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Reviewing the Relation between Human Resources Practices, Talent Management and Succession Planning In UAE Public Sector

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Abstract: This paper presents about human resource management in UAE, Talent Management Practices in UAE, conceptual framework, research hypothesis, and underpinning theories. In line with the objectives of this study, this paper provides a critical review of the literature. It is based on making comparisons between the relevant recent literatures in the field of talent management. In addition, aims to identify the limitations within the talent management literature, the themes that have been identified as independent which are staffing and selection, training and development, performance appraisal, compensation, empowerment and career development. Where, dependent variables which is the Succession Planning along with the talent management as a mediator in the conceptual framework. In addition, providing an assessment of any conflicting views related to the sciences of Talent management towards the current way of managing the human resource in the public sector.

This paper aims to clarify the general picture of the context of the research in terms of the factors surrounding the concept of talent management and its impact on the public sector in the United Arab Emirates. Specifically (General Directorate of Residency and Foreigners Affairs - Dubai). Moreover, proving that talent management is the main pillar for the success any organizations according to the scientific concepts and literature. with an indication of the important strategic role of talent management in organizations in achieving institutional effectiveness and increasing production rates, in addition to provide an attractive work environment that helps maintain turnover rates.

Keywords: Human resources management - Succession Planning - UAE Public Sector.

1 Introduction

Before the emergence of the concept of talent management, the dominant concept scientifically and in the public and private sectors was the human resource management (HRM), which had many different classifications and specializations, as this difference corresponded with scientific definitions that interpreted the concept of human resource management. However, for the purposes of this current study, an interpretation, where **[**1**]** was used due to its broad nature; Thus, human resource management can be considered as follows: "Human resource management is the planning; organizing, directing and controlling of procurement, development, compensation, integration, maintenance, and separation of human resource to the end that individual and societal objectives are accomplished."

The concept of human resources management is considered ambiguous by many people, and many qualified scholars have provided a variety of definitions, as the concept was first based on procedures and organizational units concerned with personnel affairs. Their tasks are centered in recruitment procedures, termination of service and salary payments **[**2**]**. Also, the previous basic principles of human resource management focused only on managing turnover rates, following up on absenteeism, and related indicators and measures [3].

Despite the emergence of the talent management idea, the human resources management is still seen as an important strategic direction and an administrative approach to build a competitive advantage by focusing on human resources as

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the main component of the success of any system. and proving it as a strategic priority in the organizational strategic map, and the structural functions of the institution whose role lies as supportive operations that help achieve the core business and objectives of the organization [4]. Thus, there is a strong belief that people are the organization's main and most valuable asset [5], therefore, scientific definitions remained diverse, sporadic, and sometimes contradictory to some aspects of human resource management, including the emergence of concepts and definitions of talent management and the need to focus on them in the various activities of institutions. However, it has always been seen that success is based on having the right people in the right position.

Talent management, often described as human management, is the process of hiring, managing, checking, creating, and maintaining people the primary source of a company [6]. People are the most important asset of the organization; hence also, organizations are looking for ways to create data-driven choice-making platforms [7] Talent management is an integrated management according to various practical competencies, based not only on preparing employee statements and not only recruitment procedures or even performance management. but an integrated system that achieves integrated effectiveness in managing the matter of talented resources [8]

In practice, the talent management is scientific disciplines that is interconnected according to latest concepts related to talent development, management, investment and retaining approaches that focus on talent rather than focusing on individuals' competence or skill. It supports the advanced strategic direction in the selection of talent owners, unlike the traditional procedure in the matter of human resources management [9] Conversely, the traditional procedure for human resource management is an old traditional principle, based on employee relations management, without having any **clarification of the importance of the talent component in upgrading the work system level [5]**

The modern concepts of the human resource management are very important towards linking the principles of professional empowerment with the organizational development, in a way that contributes the ability of employees to master their own abilities at work [10]. Talent management and empowerment processes are critical towards creating a pool of talented managers through recruitment as well as the development of public employees [11]. Thus, even though talent management has not been formally introduced into the public sector, competency structures have served as a criterion for recognizing and creating talented public employees [12]. The focus in this definition is on development within the organization as well as identifying the right talent opportunity to succeed for the benefit of both the individual and the organization [13]

Definitions and concepts varied in defining the talent management system some saw it as the management of recruitment, maintenance and development of personnel, and others as a system for evaluating and controlling individual behavior. The main principle in any successful organizational is that the human element is the most important resource and property of organizations [14]. Therefore, all institutions have adopted administrative systems and laws that manage human resources according to the foundations of the human resources management system [11]

