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Objective

Gusau Journal of Business Administration (GUJOBA) is a bi-annual scholarly journal that focuses on qualitative and quantitative research in all areas of Management, Business Administration, Business financing, Marketing, Business Startup, Entrepreneurship and related disciplines.

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TALENT MANAGEMENT AND SUCCESSION PLANNING IN CORPORATE SETTINGS IN NIGERIA: A MEDIATING EFFECT OF HUMAN RESOURCE (HR) ANALYTICS

By

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Abstract

The strategic and operational sustainability of HR operations depends heavily on the engagement of technology to adopt and deploy HR analytics in this era of technological drive. The main objective of the study is to examine talent management and succession planning with the mediating effect of HR analytics. A quantitative research method was adopted, in which a well-structured questionnaire was used to collect data from the target respondents of the study. The study population was 790 respondents from the selected enterprises and Yamane's (1967) sample size determination formula was used in the study and the sample size was 266 respondents. The study used partial least squares structural equation modelling (PLS-SEM) to test the research hypotheses and analyse the correlation as well as the significant effect between human resource analytics, talent management and succession planning in modern Nigerian businesses. The results showed a positive and significant relationship between talent management and succession planning. This study also showed the positive effect of HR analytics on talent management and succession planning in Nigerian businesses. The study specifically concludes that talent management has an influence on the sustainability of succession planning through the mediating effect of human resource analytics. The study recommends that HR strategic thinkers continue to adopt new technologies that can accelerate the effective implementation of HR analytics, and that consistent training and development can help promote HR analytics and talent management to meet succession planning expectations in the dynamic business contexts.

Key Words: Human Resource Analytics, Succession Planning, Talent Management, Corporate Settings

1.1 Introduction

Human resources (HR) analytics, also known as workforce analytics or talent analytics, involves using data analytics and technology to better understand various aspects of organization's workforce behaviour. HR analytics is a technology-based human resources practice that modern businesses are adopting and implementing to improve the performance and sustainability of their HR departments, while simultaneously helps make data-driven decisions on human resource in corporate organisations. The primary goal is to make data-driven decisions that can improve overall HR processes, workforce efficiency, and organizational performance. In today's global organizational environment context and trends, HR activities had taken on different aspects, from traditional methods to more innovative and digitized HR activities. These changes are due to the continuous changes and emergence of newer technological innovations, innovative growth and development, which has caused and resulted in transformational changes in human resource practices in the modern business context (Polisetty, et al., 2024; Pandey, et al., 2023). These trending and changing environmental factors had led to the birth, adoption and practice of HR analytics in the modern corporations. The application and practice of HR analytics helps HR leaders and managers make effective and sustainable data-driven decisions, better understand resource practices, and

through data analysis and visualization, and consistently improve performance (Thakur, et al., 2024). Practicing HR analytics help make data-driven talent decisions, help improve workforce processes, and recruit and retain a talented and experienced workforce in Modern business philosophy. Recent studies had shown that the practice of HR analytics is not new in the most sustainable and profitable global business environments (Thakur, et al., 2024; Allaham, 2022; Patil & Priya, 2024), and the practice of HR analytics has been concretized effectively by the advent of newer technologies and technological innovation (Xu, et al., 2022; Xiao, 2022). HR analytics as an HR technology help support the HR practice functionality on talent management, workforce development, career planning, human resources and succession planning (Toine, et al., 2022).

Talent management and succession planning are essential aspects and functional roles of human resource management in organizations that ensure effective retention of employee skills and ensure continuity, stability and long-term success. Talent management and succession planning are essential elements of human resource management that identify, develop and retain key employees to ensure the long-term success of an organization. Both processes involve strategic approaches to managing an organization's workforce, focusing on creating a team of competent and capable people to fill key roles. Talent management is a comprehensive approach to attracting, identifying, developing and retaining the best talent within an organization. Succession planning in another dimension is the process of identifying and developing potential future leaders or key employees who can take on important roles in organisations. Talent management and succession planning are essential for organizations to thrive to ensure a continuous supply of competent and capable individuals ready to take on key human resource management role (Kolachina, et al., 2024). Integrating these processes contributes to organizational resilience and long-term success. Talent management and succession planning trends aim to improve workforce efficiency, talent retention, and organizational sustainability (Kaliannan, et al., 2023; McCaig, et al., 2022; Bano, et al., 2022; Ratnawati, et al., 2022).

Adopting and implementing HR analytics to achieve and sustain talent management and succession planning is a problem for modern businesses in Nigeria. Several studies on talent management, succession planning, and HR analytics had been conducted from different perspectives and perspectives, mainly in the development context (Thakur, et al., 2024; Toine et al. 2022; Xiao, 2022; Kaliannan et al., 2023; Ratnawati, et al., 2022; McCartney & Fu, 2022; Kiran, et al., 2022;), but no study has addressed this study's aspect of talent management and corporate succession planning in Nigeria: the mediating impact of HR analytics. Furthermore, some of the above studies on reconciling HR analytics with talent management and succession planning in organizations had shown little literatures and their findings and conclusions are contradictory and relevance of HR analytics still unclear to modern HR practice. Based on the aforementioned gaps, the study intends to examine talent management and succession planning in Nigerian businesses: The mediating effect of HR analytics as a fair contribution to knowledge on these existing gaps.

