INVESTIGATING THE EFFECT OF IT MANAGEMENT ON TALENT MANAGEMENT AND SUCCESSION MANAGEMENT IN SOCIAL SECURITY ORGANIZATION OF IRAN

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Abstract. Increasing growth of using information technology in organizations has led to a rapid increase in information and more dependence of organizations on the technology. The purpose of present study was to investigate the effect of IT management on talent management and succession management in Social Security Organization of Iran. Present study is an applied research in the term of its purposes and a survey-descriptive one in the term of data gathering method. Data gathering tools included library studies and field study using questionnaire. The statistical population of present study included 518 employees of Social Security Organization and samples were selected using simple random sampling method. Inferential statistics were used to survey research questions in the statistical population and the statistical methods of regression analysis[1] and confirmatory factor analysis (CFA)[2] were used for this purpose. Factor analysis using orthogonal axis rotation (Varimax rotatioin) was used to obtain pure factors and evaluate the structural validity of used questionnaire as well as confirmation of under study factors. For this purpose, KMO[3] indicator and Bartlet's Test of Sphericity were used. The reliability of questionnaire was measured through Cranach's alpha. The obtained results indicated a good correlation between latent variables of talent management and succession management at the level of 0.52 as well as a good correlation between latent variables of IT management and succession management at the level of 0.38. Also there was a very good correlation between latent variables of IT management and master management at the level of 0.72.

Key words: IT management, talent management, succession management, Social Security Organization.

Introduction. Nowadays, organizations have realized talent as a resource that needs management to achieve the best results. Paying attention to the issue of to talent identification can organizations dynamic and drive them toward sustainable development in the field of human resources. To solve the talent crisis, organizations should have an intra-organizational look, utilize from talent detection and succession management strategies and focus on identifying, fostering, and developing their available talents (Kearns, 2016). Organizations utilize from technology to reduce costs, improve service delivery, create differentiation in goods and services and find the ability of innovation [14].

The process of technological, social and economic changes in the internal and external environment of organizations is among main factors that have led to a new attitude in strategic human resource planning. Organizations must have a comprehensive and strategic vision and consider different requirements if they want to be in line with these changes. In the present era, efficient human resources or knowledge personnel are the most competitive source of organizations; while many organizations lack the expertise and skills to effectively provide a strategic plan for human resources [11]. Information technology and informational systems lead that update and on time information of human resources are provided for organizations. On the other side, Talent management needs to carry out its works electronically in order to preserve talented employees which IT can facilitate this matter and lead to satisfaction of talented employees through providing Internet access, databases, company site and virtual training. Also, succession management makes organizations not to lose its desirable qualitative employees in key positions through correct choosing and development of successors and not to suddenly lose their trained, experienced and expert manpower. It makes it possible to update employment data in order to provide on time information about key personnel and retirement age, and so on for managers and officials so that they can do Succeeding for senior Managers and key employers through proper programming.

Problem Statement. Since human resources are today considered as the most valuable factor of production and the main capital of any organization as well as the main source of creating competitive advantage and basic capabilities, human resource planning is one of the most important organizational planning. An important factor for human resource planning is planning to meet the needs of skills, education and finally, human resource development. In current situation, the most effective way to achieve competitive advantage in is to make employees of organizations

[1] In statistical modeling, **regression analysis** is a set of statistical processes for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors'). More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed.

[2] **Confirmatory factor analysis** (**CFA**) is a type of structural equation model-ing (SEM) that deals specifically with measurement models, that is, the relationships between observed measures or indicators (e.g., test items, test scores, behavioral observation ratings) and latent variables or **factors**.

[3] Kaiser-Meyer- Olkin Measure of Sampling Adequacy

more effective through improving them and the most important matter in this regard is that improvement of human resources cannot be achieved solely through technical and specialized training, but it should be addressed in a number of ways to development of employees and this will not be possible except through implementation of strategic management in the field of human resource management [4].

Nowadays, the importance of information is both a tactical and strategic resource of the organization as a major source of potential added value. Information has always been a competitive advantage in the business environment. But the key point is those real changes that can increase the potential value of information are the ability of organizations to use this important source in a way of applying new technology [7].