Talent management is an advanced idea that integrates the competencies of workforce management into an integrated framework within an integrated strategic framework that supports decision-making. Although talent management has not been introduced primarily in public organizations in the UAE but it has an important strategic dimension developed by the UAE within its strategic agenda, which set the basis for its implementation within a short-term framework with the aim of investing the talents to raise the institutional efficiency. [15]

2 Background of Study

Despite the development of a number of theories and models for dealing with talent management, including the methodologies that deal with the axis related to the development of talent succession plans, a comprehensive review of the literature reveals various gaps that have not yet been addressed, including the lack of introducing the concept of talent succession management clearly and with deliberate steps that serve the public sector, specifically towards the relevant laws and regulations. [11]

Much research and science has encountered a worrying lack of clarity regarding the definition and general goals of talent management. Along the same lines, [16] claim that most of the current research on TM discusses the importance of identifying and evaluating talent but little research talks about how this is implemented in organization, specifically the accurate practical approach or framework for implementing the talent management in the organization. Therefore, the increasing global competition for talent has led to talent management being critical to the public sector including the need to implement requirements for corporate and governmental excellence and the approved system of leadership assurance [17] Therefore, it is necessary for public sector organizations to develop effective talent management to help increase organizational efficiency and performance [10] where in this thesis will contribute to identifying the successful implementation of talent management to develop an integrated, coherent system that is compatible with the

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organizational culture and the Legal legislation.

Management is a prepared and ongoing procedure for discovering knowledge and skills to work efficiently in understanding organizational goals and objectives [9], Where talent management is considered part of the Management that contains a main axis in it which is succession management, where the succession plan includes documents that stipulate the ongoing procedure for an organization when the primary participants exit the organization due to variables such as discontinuation, retirement or death [18] Succession plans can help retain essential employees, reduce tax liability concerns, as well as preserve stock and property maturing during management transitions [19]

Despite the many benefits of having a succession plan, many of the public sector ignore the design of those plans, due to the lack of clarity of the approach of implementing or the lack of clarity in their connection in selecting the best talent people ready to fill the targeted jobs in the plan. [17]. While the financial prices of the absence of succession planning are great, the effects of the absence of highly talented human competencies are greater and its institutional effects are bigger. [20] Succession planning is an approach that can provide optimal leadership change throughout the organization, and it requires strategic, systematic, and scheduled attempts to extend the capabilities of potential leaders. The principle of succession planning involves empowering and recognizing internal employees who have completed all target job requirements and deserves the career advancement in taking new roles within the organization. Succession plans are often divided into two parts of plans, short-term plans for those important, urgent, critical jobs that are compatible with unexpected changes, and long-term plans for preparing for future inevitable changes [21]

As for succession plans, it ensures the readiness of job categories nominated to fill the targeted jobs when their occupants leave, whether due to resignation, retirement, death, or dismissal from service [15]. The pillar of succession planning management is the main interrelated processes through which the targeted jobs and job categories are identified in this process (whether they are critical jobs or those jobs that determine succession in leadership and supervisory jobs which is called determining the second row leadership). Which are part of the process of managing job structures and workforce planning in which the outputs of these processes may be negative and reversible if the candidates for these positions are poorly selected. and those who are unable to achieve the objectives of the institution [11]

3 Conceptual Framework

3.1 Staffing, Selection, and Succession Planning.

Selection in staffing is the part of the recruiting procedure that manages picking an employee to employ from among a narrowed-down checklist of exceptional candidates [1,15,22]. Option can actually take place several times throughout the recruiting procedure [3.5.23] According to some researcher's that have studied staffing and selection topic they found out that staffing and selection has a positive impact on succession planning [8,10,17] Staffing and selection make the right person in the right place which greatly help to make a better succession planning [4,11,24]. Based on that the researcher is expecting significant impact of staffing and selection on succession planning in UAE Public Sector.

3.2 Training, Development, and Succession Planning.

Training and development includes enhancing the efficiency of organizations and the people and groups within them [20]. Training might be considered as pertaining to instant adjustments in business effectiveness via organized guideline [15,18], while development is associated with the progress of longer-term organizational and staff member objectives [3,25]. While training and development technically have varying meanings, both are sometimes utilized interchangeably and/or together [12,26] Training and development has actually traditionally been a subject within used psychology yet has within the last two decades come to be very closely related to personnel's administration [1,7], talent management [27], human resources advancement [15,20], instructional layout, human factors [10,19], and expertise monitoring [11,13]. According to some researcher's that have studied training and development topic they found out that training and development has a positive impact on succession planning [14,18,20]. Training and development make a more qualified employees which greatly help to make a better succession planning [1,28]

