within the organization. This study delves into the intricate relationship between talent management and succession planning, specifically focusing on their impact on organizational sustainability. By conducting a comprehensive review of existing literature, the study aims to uncover insights into how talent management practices contribute to shaping effective succession planning strategies. Key areas of investigation include planning practices, training and development initiatives, performance appraisal systems, talent retention strategies, and overall talent management policies. Through the proposed conceptual model, the study seeks to elucidate the dynamics that connect succession planning and organizational sustainability within the context of talent management. By integrating these elements, organizations can better align their talent strategies with long-term sustainability goals, thereby enhancing their resilience and competitive positioning in the Nigerian business landscape.

Keywords: Talent Management, Organisation Sustainability, Succession Planning

INTRODUCTION

A talent management system is a crucial element of an organization's human resource management strategy. Its objective is to procure, retain, and nurture the most extraordinary individuals necessary for the organization's sustainability. The primary aim of creating a talent management system is to address the organizational problem of attaining exceptional performance and securing the long-term sustainability of the company (Gallardo-Gallardo et al., 2020).

Succession planning is becoming a focus point for discussion in the business world as very few organizations are prepared with their successors to occupy the position as and when it is needed. Finding someone who can step in as a leader whenever one is required is a burden for the majority of private organizations in Nigeria. This is a result of the organizations' subpar planning. The majority of private businesses in Nigeria need to see the value of training and mentoring their employees, who are already familiar with the company's culture and mission; instead, they choose to hire new employees to fill open leadership positions. Leadership has a significant role in businesses, exerting considerable influence over the results of various resources utilized, such as financial, material, and human resources. Leadership has

a significant role in the daily functioning of organizations. According to Khan et al. (2020) and Rehman & Iqbal (2020), the initial perspectives on leadership, such as the Great Man Theory in the 1840s and the Trait Theory in the 1930s–40s, primarily emphasized leadership as a result of inherent qualities rather than acquired ones. Too many private organizations in Nigeria are unable to endure because of such bad decisions.

These organizations need help comprehending that achieving the goals for which they were established depends on the steady involvement of intellectually sound individuals who can turn the organization's vision into reality. This is why Tamunomiebi & Orianzi (2019) contend that despite all organizational resources, the organization's success or failure still heavily rests on the performance and dedication of its people. In light of this situation, it becomes imperative to make a strategic choice to make sure the company gradually assembles the correct talent pool whose work habits are in line with its aims and aspirations and free of any unproductive behavioral patterns.

The extent to which these private organizations attract and retain a better workforce than their competitors, however, is determined by the effectiveness of their succession planning policies and strategies. In the contemporary business landscape, it is evident that organizations strive to surpass their rivals and establish a competitive edge that guarantees the long-term sustainability of their (Gomez-Trujillo et al., 2024). According to Hasan (2016), talent is an invaluable resource that possesses the potential for development and utilization to yield advantageous outcomes for a business. As stated by Akani (2015), it is practical for any goal-driven organization to ensure that managers are available in the appropriate numbers and locations at all times. This statement implies that every proactive organization, as a matter of strategic concern, should have the necessary human resources to drive its agenda without any vacuum at any level, stratum, or echelon. This demonstrates the significance of succession planning in ensuring an organization's long-term viability. Every organization should not only have a succession plan in place but also train, develop, and manage talent for future positions. Furthermore, Bano et al (2022) asserted that organizations could get the right people in the right place at the right time by implementing succession planning mechanisms.

Surprisingly, the majority of private organizations in Nigeria have yet to adopt and implement succession planning programs as a reliable tool for organizational sustainability. Most organizations today need help managing the potential talents within their ranks who can step into a leadership role when the need arises. This is clear from the fact that the majority of public and private organizations in Nigeria lack any operational policy that makes it a legal or official requirement of the organization's senior officers to train, mentor, and coach the inexperienced, talented employees who will ostensibly succeed them in the event of any attrition tendency, whether voluntarily or statutorily. In today's business climate, every organization needs the greatest personnel, and succession planning is a mechanism for making that happen. Succession planning not only reduces the cost and time required to hire new staff (Adebola, 2019), but it also increases employee commitment and loyalty to the organization. Succession planning is a direct exercise in leadership pool development, but it also has an indirect impact on employee morale and engagement. There are several causes for the gap between the need for leaders and the actual availability of people to fulfill that need (Leibman et al., 1996). In such instances, cultivating and keeping top people becomes a strategic priority for all organizations.