Increasing growth of using information technology in organizations has led to a rapid increase in information and more dependence of organizations on the technology (Kearns & Lederer, 46--2004 67) as far as it is predicted that investments in information technology and other its related complementary activities will increase to a degree that will put it at the second place of corporate assets and in the organizational hierarchy, it will have the highest costs after personnel costs [1].

Hence, the purpose of present study was to investigate the effect of IT management on talent management and succession management due to the mentioned importance of information technology and talent and succession management.

Research Background

Investigating the relationship between talent management and satisfaction:

This thesis examined the tendency of leaving work and success in the career path as well as the results of intra-organizational rewards. The under study model of present thesis has addressed the role of internal rewards as facilitator of talent management. Also, the role of health factors as a moderating and complementary component of internal rewards was confirmed and the obtained results addressed the forgotten role of internal rewards in talent management [9].

Explaining implementation components of succession management in organization:

The purpose of this study was to examine the utilization perceived importance of four effective factors for successful establishment of succession management system (policy designation, candidate evaluation, development of candidates, and assessment of the succession management system) in the oil industry. For this purpose, survey questionnaires were distributed in the statistical population including 174 managers and human resources experts in the headquarters of National Iranian Oil Company and subsidiary companies in Tehran. Among them, 62 individuals were selected as sample size using random sampling method. Structural validity and confirmatory factor analysis have been used to assess validity. Data have been analyzed using indicators and parametric statistics. The paired t-test has been used to examine hypotheses and then components ranked based on mean and standard deviation. Finally, a number of components have been proposed in the form of a conceptual model and based on finding of the research to optimal implementation of this system and some recommendations and solutions have been provided [2].

Investigating the relationship between organizational commitment and talent management through employee performance evaluation:

The sampling of this study was carried out on 123 top and senior managers. The data obtained from questionnaires were analyzed using SPSS Software. The results of analysis showed that talent management is integrated with human resources and management systems have a positive effect on employee commitment [5].

This research entitled "Talent Management for the New Age," has explored what we learned from economic downturn, what we should emphasize afterwards and what we now need to emphasize talent management. All of these cases showed that greater efforts must be made on talent management practices. If our procedures and knowledge of our workforce have been exposed to recent events, then business leaders do not need much persuasion [8].

Methodology

Present study is an applied research in the term of its purposes and a survey-descriptive one in the term of data gathering method. **Data gathering tools included library studies and field study using questionnaire**. The statistical population of present study included 518 employees of Social Security Organization and samples were selected using simple random sampling method. Inferential statistics were used to survey research questions in the statistical population and the statistical methods of regression analysis and confirmatory factor analysis (CFA) were used for this purpose.

Factor analysis using orthogonal axis rotation (Varimax rotatioin) was used to obtain pure factors and evaluate the structural validity of used questionnaire as well as confirmation of under study factors. For this purpose, KMO indicator and Bartlet's Test of Sphericity were used. The reliability of questionnaire was measured through Cranach's alpha.

Sig	KMO
0.000	0.725

The results obtained from KMO indicator and Bartlet's Test to investigate the adequacy of questionnaire's factors

Value of Cranach's Alpha Criteria for Research Variables

Variables	Cranach's Alpha
Talent management	0.893

succession management	0.836
IT management	0.842

Research Findings

In present study, various analyzes have been used to analyze the research data. Firstly, Kolmogorov-Smirnov test was used to examine normality of data. Then, validity of under study variables and their resulted indicators was investigated through confirmatory factor analysis. Finally, research hypotheses were tested using correlation coefficient.

Testing normality of under study variables

The normality of data should be examined before testing the hypotheses of study to test them based on normality or non-normality of data. In this test, the hypothesis (**H1**) would be confirmed if obtained Sig level is lower than error value i.e. $\alpha = 0.05$, otherwise the null hypothesis (**H0**) is confirmed.

H0: data are not normal (are not belonged to a normal statistical population)

H1: data are normal (are belonged to a normal statistical population)

Table (1), Kolmogorov-Smirnov test for under study variables

Variables	Obtained value
Talent management	0.095
succession management	0.096
IT management	0.060

Since the obtained Sig level for under study variables was greater than 0.05, **H1** was confirmed and it can be concluded that the gathered data are normal for under study variables.

Main hypotheses

The first main hypothesis: talent management and IT management have a positive and direct (significant) effect on human resource succession management.