3.3 Performance Appraisal and Succession Planning.

A performance appraisal, additionally described as a performance review, performance evaluation, (occupation) development conversation, or worker evaluation is an approach whereby the work efficiency of a worker is documented and examined [5,16]. Performance appraisals belong of career development and consist of normal testimonials of staff member performance within organizations [17,25]. Efficiency assessments are usually carried out by a prompt manager, such as line supervisors or front-line managers [8,13]. Yearly efficiency evaluations have been slammed as supplying feedback as well occasionally to be helpful, and argue performance testimonials generally do even more injury than good [9,12,21]. It is an aspect of the principal-agent framework, that describes the partnership of

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details between the company and worker, and in this instance the straight result and action got when an efficiency evaluation is carried out [14,23]. According to some researcher's that have studied performance appraisal topic they found out that performance appraisal has a positive impact on succession planning [1,10,12,19,22]. Performance appraisal ensures that the performance is always high and improving which greatly help to make a better succession planning

3.4 Compensation and Succession Planning.

Financial compensation describes the act of supplying a person with money or other things of economic worth for their productivity, labor, or to provide for the expenses of injuries that they have actually sustained [11,25]. According to some researcher's that have studied compensation topic they found out that compensation has a positive impact on succession planning [1,10,23,24]. Compensation make the employees more motivated and comfortable which greatly help to make a better succession planning [10,17]. Based on that the researcher is expecting significant impact of compensation on succession planning in UAE Public Sector.

3.5 Empowerment and Succession Planning.

Empowerment is the level of freedom and self-reliance in individuals and in communities [8]. This allows them to represent their passions in a responsible and self-determined means, acting on their own authority [1]. It is the procedure of coming to be more powerful and extra positive, specifically in controlling one's life and asserting one's legal rights [15]. Empowerment as action refers both to the process of self-empowerment and to expert assistance of individuals, which enables them to overcome their sense of powerlessness and absence of impact, and to identify and use their sources [22,24]. According to some researcher's that have studied empowerment topic they found out that empowerment has a positive impact on succession planning [1]. Empowerment a better performance which greatly help to make a better succession planning [27].

3.6 Career Development and Succession Planning.

Career development is the long-lasting process of managing learning, work, recreation, and changes in order to approach a directly determined and evolving favored future [15,29]. In instructional development, career development offers an individual, typically a pupil, focus for selecting a career or subject(s) to undertake in the future. Commonly universities offer career counselors to aid pupils with their academic growth [30]. According to some researcher's that have studied career development topic they found out that career development has a positive impact on succession planning [7,9,15,24]. Career development help the person to perform better and batter which greatly help to make a better succession planning [31] based on that the researcher is expecting significant impact of career development on succession planning in UAE Public Sector. Hypothesis6: Career Development has a significant impact on Succession Planning.

3.7 Staffing and Selection and Talent Management.

Selection in staffing is the part of the recruiting process that handles picking a worker to work with from amongst a narrowed-down list of impressive prospects [11,19,20] Selection can in fact occur a number of times throughout the recruiting process. According to some researcher's that have studied staffing and selection topic they found out that staffing and selection has a positive impact on talent management [15,19]. Staffing and selection help in making a better choose of right employees which greatly help to make a better talent management [20,28]. Based on that the researcher is expecting significant impact of staffing and selection on talent management in UAE Public Sector. Hypothesis1: Staffing and Selection has a significant impact on Talent Management.

3.8 Training and Development and Talent Management.

Training and development describes educational activities within a company produced to boost the understanding and skills of employees while supplying information and guideline on just how to far better execute certain jobs [1,3,28]. According to some researcher's that have studied training and development topic they found out that training and development has a positive impact on talent management [9,17,18,26] Training and development help to have a more talented employees which greatly help to make a better talent management [8,17]. Based on that the researcher is expecting significant impact of training and development on talent management in UAE Public Sector.

3.9 Compensation and Talent Management.

Compensation is the remuneration granted to an employee in exchange for their solutions or specific contributions to your organization [23]. In other words, compensation is the cash received by a worker from a company as an income for something they did [19]. According to some researcher's that have studied compensation topic they found out that compensation has a positive impact on talent management. Compensation make the employees looking always to

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perform better which greatly help to make a better talent management [17,20]. Based on that the researcher is expecting significant impact of compensation on talent management in UAE Public Sector.

3.10 Empowerment and Talent Management.

Empowerment is the degree of freedom and self-reliance in individuals and in areas. When staff members are encouraged to make decisions that assist the consumer, they are contributing to the approach and organization objectives of the organization [32]. If a staff member is dealing with an upset consumer, they must have the tools and authority to make points. According to some researcher's that have studied empowerment topic they found out that empowerment has a positive impact on talent management [10,15,20,21] Empowerment help the employees to perform more effective and faster which greatly help to make a better talent management [15,17] . Based on that the researcher is expecting significant impact of empowerment on talent management in UAE Public Sector.