Talent management tactics such as talent discovery, training and development, talent retention, and performance appraisal for leadership positions are the way forward (Jindal et al., 2017). Succession planning is a vital aspect of any sustainable business organization. A steady and reliable pipeline of talented professionals ready to step into critical roles is a necessity for organizations across the spectrum. Although in the most ideal of situations, one would hope for such a pipeline to be present, the reality is far from such a vision.

Problem Statement

In free-market nations like Nigeria, private organizations make a significant economic contribution. They significantly increase the country's economy and provide millions of unemployed people with jobs. However, most private organizations in Nigeria stop performing whenever there is a change in leadership or when a present leader leaves the corporation for another firm. Competence, expertise, and talent are in short supply in both the private and public sectors of the economy.

Some of these private organizations need help to keep up with modern-day technology in the

twenty-first century, retain current employees, transfer talent from one employee to another, and locate competent successors if current employees depart for other organizations or through natural attrition. Some positions are essential to the ongoing operation of the company; they cannot be held by anyone less than the most qualified candidate or left unfilled for an extended period. There have always been big issues that are extremely worrying whenever a leader quits or when the leadership role is handed to another individual, and the organization starts to perform poorly. A crucial factor in hiring personnel is to provide them with highly effective and high-quality training, development, performance appraisal, talent retention, and impactful knowledge. Failure to provide these things will, in the end, make an organization unsustainable. As a result, it is difficult for most organizations to withstand the test of time, as most of them can no longer keep the organization going due to bad planning or poor decision-making, which eventually leads to the organization's closure and, as a result, most workers become unemployed.

Most private organizations in Nigeria have closed down or are on the verge of winding up due to the failure to implement effective succession plans. The collapse of these businesses is highly caused by the poor succession planning processes put in place, such as poor mentorship, lack of training and development programs, talent retention, performance appraisal, ignoring the importance of talent management strategy, bridge in communication, and so on. This has led to discontinuity and eventual close down of business and has affected job creation for a large number of unemployed youths, tax contribution to the economy, and source of living for staff and families in both short and long terms (Saan et al., 2018).

One of the major problems in Nigeria is that most companies need to practice succession planning (apart from some large companies). They forgot that succession planning is the management of future talent in the company, grooming individuals who will take on a bigger and more important role in the company. Still, most of these private organizations do not care about continuity. Several of these organizations that use succession planning don't use talent management techniques. They need to pay more attention to the function and significance of an effective talent management strategy. Only with an effective talent management strategy in place can a succession plan be implemented successfully. Organizations need to be aware of the importance and the role that talent management plays in organizational sustainability. It is a known fact that the majority of public and private organizations in Nigeria do not have any operational policies that mandate that senior officers must train, mentor, and coach the inexperienced, talented employees who will ostensibly succeed them in the event of any attrition tendency, whether voluntarily or statutorily. More evidence is needed to show that even Nigeria's leading organizations undertake succession planning. There needs to be more evidence that most private organization in Nigeria engage their staff in training and development, nor do they manage and develop their staff talent so as to prepare them for future leadership positions in the organization.

Despite the growing recognition of the importance of leadership succession planning in human resource management literature, there exists criticism on how these studies have generally portrayed the subject. Several scholars have come up with definitions of leadership succession planning. However, there has been an evolution of leadership succession planning studies that have created a gap and variations in the definition, framework, and models of leadership succession planning (Addison, 2020).

Although leadership succession planning has been studied widely, minimal application efforts have been made due to the theoretical nature of existing studies, which do not provide practical solutions to organizational human resource leadership (Tunji, 2021). Results from most studies provide recommendations that do not mirror the actual application of findings to improve succession planning.

RESULT AND DISCUSSION

The literature assessment will involve assessing current peer-reviewed research on talent management, leadership succession planning techniques, employee performance appraisal, training and development, talent retention, and their effects on organizational sustainability.