1.2 Research Hypotheses

H01: Talent management has no effect on succession planning in corporate settings in Nigeria.
H02: HR analytics has no effect on talent management in corporate settings in Nigeria.
H03: HR analytics has no effect on succession planning in corporate settings in Nigeria.

CONCEPTUAL REVIEW

2.1 HR Analytics

HR analytics is driven by the strategic alignment of new technology and innovation. HR analytics is an ever-evolving concept in human resources practice, encompassing the

adoption and application of technological data to source, attract and retain talent in corporate settings (Polisetty, et al., 2024). This involves adopting and implementing data-driven intelligence systems to help ensure the effectiveness and sustainability of talent planning, talent development, talent management and planning succession in organizations. HR analytics is a systematic technology approach used to drive organizational talent and sustainable performance through operational systems that analyse strategic and critical data across the department (Thakur, 2024). HR analytics using modern techniques helps drive investment in the workforce of organizations to achieve operational sustainability and profitability in the business environment even during environmental changes hard. The analytical aspects of HR focus on strategic and critical pillars connected to employees, including employee retention and turnover analytics, training and development analytics, and systems analytics rewards and remuneration, motivation analysis, work environment analysis, performance and productivity analysis, recruitment process analysis and corporate culture analysis in organizations (Patil & Priya, 2024). Effective application and practicing HR analytics can help modern businesses optimize operations, improve performance and overall employee experience, and reduce recruitment costs. employ and retain their workforce.

Recent studies had specifically investigated how technological variables such as artificial intelligence can be applied to improve HR analytics applications (Pandey, et al., 2024; Rodgers, et al., 2023). HR analytics for HR management has contributed to strategically driving business performance in the modern business landscape (Madhani, 2023). Allaham, (2022) specifically concluded that studies on HR analytics and their findings were applied in organizations (Xu et al., 2022; Xiao, 2022). Ekka and Singh, (2022) concluded that the application and practice of HR analytics has a significant and positive impact on the operational performance and sustainability of units and departments. human resources, as well as an overall view of employee performance in the modern era. business organizations. McCartney and Fu, (2022) specifically believed that HR analytics methods can be applied to improve organizational performance and sustainability. Koirala and Mishra, (2022) opined that the application and practice of HR analytics had also contributed to the assessment of HR activities and practices in the modern business environment. Xiao, (2022) emphasizes the positive strategic significance of applying the Internet of Things (IoT) and big data analytics in the human resource management of modern enterprises. Toine et al. (2022) also supports the revalidation and credibility of innovative human resource management, digitalization and transformation approaches in modern organizations. Margherita, (2022) believed that HR analytics will be an effective and sustainable driver for HR activities in the near future. The study demonstrates the potential value of technology and innovation in the practice of HR analytics and value creation for the performance and sustainability of modern organizations (Margherita, 2022). Soares, et al. (2022) also conducted a systematic review of the effectiveness and operational sustainability of applying and implementing HR analytics in modern business environments. Another study also emphasizes the mediating impact of HR analytics on the management and development of sustainable human resources as well as the sustainability of organizational performance in the modern digital era (Kiran, et al., 2022). Thakre, (2021) concluded on the effectiveness and sustainability of HR analytics for organizational innovation.

2.2 Talent Management (TM)

Talent management can best be described as the process of applying strategic thinking by senior managers and HR leaders to attract, organize, motivate and retain a talented workforce. the highest and most productive of the organization. Effective and sustainable talent management in the helps attract and retain the best talent to organizations, which has a significant impact on building consistent operational sustainability and planning and executing

succession work smoothly. The human resources department of any organization will benefit from operational smoothness and efficiency when effectively implementing talent management (Kolachina, et al., 2024). Implementing effective talent management can help enhance talent attraction, development and retention, as well as employee performance and satisfaction in the modern business environment. Recent studies had investigated the relationship between the impact of talent management on employee performance and organizational sustainability in a comprehensive manner (Kaliannan, et al., 2023; McCaig et al., 2022). McCaig et al. (2022), opined that talent management is a source of enhanced organizational competitiveness and competitive advantage. Talent management, according to Kaliannan, et al. (2023), is the improvement of talent development among an organization's employees. That is, effective talent management improves the efficiency and smoothness of the recruitment process in organizations. The effectiveness of employee engagement is a result of flexibility in talent management in corporate settings. A study also found that talent management has a strategic impact on employee satisfaction and company performance (Siripipatthanakul et al., 2022). Shinta, et al. (2022) specifically assert that succession planning can be achieved effectively and sustainably through talent management in modern organizations. Louis, et al. (2022) also concluded that talent management in the context of corporate accounting improves auditors' overall performance. Kaewnaknaew, et al. (2022) discussed the impact of talent management on the performance of a construction company. Sindhura, (2022) emphasizes the impact of talent management strategies in optimizing HR operations in modern organizations. One study concluded that technological innovation has changed the way talent is managed in today's digital age (Stopochkin, et al. 2022). Other studies claimed that implementing talent management strategies can help increase the efficiency and sustainability of HR operations in organizations (Hassanein & zgit, 2022; Ratnawati, et al. 2022).