3.11 Talent Management and Succession Planning.

Talent management (TM) refers to the anticipation of needed human capital for the planning and a company to fulfill those demands. The area has been expanding in significance and acquiring passion among professionals in addition to in the scholarly dispute over the past one decade, specifically after McKinsey's 1997 research 343434 and the 2001 publication on The Battle for Talent [10]. Talent management in this context does not describe the administration of entertainers [17]. Talent management is the science of using critical human resource planning to enhance service worth and to make it possible for firms and companies to reach their objectives [19]. Everything done to hire, maintain, establish, compensate and make individuals execute types a part of talent management in addition to calculated workforce preparation. A talent-management approach need to connect to company strategy and to local context to work more appropriately [20]. While Succession planning is a procedure for determining and creating new leaders who can change old leaders when they leave, retire or pass away [28] Succession planning boosts the schedule of seasoned and qualified staff members that are prepared to presume these roles as they appear [30]. Taken narrowly, "replacement preparation" for key functions is the heart of succession planning [11]. According to some researcher's that have studied talent management topic they found out that talent management has a positive impact on succession planning. Talent management make the firm have a better employees, which greatly help to make a better succession planning. Based on that the researcher is expecting significant impact of talent management on succession planning in UAE Public Sector.

3.12 Talent Management as a Mediator

Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance [33]. The primary purpose of talent management is to create a motivated workforce who will stay with your company in the long run. Talent management, when managed strategically, significantly contribute to achieving organization's objective, vision, and objectives. From a scientific perspective, an effective talent management system helps critical workers feel as if they are component of something bigger than their present job. Talent management is a unified strategy developed to help organizations make the best feasible use of their human resources currently and in the future [31]. to utilize their human resources to aid fulfill the organization's vision, and to ensure the maximum return from their ability by creating an appealing organizational society that motivates joy and dedication. On a practical degree, talent management includes making use of qualitative and quantitative devices to improve ROI- enhancing succession planning, for instance, develops part of a talent management strategy [15,20]. Talent management software program is progressively usual as a main point for organizations to conduct their talent management tasks-- this can consist of tracking training demands, evaluations [17]. profession progression and various other key prime focus [19,20,31] Furthermore, many researchers that have studied the role of talent management as a mediator in many independents' variables; including some of this study variables and the relationship with succession planning [19,26,27]. They found out that talent management is playing a significant important mediating role in making a better anticipation the variance of succession planning. Based on that the researcher is expecting significant positive mediating effect of talent management on the relationship between this study independent variables and succession planning.

4 Literature Review

4.1 Geographical and Demographic background of UAE

The United Arab Emirates is one of the Arab Gulf countries, which was founded on the second of December 1971 and consists of seven emirates: Abu Dhabi (the capital), Dubai, Sharjah, Ajman, Umm al-Quwain, Ras al-Khaimah and Fujairah. The United Arab Emirates consists of sand dunes and some green areas with the presence of some oases in the west and south of the country, where that country is divided into three types of regions, namely desert, coastal and mountainous regions. It relied in the past on the same economy activities such as agriculture, fishing, and trade in dates

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and pearls, but the discovery of oil contributed a significant contribution to changing radically the economic life in addition to the country's strategic position that contributed to the development and diversification of its economy and the transition to a knowledge-based economy by encouraging innovation and strengthening the regulatory framework for key sectors.

The geography of the UAE is delimited with the Kingdom of Saudi Arabia to the south and west and Oman to the east. The Strait of Hormuz is located to the south, which helps the UAE to strengthen its economy by benefiting from maritime trade through that Strait, specifically trade from Europe and Asia, which helps to give it a competitive advantage compared to its neighbors. As we mentioned earlier, the United Arab Emirates consists of seven emirates covering an area of 83,600 square kilometers (32,278 square miles), which are Abu Dhabi, Dubai, Sharjah, Umm al-Quwain, Ras al-Khaimah, Fujairah and Ajman. Where Abu Dhabi is in the first place in terms of land areas as it takes up about 86.7% of the total area of the country, while the second place is Dubai with an area of approximately 5% of the total area of the country, and the United Arab Emirates is the third largest country in the Gulf Cooperation Council after the Kingdom of Saudi Arabia and the Sultanate of Oman.

The population of the United Arab Emirates was estimated to be around 10.08 million people in 2022. It includes Americans, Europeans, Asians, and other nationalities. This leaves only 11.5% of the UAE population made up of Emiratis. There is many expatriates working in the United Arab Emirates and this is the result of the rapid growth witnessed by the country and the great professional and development opportunities offered by it, which contribute significantly to upgrading the social and economic life of individuals and giving greater opportunities for expatriates to thrive.