Numerous academics have advanced the proposition that the composition of an organization's human resources plays a pivotal role in shaping its long-term sustainability. The integration of talent management inside an organization requires careful evaluation of its alignment with a larger societal or operational context, thereby preventing its classification as a standalone entity. The assertion is consistent with the theoretical framework proposed by Gallardo-Gallardo et al. (2020) in the context of human resource models that are geared towards the consideration of contextual factors.

This framework posits that the effectiveness of strategic human resource management (SHRM) systems and organizational performance is contingent upon the interplay of both internal and external factors. To optimize organizational sustainability, it is crucial to evaluate the effectiveness, flexibility, excellence, novelty, and swiftness of both institutional mechanisms and competitive market mechanisms, in addition to the impact of strategic human resource management (SHRM). The latter is influenced by a range of external factors, such as social, political, cultural, legal, and regulatory elements (Chang et al., 2023).

The heightened competitiveness among organizations, coupled with the engagement of governments and society in the endeavor to attract and retain exceptional people, has led to a notable surge in the public's interest in talent management (TM). The primary objective of talent management programs is to facilitate organizations in effectively aligning individuals with suitable positions and ensuring optimal performance (Sireesha & Leela, 2016). The primary objective of talent management is to enhance organizational outcomes.

Effective firms have invested in continuous leadership talent development and proactive succession planning to meet the developing difficulties of transitory management (Ali & Mehreen, 2019). These companies have to plan for operational succession to ensure the organization's long-term viability, as well as invest in the leadership development of possible successors. Leadership succession planning has forced the establishment of succession planning programs that assure organizational stability at the management, knowledge, or skill, and people levels when current managers exit (Ali & Mehreen, 2019). As a result, succession management requires a proactive approach to ensure smooth knowledge transfer, continuity toward the desired organizational goals, and the preservation of competitive organizational advantage that would be lost if gaps were developed when leadership leaves.

Mahfoozi et al (2018) proposed the conceptual view of talent mindset as an implementation strategy for talent management involving the attraction, identification, development, and relationship-building for management human capital. According to Mahfoozi et al (2018), a conceptual definition of a talent management strategy indirectly includes leadership succession planning procedures.

Aside from profit maximization, another key interest of any company is continued survival. Every corporation wants to stay in business, regardless of how difficult their operating environment is. On this basis, succession planning becomes an essential component for long-term corporate survival. As a result, an organization's capacity to sustainably maintain the right mix of individuals with relevant knowledge and experience to steer its affairs is a function of how well it is able to sustainably sustain the right mix of people with appropriate expertise and experience to steer its affairs. A well-executed and defined succession planning process is intended to give various benefits to the sustainability of a business. For starters, when succession is based on transparent and merit-based criteria, it can be a wonderful motivator for employees who can see a clear path to progress within the firm, which empowers them to work harder and leads to higher job satisfaction (Badawy et al., 2016).

A clear succession plan encourages senior managers to become mentors and teachers to their younger counterparts. This purposeful technique of transferring knowledge and skills, also known as talent retention, considerably contributes to business continuity (Weisblat, 2018).

Finally, from the perspective of shareholder-owned companies, having a structured succession plan gives shareholders confidence that experienced people are being groomed to ensure the smooth operation of the business if and when the current leadership passes away (Sain & Koul, 2020).

Empirical Literature Review

Following the existing empirical literature, which is based on the established constructs and components of leadership succession planning and organizational sustainability, this research will generate a model to suggest the nature of the interactions between the detected constructs. The constructs' relationship will be based on the assumption that leadership succession planning is the independent variable and organizational sustainability is the dependent variable, both of which are mediated by talent management policy.

A literature review will be conducted to investigate the meaning and various points of view on succession planning and talent management. It will then go on to investigate the rich literature and research work done by numerous researchers and companies on the use of talent management and succession planning to achieve organizational sustainability, which can lead to the development of a

hypothetical model.