2.3 Succession Planning (SP)

Succession planning is an important issue in modern businesses to meet the unforeseen needs of leadership and management changes. In other words, effective succession planning helps replace top talent who leave the organization. Well-structured succession planning frees the organization from searching for external talent and successors to meet urgent needs. Effective succession planning helps modern businesses manage talent pipelines and enable successors to drive and improve the sustainability of their operations and profitability. Succession planning can also be described as planning for the replacement of talented people who leave the organization. Succession planning can best be described as the strategy adopted by strategic leaders to replace emerging talent with retired or lost talent within their organization (Hoque & Zheng, 2024). It is simply described as a structured process to replace departing talent with trained successors within organizations. Succession planning is the bests strategic practice to sustain small and large organisation’s competitiveness (Okeke, et al., 2022; Bano, et al.2022). Succession planning is key to the operational sustainability, profitability, and competitiveness of family businesses (Natadilaga, et al., 2024). That is, succession planning practices help enhance performance and sustainability of corporate settings. Bano et al. (2022); Sholesi, et al. (2022) emphasize the importance of succession planning in terms of operational sustainability and profitability of businesses of all sizes. Nurudeen, (2022) described the impact of succession planning on the performance strength of small and medium enterprises (SMEs) in Nigeria with intervention of organizational culture. Batra and Kaur, (2022) evaluated the significant impact of succession planning and workforce diversity in modern businesses.

Study Model

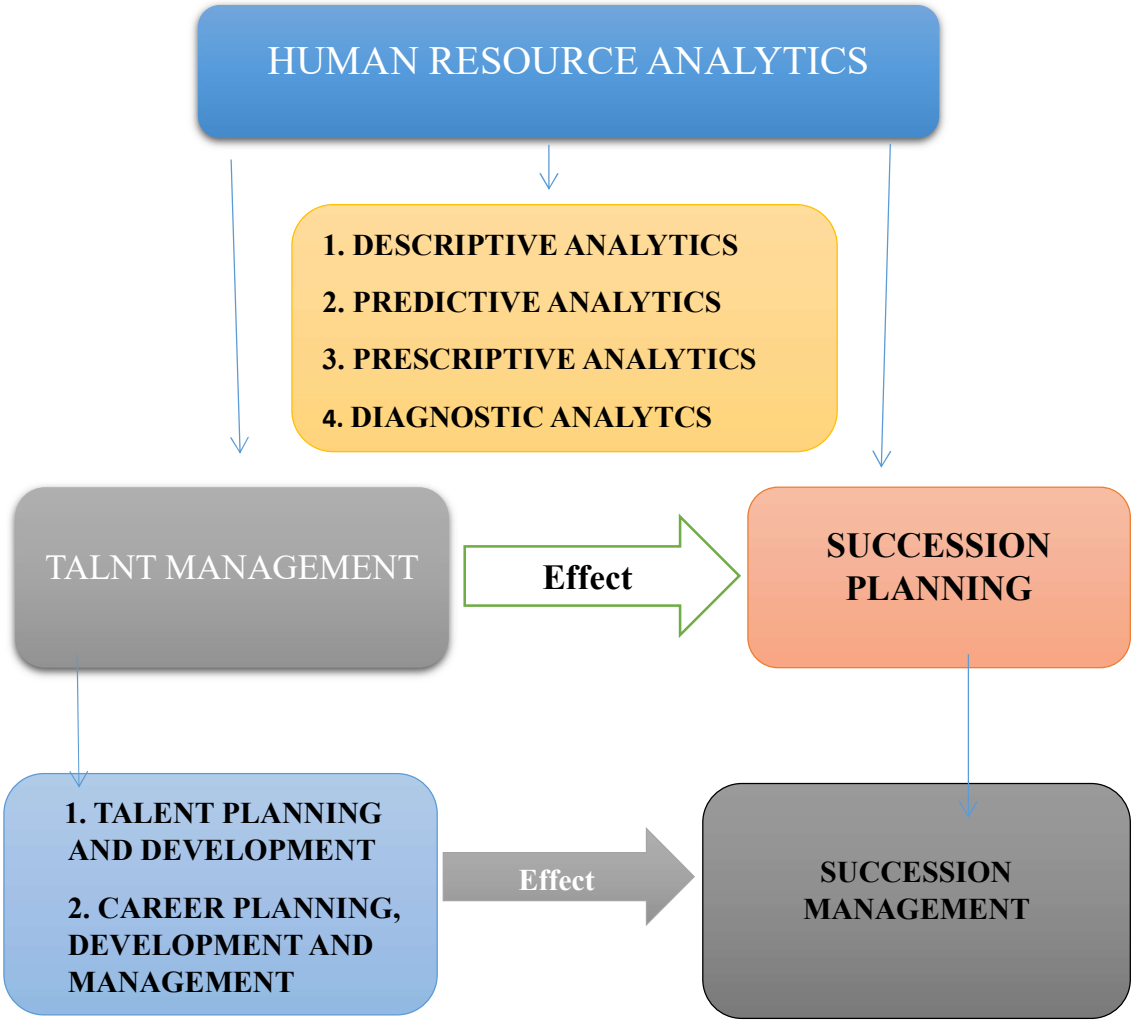

Fig. 1.2: Mediating Effect of HR Analytics on Talent Management and Succession Planning (Researchers, 2024)