4.2 The public sector system in the United Arab Emirates

The general administrative structure in the United Arab Emirates has been divided into two types of administrative systems (a federal government system and an local government which follows each of the seven emirates). The Supreme Council of the country made up of the rulers of the seven emirates, is the highest authority of the country and is formed by instructions from the President of the United Arab Emirates, while the General Directorate of Residency and Foreigners Affairs - Dubai is located within the emirate system, but not in the federal structure.

The public sector has been of great importance in financing and supporting many activities, as these activities are of high importance to the economic infrastructure, for example, energy, water and roads. In which the income and economy of these activities contributed to raising the domestic product of the country in general and each emirate in particular. which shows that operating these activities in an effective and high manner has significant contributions to raising the level of government and working to create a competitive advantage in all aspects, including In which there are talents capable of activating these operational plans and working to align them with the strategic government directions that aimed at maintaining and strengthening these competencies and working to make them able to carry out business in a manner that ensures the sustainability of positive results.

In addition, the public sector, despite the crisis it faced, specifically (the Corona pandemic - covid 19), provided very large job opportunities in various fields, whether they were jobs that serve the nature of the work of the entity, or specialized jobs that support the core business jobs, as the government approved huge financial budgets to increase the provision of job opportunities for its researchers, while emphasizing that Emiratisation as a priority in recruitment, while emphasizing the need to find suitable job opportunities that contribute to reducing the proportion of job seekers, and thus contribute to increasing production that automatically raises economic growth rates.

4.3 Human Resource Management in UAE

The UAE is one of the most developed economies in the Middle East region and is classified as a high-income developing economy and the leadership of the UAE aims to create a sophisticated knowledge-based economy [34]. The oil and gas resources of primarily located in Abu Dhabi, fueled rapid expansion of public infrastructure and services throughout the country. Moreover, Dubai was able to build on its traditional role as a trading hub by investing heavily in world-class ports and airports, but it went on to leverage these assets to become a tourist destination and emerging center of financial services as well. A decision to create free zones allowing 100 percent foreign ownership has boosted the re-export of products from the UAE and has helped the county to become a business hub for the region. Dubai has also positioned itself as a pioneer of e-government services in the Arab World. Neighboring Sharjah focused on cultural and educational initiatives, providing a more traditional counterpoint to Dubai’s constantly changing skyline. Human resources UAE are the organizationally relevant capabilities of groups and individuals and strategic HRM is a pattern of planned deployments and activities intended to enable an organization to achieve its goals.

Moreover, the UAE Constitution specifically commits the national government to endeavor to ensure that employment is available for citizens and to train them so that they are prepared for it [18]. The HRM clearly has a key role to play in

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the economic and social achievement of national and organizational goals in the UAE [35] However, the human resource management in the UAE roles, HR planning, job analysis, recruitment, selection, training, development, performance management, rewards, compensation, talent management.

Probably the most unusual characteristics of the UAE labor market are its extensive reliance on expatriates and its dual labor market and the country began its rapid development, the existing skill and education levels of the local populace were no match for the needs of a quickly expanding economy, resulting in high demand for imported labor. The UAE's extensive reliance on expatriates from all over the world requires the HR function to provide efficient administration processes, and efficient expatriation management, diversity management and workforce integration strategies and practices.

The Human resources management is one of the most important functions of management where it focuses on the human element, which is the most valuable resource for management and the most influential in productivity at all. The management and development of human resources is considered a cornerstone in most organizations, as it aims to strengthen organizational capabilities, and enable companies to attract and qualify talent people and able to keep pace with current and future challenges, so the thesis focuses on how human resource management Practices affect talent management to improve succession planning in the public sector in the United Arab Emirates, specifically in the practices that are the main pillar in human resource management (Staffing and Selection, Training and Development , Performance Appraisal, Compensation, Empowerment, and Career Development). which are considered to be the main axes stipulated by most of the modern sciences, and which we have specified in depth in the proposal. Where HRM practices can influence employee motivation by developing unique characteristics that can help improve organizational ability (Ahmad & Schroeder, 2003).

Human resource management Practices have been defined in most modern sciences in several ways, some of which define it as best practices of HRM and High-involvement management practices. Therefore, this thesis explores the significant impact of human resource management practices through axes identified according to what has been unanimously agreed upon by most scientific studies on talent management through its main competencies and the extent to which it affects individual and organizational capabilities.