H1: talent management and IT management have significant effect on human resource succession management.

H0: talent management and IT management have no significant effect on human resource succession management.

To test this hypothesis, multiple regression analysis was used so that the effect of talent management and IT management as independent variables on the human resource succession management as dependent variable was calculated. The results obtained from these calculations through output of SPSS Software have been presented in following table.

Table (2), multiple regression results of talent management and IT management

Variables	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
talent management	0.292	*0.006	**H1** was confirmed
IT management	0.484	*0.000	

$* \ p < 0.05$

As it can be seen from Table (2), talent management and IT management have a positive and direct (significant) effect on human resource succession management because p-values (Sig level) of independence variables of talent management (0.006) and IT management (0.000) were lower than 0.05.Therefore, **H1** was confirmed and it can be said **that talent management and IT management have a positive and direct (significant) effect on human resource succession management**. Also, regression coefficient (β) for independence variables of talent management and IT management was obtained equal to 0.292 and 0.484, respectively and it can be said that the relationship between variables is positive and in the same direction and the talent management has a higher effect on human resource succession management as dependant variable compared to IT management.

The second main hypothesis: talent management (with the control of IT management) has a positive and direct (significant) effect on human resource succession management.

H2: talent management (with the control of IT management) has a significant effect on human resource succession management.

H0: talent management (with the control of IT management) has no significant effect on human resource succession management.

To test this hypothesis, simple linear regression statistical test was used so that the effects of talent management and IT management as independent variables on the human resource succession management as dependent variable were separately calculated. The results obtained from these calculations through output of SPSS Software have been presented in following tables.

Table (3), the results of simple linear regression for talent management

Variable	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
talent management	0.605	*0.000	**H2** was confirmed

$* \ p < 0.05$

Table (4), the results of simple linear regression for IT management

Variable	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
IT management	0.610	*0.000	**H2** was confirmed

$* \ p < 0.05$

According to Tables (3) and (4), talent management (with the control of IT management) has a positive and direct (significant) effect on human resource succession management because p-values (Sig level) of independence variables of talent management (0.006) and IT management (0.000) were lower than 0.05.Therefore, **H2** was confirmed and it can be said that **talent management (with the control of IT management) has a positive and direct (significant) effect on human resource succession management**. Also, regression coefficient (β) for independence variables of talent management and IT management was obtained equal to 0.605 and 0.777, respectively and it can be said that the relationship between variables is positive and in the same direction and the IT management has a higher effect on human resource succession management as dependant variable compared to talent management.

4-3-3. Sub- hypotheses

The first sub-hypothesis: selection of talented employees has a positive and direct (significant) effect on human resource succession management.

H1: selection of talented employees has a significant effect on human resource succession management.

H0: selection of talented employees has no significant effect on human resource succession management.

To test this sub-hypothesis, simple linear regression statistical test was used so that the effect of sub-indicator of talent management i.e. selecting talented employees as the independent variable on the human resource succession management as dependent variable was calculated. The results obtained from these calculations through output of SPSS Software have been presented in following table.

Table (5), the results of simple linear regression for: selection of talented employees and succession management

Variable	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
selection of talented employees	0.196	*0.021	**H1** was confirmed

$* \ p < 0.05$

As it can be seen from Table (4-11), selection of talented employees has a positive and direct (significant) effect on human resource succession management because p-values (Sig level) of selection of talented employees variable (0.006) was lower than 0.05.Therefore, **H1** was confirmed and it can be said that **selection of talented employees has a positive and direct (significant) effect on human resource succession management**. Also, the obtained regression coefficient (β) was obtained equal to 0.196 which indicated that the relationship between variables is positive and in the same direction and selection of talented employees has a significant effect on human resource succession management as the dependent variable.

The second sub-hypothesis: participation of talented employees has a positive and direct (significant) effect on human resource succession management.

H2: participation of talented employees has a significant effect on human resource succession management.

H0: participation of talented employees has no significant effect on human resource succession management.

To test this sub-hypothesis, simple linear regression statistical test was used so that the effects of sub-indicator of talent management i.e. participation of employees as the independent variable on the human resource succession management as dependent variable was calculated. The results obtained from these calculations through output of SPSS Software have been presented in following table.