The above model proposes and demonstrates the correlating between talent management and succession planning with the mediating impact of HR analytics in the modern business environment. HR analytics uses a modern technological variable called a "dashboard" to report events occurring in HR practices in TM and SP terms, known as "descriptive analytics." HR analytics also uses technology variables to show the future impact of TM and SP on organization; this is called "predictive analytics". HR analytics is applied within the organization present course action options and corrective measures to adopt to avoid the unforeseen impact of TM and SP for the organizations, this is called "prescriptive analytics." HR analytics can help streamline the effectiveness and sustainability of the relationship between talent management and succession planning in the modern business environment. Diagnostic analytics helps identify data on remote and immediate causes of gaps that may arise in talent management and impact succession planning, and extract solutions and data necessary to overcome the causes of talent gaps and staff turnover in the organization. The model showed that effective talent management leads to sustainable succession planning, implementation and

management in corporate settings. The model also revealed that smooth talent management can bring about positive changes in employee talent planning and development, while helping to optimize planning, development, and growth. This improvement can lead to more effective and long-term succession planning, as well as improved operational sustainability and overall organizational profitability.

2.4 Theoretical Framework

This study has strategically linked and underpinned two (2) theories as theoretically based, namely, the Evidence-Based Management (EBM) Theory (Bezzina, et al., 2017) and dynamic capabilities theory (Winter, 2003). Evidence-Based Management (EBM) is an approach that involves making decisions and taking actions based on the best available evidence, integrating scientific findings with practical wisdom and organizational values. This concept is rooted in the broader movement of evidence-based practice, which originated in medicine and has been applied to various fields, including management. When aligning EBM with HR analytics, talent management, and succession planning, organizations can benefit from a more data-driven and informed approach to managing their human capital. By integrating EBM principles with HR analytics, talent management, and succession planning, organizations can create a more strategic and evidence-based approach to managing their workforce. This alignment helps in making informed decisions that lead to improved organizational performance and employee satisfaction. According to EBM theory, the strength of HR analytics in organizations depends heavily on the facts and evidence from senior managers and HR leaders in talent management and succession planning. Studies had justified the adoption of EBM Theory on HR analytics research in various perspectives (Lathabhavan, 2023; McCartney, & Fu, 2022; Si, et al., 2023). When used in tandem with HR analytics, Evidence-Based Management theory can greatly improve the efficacy of succession planning and talent management in Nigerian business contexts. Organizations may better discover, develop, and retain top people, assuring long-term success and sustainability in Nigeria's changing business climate, by adopting a data-driven decision-making process, minimizing biases, and optimizing resource allocation.

Dynamic capabilities (DC) theory emphasizes a firm's ability to integrate, build, and reconfigure internal and external capabilities to respond to rapidly changing environments. Dynamic capabilities are considered essential to a firm's long-term success because they enable an organization to adapt to changing technological context, take advantage of new opportunities, and respond effectively to challenges. Dynamic capabilities described the organization's ability to integrate, build, and reconfigure internal and external capabilities to respond to rapidly changing environments. In the context of HR, dynamic capabilities involve the capacity of corporate settings to adapt and respond to changes in workforce talent with the evolving advancement in technology. This includes the ability to attract, develop, and retain talented employees, aligning HR strategies with the overall organizational goals. Based on DC theory, HR analytics can provide valuable insights into talent management and succession planning sustainability in corporate settings.

Dynamic Capabilities (DC) theory posits that HR analytics is a capability that can improve the effectiveness and sustainability of organizational resources, especially talent management, to achieve succession planning coherent. According to DC theory, HR analytics links significant impacts of the relationship between talent management and succession planning in modern organizations. Recent studies had adopted DC theoretical lens to justify their research on HR analytics in various perspectives (Pillai, & Srivastava, 2023; Thakur, et al., 2024; Bahuguna, et al., 2023). Integrating dynamic capabilities theory into HR analytics can help Nigerian corporate settings improve their ability to effectively manage talent and succession plan in a rapidly changing environment. This approach will enable corporate

settings to adapt to changing business conditions, identify and develop talent, improve organizational learning and knowledge management, and address talent-related challenges while using data-based insights to support strategic decision-making.

METHODOLOGY

3.1 Research Design

The methodology adopted in the study was quantitative research, and the study used a causal research design to ascertain the correlative effect of talent management on succession planning and the correlative effect of HR analytics on talent management and succession planning in corporate settings. The data requirements source adopted on talent management, succession plaining and HR analytics was closed-ended questionnaire and it was adequately administered to the selected corporate settings in Nigeria.

3.2 Population and Sample Size Determination

Selected corporate facilities in Abuja Nigeria, where ShopRite, MTN Nigeria, GOBAL Com Nigeria, First Banks Nigeria Limited, Zenith Bank Plc and MultiChoice Nigeria Limited and were selected based on consistent performance in public operations and considering their market leadership in their industrial operation. The target population of the study included managerial and non-managerial employees of the selected corporate settings. This resulted in a total of 790 populatio from the selected companies. Taro Yamane's (1967) sample size determination formula was used in the study.

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{790}{1+790\ (0.05)^2} \qquad n = \frac{790}{1+79\ \ (0.0025)} = \frac{790}{1+1.975}$$

$$n = \frac{790}{2.975}$$

n = 209.75 = 265.6 = 266.

The sample size was 266 respondents. To avoid problems of no response, questionnaires being filled out incorrectly, and questionnaires possibly being lost, a sample size of 30 percent was provided and added to the sample to compensate for these limitations (Anderson, et al., 2017; Cochran, 1963). 30% of 266 = 80, so 80 + 266 = 346. To obtain complete and general information, this was allocated 30% to management employees and 70% to non-management employees.