4.4 Talent Management Practices in UAE

The key purpose of assessing phenomena of employee turnover across the industry in the UAE and identify the various strategies adopted by organizations in the UAE from the employee's perspective to retain talent in their units. Hence, the important as far as HR retention is concerned in organizations across industries in the UAE as well as the talent retention HR practices are valuable to the organizations in the UAE that are engaged in designing and implementing HR strategies to reduce employee turnover. According to the literature, it has pointed out that the usage of employee retention strategies is dependent on the challenges thrown by both the general and operating business environment in UAE.

Moreover, the managers should prefer to use a kind of HR retention strategy which is firmly linked with the overall organizational strategy and understanding of the processes an organization, and in highlighting the importance for organizations of having robust processes in place that support practices in organizations in different sectors of the United Arab Emirates.

One of the most important elements of talent management in the public sector is motivation and addressing turnover rates that have a significant impact, including reduced organizational performance, loss of productivity, severance packages that have costly financial repercussions, recruitment and training expenses. where many public sector organizations face significant challenges related to retaining competent employees. As a result, this affected its institutional efficiency and productivity, and at the same time, its budget.

In terms of the theory that explains the employee turnover rate, one of those theories has identified that there are two types of factors in the work environment; one of those factors is the factors that lead to job satisfaction and another factor that may cause dissatisfaction. Some factors are common factors that may cause feelings of satisfaction and dissatisfaction, including wages, salaries, financial rewards, working conditions, and a sense of job security. However, organizations should know how to identify the causes of employee turnover and work to develop an integrated employee retention strategy [36]

The negative impact of the high rate of employee turnover in the public sector constitutes a major challenge, as the impact on the institution is very large and negative, because when the employee resigns from the government, there is a great feeling of this impact, especially for those who occupy important and leadership positions who are competent and talented. This affects the disruption of organizational continuity, which may lead to a backlog of work that could affect not only the organization, but also the customers. That the high turnover rate coupled with the inability to retain

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employees can lead to many problems that can directly and indirectly affect funds, efficiency and productivity. Despite the lack of the necessary indicators that shows the full picture of labor turnover rates in the public sector in the United Arab Emirates. however, and by reference to some published statistics, it was found that labor turnover rates in the society of the United Arab Emirates had reached 8%. in which it is necessary to lay down the foundations and methodologies necessary to reduce that percentage.

4.5 Training and Development

Employee training is the process of introducing employees into various skills that they are unaware in order to acquire such skills and use it for the benefit of the organization [17]. The training as the process of developing employee's skills and learning new concepts, rules or attitudes in order to increase effectiveness on a particular job [25] The training is a planned process to modify attitude, knowledge, skill or behavior through learning experience to achieve effective performance in an activity or range of activities [30]. Moreover, the training is all about developing in self or people, skills as well as knowledge that associate with specific useful competencies and training is a planned process that is used to transform employee work attitudes, skills and their behavior through learning experiences to achieve effective performance in a specific activity or range of activities.

The training as a planned attempt by organizational executives to facilitate employee learning that is associated with job activities in the workplace and training is the development of skills, specifies measurable objectives, and should result in observable change in behavior. According to [37] that the training is a systematic process, which helps workers to learn how to be more effective at work by enhancing their knowledge, skills or attitudes through learning experience to achieve effective performance. The training involves the application of formal processes to impart knowledge and assist subordinate to acquire the skills necessary for them to perform their jobs satisfactorily. On-the-job training refers to how an employee is guided to complete a task or assignment when they are already hired and working and a method of training in which an employee with job experience and skill guides trainees in practicing job skills at the workplace [11]

The employee will be trained on communication skills, negotiation skills as well as human relationship skills [15]. The succession planning and management is needed to encourage by managers and succession forms the basis for communicating career paths, establishing development and training plans, establishes career paths and individual job moves [38] Moreover, the training plans help the employees to learn new skills and knowledge and therefore give them new abilities [39]. The trained people are more empowered; therefore, training programmers should be made available for any effective succession planning [40]. The performance evaluations and training monitoring, the coordinator can keep a recorded timeline of likely retirees in order to anticipate future replacement needs.

Therefore, the succession planning is providing formal professional development opportunities, addresses employee-training needs by developing the skills necessary for leadership promotions. The information gathered in employee competency studies identify the training programme participants need for future management positions and the employee's participation can then be connected to performance evaluations to monitor the results. A training needs assessment must be measured and evaluated because increased emphasis on organizational outcomes means human resource development and training must be more accountable for delivering performance results [5]

The training and development is vital part of the human resource development and it is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs [7]. Training and development is one of the key HR functions and most organizations look at training and development as an integral part of the human resource development activity and the turn of the century has seen increased focus on the same in organizations globally [12]. Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behavior [26]. The training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere [18].