Olatunbosun and Onuoha (2020) investigated the correlation between succession planning and the sustainability of family-owned educational institutions. The results indicate a strong and positive relationship between several aspects of succession planning, such as the identification and training of potential successors and the sustainability of these organizations over time. The proposal is to enhance the selection process for a successor by fostering a higher degree of commitment towards the company's goals, fostering individual growth, and guaranteeing the continued functioning of the organization to attain long-lasting outcomes.

Succession Planning

Succession planning is a crucial mechanism for executing strategic strategies. Replacement planning and succession planning and management have commonalities (James & Jonah, 2022). An efficient succession plan enhances the talent pool, aligning with the organization's strategic strategy and creating more possibilities for high-potential employees. Additionally, it facilitates the identification of training requirements based on anticipated replacements. Moreover, the implementation of succession planning and talent management has a beneficial impact on the sustainability of an organization. We expect this to foster individual growth and effectiveness, as well as enhance the overall strategic planning process.

Succession planning guarantees that individuals receive sufficient training and development to assume higher positions of authority, thereby enhancing their skills, expertise, and productivity (Amusat et al., 2022; Ibidunni, 2020). Therefore, future businesses must possess the capability to recognize and cultivate essential skills for leadership roles and positions.

Succession planning is a crucial subject in human resource management. Companies require high-quality human resources to fill open positions. Regrettably, some firms lack a prepared succession planning program, which hinders their ability to groom successors in the event of a key vacancy.

Organization Sustainability

According to Chiamonte et al (2020), sustainability is a comprehensive strategy for managing organizations that aims to create and maximize long-term social, economic, and environmental values.

Organizational sustainability is a term that emerged from the concepts of corporate social responsibility and corporate sustainability. It refers to an organization's ability to effectively contribute to sustainable development while providing economic, environmental, and social advantages (Batista & Francisco, 2018; Tur-Porcar et al., 2018). Globalization, evolving customer behavior, and disruptive innovation are among the challenges that organizations must address in order to thrive in the marketplace. According to AlQershi et al. (2022), innovation significantly contributes to the long-term viability of insurance companies.

It is difficult to overlook the importance of organizational sustainability in Nigeria's private sector. When issues relating to staff attrition arise due to varied reasons such as relocation, resignation, retirement, or a lack of skillsets, organizations may need help in creating available talent pools. Discovering new ways of competing in running the business may provide an organization with leverage to redefine itself strategically. To effectively do this, resources are required, and human resources are one of the most important resources in an organization. According to Monyei et al (2021), finding a solution in the long term that sustains a capable workforce able to provide business sustainability is a challenging aspect for most organizations. The Nigerian private sector is not exempt from these concerns since issues of succession planning and organizational sustainability have persistently posed obstacles.

Talent Management

Talent management is the practice of applying strategic human capital planning to raise a company's worth and induce it to achieve its objectives. Before providing a wide description of talent management, the researcher would want us to consider the words "talent" and "management" and then combine the two for a complete definition. After that, the researcher will investigate the relationship between talent management and succession planning as well as how it affects organizational sustainability.

Talent management is an HR program that aims to ensure the preparedness and accessibility of a

skilled employee for succession. The objective of this program is to provide internal personnel with the essential skills and preparedness required to fill empty jobs, namely those that are strategic in nature. Given the necessity for prompt decision-making in important positions, firms must consistently maintain a pool of talented individuals to fill these roles.

Talent Management and Succession Planning

The primary goal of management succession planning in modern corporate organizations is to efficiently meet the future requirements of the firm and flourish within the framework of a learning organization. Succession planning is a proactive approach to managing the skills and competencies of personnel. The process includes selecting people who possess exceptional potential, talent, and competencies that align with future requirements. The organization then offers these personnel training and development opportunities, fostering a diverse group of skilled individuals capable of meeting future demands. Tamunomiebi and Orianzi (2019) contend that including ethical and leadership training is essential when preparing and cultivating successors through talent management strategies.

According to Ibrahim et al. (2001) and Shu'ara & Olaolu (2023), globally, just 30% of enterprises manage to survive beyond the first generation, and less than 14% are able to reach the third generation. Therefore, the objective of this study is to examine the impact of talent management on succession planning and organizational sustainability in Nigeria. In this study, the authors try to understand the pattern of leadership succession through talent management in private organizations in Nigeria.