3.3 Sources and Methods of Data Collections

The source of data collection for this study was primary source and was collected directly from employees of the selected companies in Abuja, Nigeria through questionnaire. The use of primary data by researchers in talent management and succession planning, with the help of HR analytics, has significantly enabled the collection of data that can help obtain results and conclusion based on real-time information on the topic. The study sent 21 items in the questionnaire, of which 7 items were taken from each variable to each company employee via email in Abuja, and 296 respondents answered and completed the questionnaire accurately. Researchers used HR analytics questionnaire in talent management and succession planning to provide a comprehensive, data-driven approach to understand the workforce planning and development workforce in a selected corporate workforce environment in Abuja, Nigeria.

Questionnaire enabled research teams to collect quantitative data on the skills, aspirations and career goals of employees at selected corporate settings in Abuja, Nigeria. This information was valuable for understanding the current skill set of the workforce in the selected corporate settings. Questionnaire data helped researchers create talent profiles and identify potential successors for key roles among selected corporate settings in Abuja, Nigeria.

3.4 Validity and Reliability of Research Instruments

The study used content validity to measure talent management and succession planning questionnaires with the help of HR analytics. Content validity was used to help ensure that the question items accurately captured relevant aspects of these concepts. Content validity clearly defines the concepts used to measure talent management, succession planning, and human capital analytics. This ensures that the question items correspond to the concepts intended to be used in the study. The researchers sought advice from experts in the fields of talent management, succession planning and human capital analytics. These experts helped provide valuable information about the content and relevance of the questionnaire items. Considering the mediation of HR analytics, the researchers ensured that the questionnaire included items related to data-driven decision making, use of analytics, and impact of analytics on processes succession planning and talent management in the selected corporate settings in Abuja. The reliability of the questionnaire used in talent management and succession planning with the help of HR analytics ensured the consistency and stability of the measurement tool used by previous studies in the field (Pillai, & Srivastava, 2023; Thakur, et al., 2024; Bahuguna, et al., 2023).

Methods of Data Analysis

The study used partial least squares structural equation modelling (PLS-SEM) to test the research hypotheses and analyse the correlative effect between HR analytics, talent management, and succession planning. SEM was used by the researchers to evaluate the mediating role of HR analytics in the relationship between talent management and succession planning. The researchers examine how HR analytics mediates the relationship between talent management practices and outcomes using SEM. Researchers used SEM to test and validate theoretical models of talent management and succession planning by comparing hypothetical models with actual data.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Table 4.1: Outer loadings (Measurement Model)

	Parameter Estimates	Standard errors	T values	P values
ATT1 <- HR	1.000	n/a	n/a	n/a
ATT2 <- HR	0.993	0.023	43.399	0.000
ATT3 <- HR	0.988	0.024	41.362	0.000
ATT4 <- HR	0.915	0.024	37.504	0.000
ATT5 <- HR	0.900	0.024	37.642	0.000
BI1 <- SP	1.000	n/a	n/a	n/a
BI2 <- SP	1.432	0.061	23.530	0.000
BI3 <- SP	1.390	0.059	23.635	0.000
USEF1 <- TM	1.000	n/a	n/a	n/a
USEF2 <- TM	1.163	0.042	27.512	0.000

USEF3 <- TM	1.265	0.043	29.397	0.000
USEF4 <- TM	1.295	0.046	28.431	0.000
USEF5 <- TM	1.093	0.039	28.139	0.000

The table showed the outer loadings, parameter estimates, standard errors, t-values, and p-values for various indicators representing latent constructs in a structural equation model (SEM) or a similar analysis. These indicators reflected the relationships between observed variables and their corresponding latent variables. The values provided was interpreted as follows:

HR (HR Analytics):
- ATT1 <- HR: This indicated that the first indicator of the latent variable Attitude (ATT) is directly loaded by HR Analytics (HR) with a parameter estimate of 1.000. Since this loading is fixed at 1.000, it's not necessary to provide standard errors, t-values, or p-values for this indicator.
- ATT2 <- HR: The second indicator of Attitude (ATT) is loaded by HR Analytics (HR) with an estimated loading of 0.993. The associated t-value is 43.399, suggesting high statistical significance.
- ATT3 <- HR: Similarly, the third indicator of Attitude (ATT) is loaded by HR Analytics (HR) with an estimated loading of 0.988 and a high t-value of 41.362.
- ATT4 <- HR: The fourth indicator of Attitude (ATT) is loaded by HR Analytics (HR) with an estimated loading of 0.915 and a significant t-value of 37.504.
- ATT5 <- HR: The fifth indicator of Attitude (ATT) is loaded by HR Analytics (HR) with an estimated loading of 0.900 and a significant t-value of 37.642.

SP (Succession Planning Strategies):
- BI1 <- SP: The first indicator of the latent variable Behavioural Intention (BI) is directly loaded by Succession Planning Strategies (SP) with a parameter estimate of 1.000. As before, the fixed loading means no additional statistics are provided.
- BI2 <- SP: The second indicator of Behavioural Intention (BI) is loaded by Succession Planning Strategies (SP) with an estimated loading of 1.432 and a highly significant t-value of 23.530.
- BI3 <- SP: The third indicator of Behavioural Intention (BI) is loaded by Succession Planning Strategies (SP) with an estimated loading of 1.390 and a highly significant t-value of 23.635.