Training is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and developing knowledge, skills, and abilities in order to achieve and improve the employees' performance in the current job and prepare them for an intended job [37]. Training as a set of activities that are put in place when managing people in organizational contexts, is an HRM practice that can also be thought of as a process needs assessment, training design, training delivery, and training evaluation [12]. The training design stage should be thought of in terms of learning objectives, trainee characteristics, current knowledge about learning processes, and practical considerations.

4.6 Succession Planning

The succession planning is a way of determining important levels of employees and establishing a backup plan for their successful replacements **[**10**]**. There is always a fear in the minds of corporate management regarding lack of having future leaders and replacements for all level of employees. This can easily bring gap in continuity of business, which in

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turn brings a high need of having a structured succession plan implemented in every organization. The importance of ssuccession planning, which is the only productive methodology for competence building, career development and promotion of employees, and succession planning is mainly to be considered of elements which includes replacement of an individual with an appropriate successor fulfillment of effective training needs of the successor **[**7**]**.

Succession planning is considered a proactive approach, which is used for developing continuous leadership in an organization and ensuring that all the required positions are filled in case of planned and unplanned terminations of employees **[**1**]**. This point is important for other employees as well rather than for only leadership since organizations are not only based on leaders in fact leaders needs skill full and competent manpower to prove their leadership which emphasize the need of having a succession plan for all the normal employees as well other than top executives and leaders only **[**39**]**. Planning educational and instructional guidelines that help manage talent within organizations **[**15**]**, allowing the organization to seamlessly integrate career aspirations and competencies? The capabilities of employees within the organization with the business strategy of the organization.

Training and promotional succession are included in succession planning, the main requirement of succession planning is the requirement for the list of available vacancies and decision makers must have prior knowledge of the nature of those jobs to succeed in each position in case of replacements **[**19**]**. In contrary to that provides his argument that multiple organization are investing quite a lot of energy in creating succession plans but only few organizations are able to delegate succession management in the operations of their organization and on all employee levels within the organization. The succession management is considered as a structured process for both planned roles and development of leadership positions in order to ensure required backup for leadership positions are available and right potential will be provided when the positions are to be opened.

Utilization of resources potential and existing talent is one more benefit of succession planning process and the emphasize that programs related to succession management focuses on developing and retaining employees with high potential hence they help to provide companies with a managerial talent having competent human resource benefit **[29]**. However, the succession management in an effective manner it will help to develop organizations and it will ensure that requirement related to right employees at the right time will be fulfilled and efforts put in for succession management are likely to get successful in case if they are integrated in management operations **[**40**]**.

HR is involved with the other functional managers of the organization and they all are concerned with the implications of other practices for career planning process including formal trainings. The succession planning inside a much wider set of resourcing and development processes called “succession management”, encompassing management resourcing strategy, workforce planning, skills analysis and staff development, namely management development **[**27**]**. According to **[**11**]** that the succession planning is concerned with identifying posts that are critical to success and deciding how best to satisfy future requirements developing strategies to determine the optimum mix of internal and external recruitment. Therefore, the definition of succession planning as a process by which one or more successors are identified for key posts, and career moves and development activities are planned for these successors.

Key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within the organization, which is required for long-term planning **[**13**]**. The succession planning with the nurturing and development of staff to become possible successors and talent management benchmarking clearly indicated that most respondents, who were current public sector employees, consider staff development key to any succession plan. However, the succession planning in various organizations need of good leaders grown out of a company itself rather than hiring them should be stressed at lower levels only, but leaders should grow out of an organization

The succession planning as a systematic way to ensure that employees in a particular organization are competent enough to develop and then replace strategic roles in organization hierarchy. The organization which does not have a succession planning system in place they lack a formal succession plan find trouble in various areas such as key positions are not filled in an timely manner **[**14**]**. Key positions are filled by external candidates, constant horror of turnover at key positions, potential replacements are never ready and lack essential skills, most qualified talent is not retained **[**20**]**. Succession planning can be viewed as a systemic and long term process of ascertaining goals, needs, and roles within an organization at the same time prepare individuals for tasks relative to work needed within an organization **[**26**]**. The perceived succession planning as a process that can provide seamless leadership transition across the organization **[**29**]**. The succession planning as an organized process comprising the identification of an individual that will take over leadership from the manager or director that is due for retirement as a process put in place by organization for a future planned retirement or permanent exit of the executive.

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4.7 Talent Management

While in the past, manpower faced the problem of shortage occupation, modern organizations are dealing with talent scarcity, and demand for talents is much higher. Hence, talent pool and talent management from countries and organizations have been targeted, and economists have also proven that finding talented people, as one of the world's most valuable products, has been very difficult [15]. Based on experience gained, talent is defined, and through the ability to learn skills that will prove the person comes on complex tasks and talent can be considered as a complex combination of skills, knowledge, cognitive ability, and potential employees [20]. Based on high-performance and high ability, talent is defined, and organizations set their priorities based on these two dimensions some organizations have more emphasis on talent diagnosed in talent management programs, whereas some talent management approaches are associated with identification, tracing and keeping the best individuals.