Talent Management and Training and Development

Organizations may successfully promote talent development by strategically allocating resources for learning and skill upgrading and fostering a supportive learning culture (Werner, 2021). The practice of assigning HRM responsibilities to line managers has been thoroughly analyzed in the academic discipline of strategic HRM. A prior study Vaiman et al (2017) has proven a link between managers' participation in effective implementation and their support for talent development, skill upgrades, and career development. Aboramadan et al (2020) state that line managers in strategic human resource management (HRM) rely on both financial and human resources to carry out their HRM duties. Op de Beeck et al (2018) contend that line managers in government organizations may need help in their performance due to administrative constraints, such as existing regulations, laws, and processes that may not successfully align with the organization's objectives. These limitations impose a burden of adherence on the organization without producing any concrete advantages. Line managerial support (LMS) has several forms, such as involving workers in decision-making, providing helpful feedback on their performance, and assisting them in understanding difficult workplace legislation.

Talent Management and Performance Appraisal

Research has shown that implementing talent management practices significantly improves employee performance. Kataike's (2013) research reveals that the organization endorses employee talent management by implementing customized training programs that address the unique areas of expertise or skill improvement for each employee. To improve organizational efficiency, it is crucial to evaluate the effectiveness, flexibility, excellence, creativity, and speed of both institutional mechanisms and competitive market mechanisms. Additionally, it is important to consider the impact of strategic human resource management (SHRM), which is influenced by various external factors such as social, political, cultural, legal, and regulatory factors (Chang et al., 2023).

Talent Management and Talent Retention

In today's corporate world, firms strive to recruit and retain highly skilled workers to improve operational efficiency and create a productive work environment. Organizations struggle to attract, develop, and retain important talent, which is the main concern in contemporary competitiveness (Cheng et al., 2022; Luna-Arocas & Danvila-del-Valle, 2022; Oladapo, 2014; Sparrow & Makram, 2015; Ullah et al., 2022).

The study of talent management and its retention has been analyzed using big data and predictive analysis within the context of the theory of resources and capabilities (Belal et al., 2022). The cognitive capacity of managers has been recognized as a distinct asset for identifying and capitalizing on market

opportunities (Nason & Wiklund, 2018). Furthermore, it is important to acknowledge that certain individuals, particularly managers and entrepreneurs, have a considerable impact on structuring these collections of skills and resources that have the potential to generate enormous economic worth (Barney et al., 2021).

Talent Management and Organization Sustainability

A talent management system is a crucial element of an organization's human resource management strategy. It is designed to acquire, retain, and develop the most extraordinary individuals necessary for the organization's success. Introducing a talent management system is a complex task for an organization, with the goal of attaining exceptional performance and securing the company's sustainability (Gallardo-Gallardo et al., 2020).

Kara and Firat (2018) argue that incorporating sustainability practices into firms may have positive effects on business results and is essential for ensuring long-term profitability. In the present business environment, marked by escalating rivalry, multiple challenges, and a widespread feeling of uncertainty, organizations must exhibit adaptation to guarantee their long-term sustainability. This requires the provision of adequate organizational resources, as underlined by Pucciarelli and Kaplan (2016). Effective human resource management is vital for firms, as human resources are their key assets (Elsharnouby & Elbanna, 2021). Organizations that have dependable human resources are more inclined to attain high levels of performance.

Currently, there is an increasing emphasis on organizational sustainability in the academic and business sectors due to its importance in helping organizations meet their long-term obligations. Employing progressively complex methods is essential for organizations aiming to attain success. The prompt collection and efficient usage of precise information are crucial factors that might contribute to an organization's sustained existence. Kuye et al (2020) argue that incorporating sustainability into an organization's core is essential for improving its ability to survive and prosper.