****TM (Talent Management)** **:
- USEF1 <- TM: The first indicator of the latent variable is directly loaded by Talent Management (TM) with a parameter estimate of 1.000, again with no additional statistics due to the fixed loading.
- USEF2 <- TM: The second indicator of TM is loaded by Talent Management (TM) with an estimated loading of 1.163 and a significant t-value of 27.512.
- USEF3 <- TM: The third indicator of TM is loaded by Talent Management (TM) with an estimated loading of 1.265 and a significant t-value of 29.397.
- USEF4 <- TM: The fourth indicator of TM is loaded by Talent Management (TM) with an estimated loading of 1.295 and a significant t-value of 28.431.
- USEF5 <- TM: The fifth indicator of TM is loaded by Talent Management (TM) with an estimated loading of 1.093 and a significant t-value of 28.139.

These results provide insights into the relationships between observed variables (indicators) and their corresponding latent constructs (HR Analytics, Succession Planning Strategies and Talent Management). The parameter estimates, t-values, and p-values help assess the statistical significance of these relationships in the context of your analysis.

Latent variables

Table 4.2: Estimated parameter (overview)

	Parameter estimates	Standard errors	T values	P values
HR	0.883	0.047	18.862	0.000
SP	0.477	0.037	12.842	0.000
TM	0.352	0.025	14.179	0.000

The table 4.2 showed the estimated parameters for the latent variables within the context of your analysis: HR (HR Analytics), SP (Succession Planning Strategies), and TM (Talent Management). These parameters, including parameter estimates, standard errors, t-values, and p-values, hold significance in comprehending the nature and strength of the interrelationships among these latent constructs in a structural equation model (SEM) or a similar statistical framework. Beginning with HR (HR Analytics), the parameter estimates of 0.883 suggests a positive relationship between HR Analytics and the broader model. This numeric value denotes that HR Analytics wields a substantial and positive influence on the latent variables in the analysis. This assertion is reinforced by the remarkably high t-value of 18.862 and the exceedingly low p-value of 0.000, firmly establishing the statistical significance of this connection. In practical terms, these findings underscore the pivotal role that HR Analytics plays in shaping the overall structural dynamics.

Transitioning to SP (Succession Planning Strategies), the estimated parameter value of 0.477 indicates a positive and significant association between Succession Planning Strategies and the overarching model. This numeric insight implies that Succession Planning Strategies exert a meaningful positive impact on the latent variables encapsulated within the analysis. This assertion is further confirmed by the noteworthy t-value of 12.842 and the highly significant p-value of 0.000. These statistical results illuminate the importance of well-developed succession planning strategies in influencing the broader structural relationships. Lastly, for TM (Talent Management), the parameter estimates of 0.352 signifies a constructive and substantial correlation between Talent Management and the overarching model. This numerical observation suggests that Talent Management exerts a noteworthy positive effect on the latent variables integrated into the analysis. This conclusion is strengthened by the pronounced t-value of 14.179 and the statistically significant p-value of 0.000. These statistical findings accentuate the integral role that effective Talent Management practices play in shaping the overall structural landscape.

The provided parameter estimates and their associated statistics collectively illuminate the intricate interplay among the latent variables: HR Analytics, Succession Planning Strategies, and Talent Management. The statistical significance of these relationships underscores their integral roles in shaping the comprehensive structural model, offering insights of value to researchers and practitioners seeking to understand and optimize the dynamics of HR-related factors within the context of your analysis.

Table 4.3: Correlations

	HR	SP	TM
HR	1.000	0.345	0.408

SP	0.345	1.000	0.514
TM	0.408	0.514	1.000

The table 4.3 provided the correlation coefficients, which give insights into the relationships and variance explained among the latent variables HR (HR Analytics), SP (Succession Planning Strategies), and TM (Talent Management). The correlation coefficient between HR (HR Analytics) and SP (Succession Planning Strategies) is 0.345, indicating a positive but moderately weak correlation between these two variables. The correlation coefficient between HR (HR Analytics) and TM (Talent Management) is 0.408, signifying a positive but still moderately weak correlation between these variables. The correlation coefficient between SP (Succession Planning Strategies) and TM (Talent Management) is 0.514, demonstrating a positive and moderate correlation between these two variables. These correlation coefficients provide a snapshot of the relationships among the variables. While they suggest some level of association, the strengths are moderate, implying that these variables are related, but not extremely strongly.

Table 4.4: R-square

	R-square
SP	0.286
TM	0.167

The R-square (coefficient of determination) values provide insights into how much variance in one variable is explained by the other variables in the analysis. For SP (Succession Planning Strategies), the R-square value is 0.286. This means that around 28.6% of the variance in SP is explained by the variance in the other latent variables (HR and TM) in the model. For TM (Talent Management), the R-square value is 0.167. This indicates that approximately 16.7% of the variance in TM is accounted for by the variance in the other latent variables (HR and SP) in the analysis. These R-square values indicate the proportion of variability in each latent variable that can be attributed to the other variables in the analysis. While these values are not extremely high, they do suggest that there is a degree of shared variance among the variables, contributing to the overall relationships observed in the model.