The definition of talent management is difficult because it is a complicated task that usually is used within the strategy of human resources and talent management is the process of attracting, transferring, developing, and strategies that are related to those activities in an organization, and it is a process and opportunity to help management provide for individuals in the organization as individuals with talent [1]. Today, talent management as a broader concept is known in order to attract, retain, and develop talents, and it is important for two reasons first, talent management will ensure that organization can successfully attract and maintain necessary talent and the second reason is talent management should be done in a field that employees are working within.

According to [5] that the talent management strategy is trying to ensure that existing talented, worthy, and it has been identified strategic visions for shaping the organization's approach to talent management which include competitive vision: this vision is based on this idea that talent management must identify the talents and their demands should be noticed, otherwise these people are kidnapped by competitors. Talent management occurs in several forms and sizes and one of the most effective results in this area is the scope of talent management that could be coding and planning strategic priority and vision of talent management approach.

Furthermore, talent management development to some extent specifies development paths for potential employees [19]. One of the important points in talent management is that this configuration varies with different organizational levels in the organization. While at a higher level, talent management strategy was formed and it is specified through the organization strategy and at this level, individual and group talent is identified [35]. The succession planning, the most common model in this area is provided for effective succession planning process, which include identifying managers' expectations; drawing a capabilities model performing multiple assessment; creating performance management system; evaluating talented people; planning a tool for ongoing development; doing development plans; providing bench strength; having individual and organizational accountability; and evaluating the results.

With the recognition of succession planning process, it can be acknowledged that the boundary between talent management and succession planning is not clear [31]. Like talent management, succession planning is a complex process that has many layers and levels [11]. Some managers may know talent management equal to succession planning, and some know it is equal with employment, while others know talent management and leadership development are the same. Lack of connection between successions planning with talent management can create problems, such as existence of a clear talent management process and an ambiguous succession planning process. Respectively, talent management can be an effective complementary process for succession planning or sometimes it could combine succession planning to leadership process and organization management.

Hence, succession planning is the ultimate goal of talent management and one of the goals of developing management program is creating a talent pool to complete the specific job classes with focusing on individual skills, capabilities, and behaviors [14]. Without developing future managers, it is impossible to creating a succession planning and human resources experts believe that talent management system is the key element to the survivability and sustainability of every organization [32]. The talent Management need to a processing and strategic system and the need to existence of integration between the process and strategy within such a system [16]. The difference between human sources management and talent management is focusing its attention mostly on individual development in line with the performance management and it is more or less supported by offering rewards and financial incentives while talent management is considered as a perspective that is considered as a part of the trade strategy known as the strategic property.

5 Conclusion

This paper provides background information. It clearly explains the purpose of the study that focuses on the concept of talent management and justifies why it is important and why it is worthy of study and application. It also places the problem in a regulatory context by targeting the public sector and specifically on of its institutes that is (The General Directorate of Residency and Foreigners Affairs - Dubai). It also formulates the nature of the problem that this study

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will address and define the conceptual framework and hypotheses.

The UAE is one of the most developed economies in the Middle East region and is classified as a high-income developing economy and the leadership of the UAE aims to create a sophisticated knowledge based economy. The oil and gas resources of primarily located in Abu Dhabi, fueled rapid expansion of public infrastructure and services throughout the country. Moreover, Dubai was able to build on its traditional role as a trading hub by investing heavily in world-class ports and airports, but it went on to leverage these assets to become a tourist destination and emerging center of financial services as well. The key purpose of assessing phenomena of employee turnover across the industry in the UAE and identify the various strategies adopted by organizations in the UAE from the employee's perspective to retain talent in their units. Hence, the important as far as HR retention is concerned in organizations across industries in the UAE as well as the talent retention HR practices are valuable to the organizations in the UAE that are engaged in designing and implementing HR strategies to reduce employee turnover. The usage of employee retention strategies is dependent on the challenges thrown by both the general and operating business environment in UAE.

The study model the Impact of Human Resource Management Practices on Succession Planning in UAE Public Sector. The Mediating Role of Talent Management and framework staffing and selection, training and development, performance appraisal, compensation, empowerment, and career development to succession planning. while talent management mediation and the underpinning theories with supporting arguments, such as; theories consist of organization behavior and theory AMO theory to support the human resource management on the Talent Management Practices to improve succession planning in UAE public sector.

Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

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