Conceptual Framework

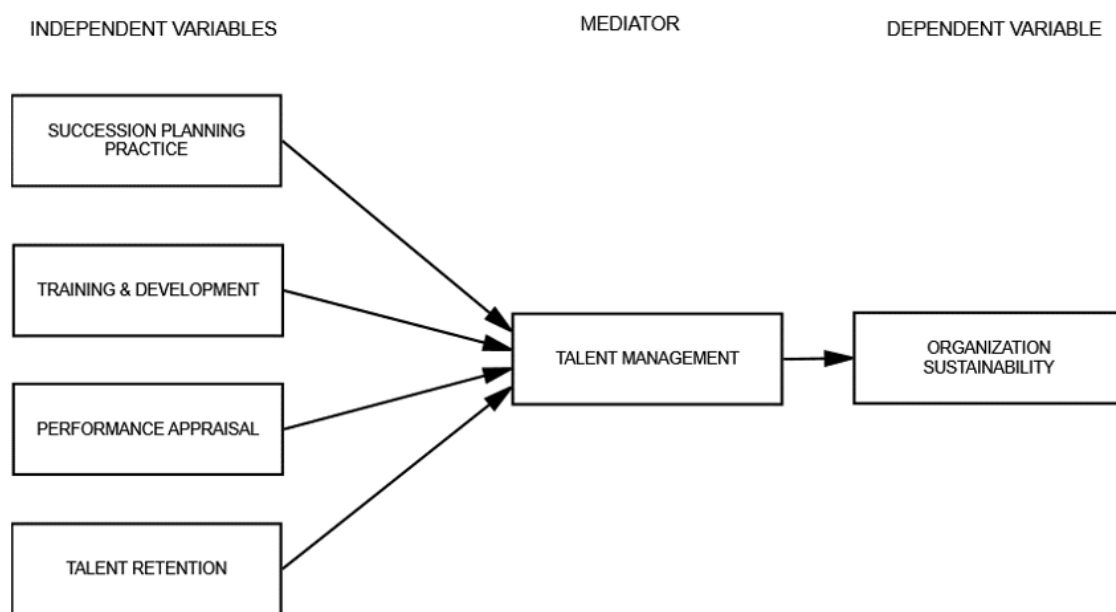


Figure 1. Conceptual Framework Talent Management

The Figure 1 illustrates the relationship between independent variables, mediators, and dependent variables in the context of talent management and organizational sustainability. Independent variables—succession planning practices, training and development, performance appraisal, and talent retention—influence talent management acting as mediators. Succession planning practices aim to identify and develop future leaders, while training and development focuses on improving employee

skills. Performance appraisals evaluate employee strengths and areas of improvement, and talent retention retains talented employees. All of this influences talent management, which involves strategies for attracting, developing, motivating and retaining high-performing employees, and impacts organizational sustainability. Organizational sustainability refers to the ability to survive and thrive in the long term through the effective use of resources, innovation, and adaptation to change. This diagram emphasizes the importance of effective talent management practices, supported by succession planning, training, performance appraisal, and talent retention, to achieve organizational sustainability.

Theoretical Review

This means that, regardless of the company's condition, there is a universal solution that many firms can employ to manage their personnel. Another important aspect to note is that while the best practices approach is widely accepted, it has been critiqued in the literature from a variety of angles (Gabriel et al., 2020). Companies should leverage their resources, particularly intangible assets like human capital, to strengthen their entire model and surpass competitors.

Resource-Based-View Theory

The resource-based view of business has recently been presented as a new theoretical contribution to discussions on strategic human resource management in the literature on organizational economics and strategic management (Dionysus & Arifin, 2020). Resource-based human resource management (RBHRM), a revolutionary approach to strategic human resource management, provides the theoretical underpinning for the concept's current prominence (Sajeevanie, 2015). According to the Resource-Based View theory, resources must meet four criteria to give an organization a sustained competitive advantage: (1) the resource should increase value to the organization; (2) it should be rare and unique among rivals; (3) it cannot easily be imitated; and (4) it must be imperfectly imitable.