Table 4.5: Construct Reliability and Validity

	Cronbach's alpha (standardized)	Cronbach's alpha (unstandardized)	Composite reliability (rho_c)	Average variance extracted (AVE)
HR	0.936	0.936	0.936	0.744
SP	0.825	0.821	0.831	0.619
TM	0.906	0.906	0.908	0.660

The table 4.5 offered a comprehensive assessment of construct reliability and validity for the latent variables in your analysis—HR (HR Analytics), SP (Succession Planning Strategies), and TM (Talent Management). These metrics are crucial for evaluating the robustness and quality of these latent constructs within the context of your model. Starting with Cronbach's Alpha, this measure of internal consistency evaluates the extent to which items

within a latent variable correlate with one another. The standardized Cronbach's Alpha values—0.936 for HR, 0.825 for SP, and 0.906 for TM—indicate strong internal consistency within each variable. These scores suggest that the items forming each construct are coherent and consistently measure the underlying concept they represent. This level of internal consistency enhances the reliability of the constructs. Moving to Composite Reliability (rho c), this metric assesses the reliability of the latent variable as a whole, considering both shared variance among items and measurement error. With values of 0.936 for HR, 0.831 for SP, and 0.908 for TM, your constructs demonstrate high composite reliability.

This reflects the constructs' stability and the reliability of their measurement across various scenarios. Average Variance Extracted (AVE), the next metric, gauges the proportion of variance captured by a latent variable's indicators. AVE values of 0.744 for HR, 0.619 for SP, and 0.660 for TM suggest that a substantial portion of the constructs' variability is accounted for by their indicators. This indicates that the indicators collectively contribute to explaining the underlying concepts effectively. Collectively, these findings underscore the robust construct reliability and validity of HR, SP, and TM within your model. The high Cronbach's Alpha scores affirm internal consistency, while the strong Composite Reliability values highlight the constructs' reliability as a whole. Additionally, the reasonable AVE values underscore the constructs' ability to effectively capture the intended concepts. Altogether, these metrics affirm the quality of the latent variables and enhance the credibility of your analysis and its findings.

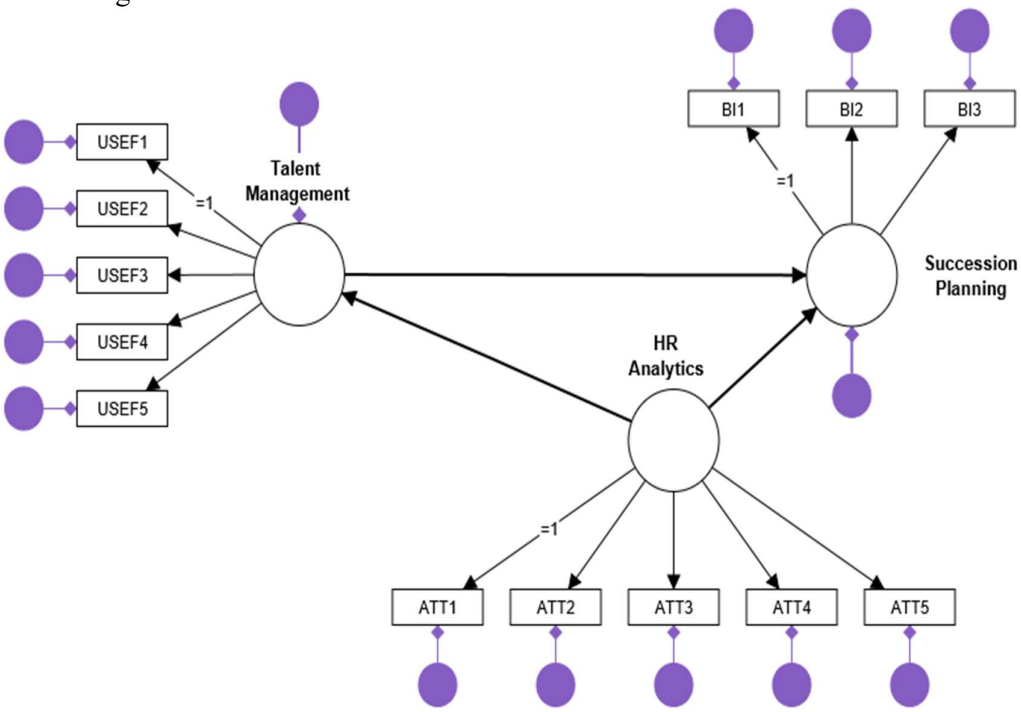

Fig. Structural Model

Table 4.6: Path coefficients

	Parameter estimates	Standard errors	T values	P values
HR -> SP	0.142	0.029	4.949	0.000
HR -> TM	0.282	0.022	12.877	0.000
TM -> SP	0.562	0.047	11.926	0.000

The results from the analysis present a comprehensive view of the relationships between HR Analytics (HR), Talent Management (TM), and Succession Planning Strategies (SP) within the corporate landscape of Nigeria. These statistical findings unveil significant insights into how these variables interact and impact one another. The positive path coefficient of 0.142, accompanied by a low p-value ($p < 0.001$), illustrates a robust correlation between HR Analytics and Succession Planning Strategies. This indicates that HR Analytics has a noteworthy positive influence on the development and implementation of effective succession planning strategies within Nigerian corporations. The substantial t-value of 4.949 further underscores the statistical significance of this relationship, implying that companies that leverage HR Analytics are more likely to had successful succession planning initiatives in place. Similarly, the analysis highlights a significant link between HR Analytics and Talent Management, as evidenced by the substantial path coefficient of 0.282 and a very low p-value ($p < 0.001$). This indicates that HR Analytics plays a pivotal role in shaping and enhancing Talent Management practices in Nigerian corporate environments. The considerable t-value of 12.877 reinforces the strength of this connection, implying that organizations utilizing HR Analytics tend to excel in their Talent Management endeavours.