Human resource management policies and procedures that meet these characteristics can help organizations increase their effectiveness. Instead of the traditional external way of tailoring strategy to the environment, resource-based management prioritizes the organization's internal resources (Piwowar-Sulej, 2021). Internal resources are seen as a source of competitive advantage since they enable a company to keep one step ahead of its rivals. In other words, the traditional strategic management paradigm is concerned with the industry environment, whereas the resource-based approach is concerned with the organization's internal resources and strategy performance. The resource-based approach to competitive advantage and sustainable competitive advantage, according to this tendency in mainstream strategic management literature, differs from the standard strategy paradigm in that it focuses on how strategy and an organization's internal resources are related.

New Theoretical Issues The resource-based perspective provides the theoretical rationale needed for study in strategic human resource management and organizational behavior (Karman, 2020). Strategic human resource management practitioners have increasingly relied on a resource-based view of the company to explain the role of human resource practices in organizational success (Delorme & Arcand, 2010). According to theoretical research in the field of strategic human resource management, human resource management systems may improve organizational performance and serve as a source of long-term competitive advantage because they are frequently unique, causally ambiguous, and difficult to copy (Radcliffe, 2005). According to the Resource-Based View (RBV) concept, when organizational human resource practices and policies are integrated with the appropriate organizational strategy and human resource resources meet four distinct requirements (rare, valuable, inimitable, and non-substitutable), the organization is better positioned to achieve enhanced organizational performance and long-term competitive advantage and sustainability.

According to the resource-based perspective, a company's competitive advantage is determined mostly by how well it uses the limited resources at its disposal. Competitors can quickly copy a company's competitive advantage through superior technology and goods, but it is extremely difficult to replicate a company's competitive advantage through outstanding human resource management. When a company hires highly qualified employees and trains and develops their talents and technical capabilities in a superior and unique manner to its competitors, it ensures that its human resource practices in this area

are distinct, valuable, one-of-a-kind, and irreplaceable. Given that internal organizational resources, rather than physical assets, are made up of employees' talents and abilities, the resource-based viewpoint theory provides a framework for understanding human resources as a pool of skills and talents that can serve as a source of long-term competitive advantage. Organizations can use the resource-based view technique at the formulation stage of strategic management to analyze the pool of human resources that are either capable or incapable of carrying out a specific business plan. This viewpoint may imply that organizational strategies are not always implementable but are more dependent on having a proper balance of human resources.

Significance of the Study

Talent management strategies can give organizational leaders a competitive edge. In the context of managing talent, maintaining organizational leadership continuity is essential for identifying talent reserves and developing capabilities within those reserves. These procedures are motivated by the need to plan for leadership transition.

The goal of the study is to provide academics with empirical data that can stimulate further investigation into the concepts of leadership succession planning from the standpoint of creating an organizational talent management strategy. Recent studies demand further empirical investigation into the study constructs (Erasmus et al., 2017). The study might offer a persuasive case for leadership succession planning and possible relationships between talent management and leadership, which might open up a wider area of inquiry.

The study may help human resource specialists and organizational leaders who are responsible for creating policies and putting practices in place that enhance organizational effectiveness by utilizing leadership succession planning and talent management strategies. The study's conclusions may lead to the development of future talent management technics that are specifically targeted at leadership development and support leadership succession planning as a component of a talent management strategy. The study could aid an HR professional in choosing how best to implement talent management and leadership succession plans that are specific to different businesses and sectors.

Because succession planning is a persistent corporate issue, the research is important to the business world and the subject of human resource management (HRM) (Erasmus et al., 2017). Investigating the role talent management plays in leadership succession planning may help organizations develop better organizational strategies for preventing leadership gaps. Companies with leadership voids may suffer a catastrophic loss of talent (Rothwell, 2011). As a result of the research, a more comprehensive talent management strategy could be developed.

CONCLUSION

The goal of this study was to review existing conceptual, theoretical, and empirical literature to understand leadership succession planning and the outcomes talent management policies produce in organizational sustainability. It proposed a theoretical framework modeling the relationships between identified constructs. Succession planning ensures top talent, reduces recruitment costs, and enhances employee commitment. It also impacts morale and engagement. The study calls for contributions from multiple disciplines to strengthen the understanding of leadership succession planning. It synthesized literature from an RBV viewpoint, linking talent management and succession. From an HRM perspective, investments in human capital relate to these constructs. Succession planning helps develop leaders and retain talent.

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