Furthermore, the findings suggest a prominent connection between Talent Management and Succession Planning Strategies, with a path coefficient of 0.562 and an exceedingly low p-value ($p < 0.001$). This signifies that effective Talent Management practices substantially contribute to the formulation and execution of successful succession planning strategies within Nigerian corporations. The high t-value of 11.926 bolsters the statistical significance of this relationship, underscoring the critical role that Talent Management plays in shaping effective succession planning. Thus, the empirical results of the analysis provide compelling evidence to support the initial hypotheses. HR Analytics demonstrates a strong positive influence on both Talent Management and Succession Planning Strategies, while effective Talent Management practices significantly contribute to the success of succession planning initiatives within the Nigerian corporate context. These findings collectively highlight the importance of HR Analytics and well-executed Talent Management strategies in fostering sustainable succession planning and overall organizational success in Nigeria.

Table 4.7: Indirect effects

	Specific indirect effects
HR -> TM -> SP	0.159

The analysis also explored indirect effects among the variables HR Analytics (HR), Talent Management (TM), and Succession Planning Strategies (SP). The specific indirect effect you've mentioned is:

HR -> TM -> SP: 0.159

This indirect effect suggests that the influence of HR Analytics (HR) on Succession Planning Strategies (SP) is partially mediated by its impact on Talent Management (TM). In other words, HR Analytics indirectly affects Succession Planning Strategies by influencing Talent Management. A positive value of 0.159 for the specific indirect effect implies that the positive relationship between HR Analytics and Talent Management leads to an enhancement in Talent Management practices, which subsequently contributes to the effectiveness of Succession Planning Strategies. This indirect effect is statistically significant if its p-value is below the chosen significance level (0.05). Therefore, this indirect effect provides a deeper understanding of the mechanism through which Talent Management Influences Succession Planning Strategies by working through the mediating variable of HR Analytics. This insight can be valuable for organizations seeking to optimize their HR strategies and improve their succession planning outcomes within the context of Nigeria's corporate environment.

4.2 Discussion of Findings

The initial results of this study showed that talent management had a significant positive effect on succession planning of corporate settings in Abuja, Nigeria. This finding had been conceptually and empirically supported by previous studies that talent management influences succession planning in modern organizations (Ratnawati et al., 2022; Shinta et al., 2022; McCartney & Fu, 2022). The results of this study showed that HR analytics had a significant effect on talent management of corporate settings in Abuja, Nigeria. This finding is consistent with the results of recent studies that HR analytics had an effect and influence on corporate settings talent management (Kiran et al., 2022; Thakur et al., 2024). The results of this study also showed that HR analytics had a significant effect on succession planning of corporate settings in Abuja, Nigeria. This finding was also supported by the findings of recent studies that HR analytics had an effect and influence on business succession planning (Pandey, et al. 2024; Polisetty et al., 2024). The results showed that HR analytics had a mediating effect between talent management and succession planning of corporate settings in Abuja. This finding had been supported empirically and conceptually that HR analytics mediates between talent management and succession planning in the modern business environment (Pandey, et al., 2024; Polisetty, et al., 2024; Kiran et al., 2022; McCartney & Fu, 2022). EBM and DC theories also support these findings that HR analytics had a strategic effect on talent management and succession planning of corporate settings in Abuja, Nigeria and this had been consistent with the studies of Pillai, and Srivastava, (2023); Thakur, et al. (2024); Bahuguna, et al. (2023); McCartney, and Fu, (2022); Si, et al. (2023).

Conclusion and Recommendations

This study concludes that talent management had an effect on succession planning with a mediating effect of human resource analytics in the modern Nigerian business context. This conclusion answers the research questions and objectives of the study. That is, the adoption and application of HR analytics can help achieve and maintain effective talent management, which in turn can lead to sustainable and profitable succession planning strategies of corporate settings in Nigeria. Talent management and succession planning are dynamic processes that occur over time. Succession planning requires coordination with other elements of human resource development, such as training, coaching, and performance appraisals. This conclusion had addressed the objectives of the study. Management skills can be effectively supplemented by developing successors through HR analytics to achieve and maintain talent management and succession. Talent management is therefore an essential element of succession planning. Developing and implementing workforce development for succession should also be part of the talent management process to optimize the succession planning process within their organization. In other words, the organization must be able to maintain a balance between talent supply and demand to effectively reach the optimal level in achieving the goals of the company's succession plan through analytics efficient workforces. That is, consistent employee training and development can help corporate settings in Nigeria implement effective talent management to achieve sustainable succession planning strategies. Adopting new technologies to enhance HR analytics practices with adequate financial support can help corporate settings in Nigeria effectively mediate between talent management and succession planning. The results of this study can help HR managers and professionals of corporate settings to develop HR analytics strategies that can improve long-term talent management and succession planning and adapt to the current complexity of talent hunting in the global labour market.

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