Table (6), the results of simple linear regression for: participation of talented employees and succession management

Variable	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
participation of talented employees	0.227	*0.002	**H2** was confirmed

$* \ p < 0.05$

As it can be seen from Table (4-12), participation of talented employees has a positive and direct (significant) effect on human resource succession management because p-values (Sig level) of participation of talented employees variable (0.002) was lower than 0.05.Therefore, **H2** was confirmed and it can be said that **participation of talented employees has a positive and direct (significant) effect on human resource succession management**. Also, the obtained regression coefficient (β) was obtained equal to 0.227 which indicated that the relationship between variables is positive and in the same direction and participation of talented employees has a significant effect on human resource succession management as the dependent variable.

The third sub-hypothesis: training of talented employees has a positive and direct (significant) effect on human resource succession management.

H3: training of talented employees has a significant effect on human resource succession management.
H0: training of talented employees has no significant effect on human resource succession management.
To test this sub-hypothesis, simple linear regression statistical test was used so that the effect of sub-indicator of talent management i.e. training of employees as the independent variable on the human resource succession management as dependent variable was calculated. The results obtained from these calculations through output of SPSS Software have been presented in following table.

Table (7), the results of simple linear regression for: training of talented employees and succession management

Variable	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
training of talented employees	0.343	*0.000	**H3** was confirmed

$* \ p < 0.05$

As it can be seen from Table (4-13), training of talented employees has a positive and direct (significant) effect on human resource succession management because p-values (Sig level) of participation of talented employees variable (0.000) was lower than 0.05.Therefore, **H3** was confirmed and it can be said that **training of talented employees has a positive and direct (significant) effect on human resource succession management**. Also, the obtained regression coefficient (β) was obtained equal to 0.343 which indicated that the relationship between variables is positive and in the same direction and training of talented employees has a significant effect on human resource succession management as the dependent variable.

The fourth sub-hypothesis: preservation of talented employees has a positive and direct (significant) effect on human resource succession management.
H4: preservation of talented employees has a significant effect on human resource succession management.
H0: preservation of talented employees has no significant effect on human resource succession management.
To test this sub-hypothesis, simple linear regression statistical test was used so that the effects of sub-indicator of talent management i.e. preservation of employees as the independent variable on the human resource succession management as dependent variable was calculated. The results obtained from these calculations through output of SPSS Software have been presented in following table.

Table (8), the results of simple linear regression for: preservation of talented employees and succession management

Variable	Regression coefficient (β)	Significance level (Sig)	The result of hypothesis
preservation of talented employees	0.561	*0.000	**H4** was confirmed

$* \ p < 0.05$

As it can be seen from Table (4-14), preservation of talented employees has a positive and direct (significant) effect on human resource succession management because p-values (Sig level) of participation of talented employees variable (0.000) was lower than 0.05.Therefore, **H4** was confirmed and it can be said that **preservation of talented employees has a positive and direct (significant) effect on human resource succession management**. Also, the obtained regression coefficient (β) was obtained equal to 0.561 which indicated that the relationship between variables is positive and in the same direction and preservation of talented employees has a significant effect on human resource succession management as the dependent variable.

Factor Analysis

Factor validity is a form of structure validity obtained from factor analysis. Factor analysis method is used to identify the underlying variables of a phenomenon or duplicate data set. Factor analysis can be confirmatory or exploratory. In confirmatory factor analysis, the goal is to confirm an especial structural factor. In fact, exploratory factor analysis aims to find out dimensions and factors of an unknown area while confirmatory factor analysis aims to confirm this area through its related factors.

Structural Equation Modeling

The process of analyzing covariance structures involves a series of steps that it has been advised to carry out the steps sequentially. These steps are:

1. Expression of the model
2. Estimation of the model
3. Modifying the model
4. Hypothesis testing
5. Interpretation of the model
6. writing research reports

These steps have been briefly described below.

Model expression step

The structural equation model begins with the expression of model which should be estimated. At the simplest level, the model is a statistical statement about relationships between variables. These models have different forms in different analytical approaches. As an example, a correlation model generally describes non-oriented (two-way) relationships

between two variables. While multiple regression and variance analysis show models with directional relationships between variables. This step is one of the most important steps of structural equation models; because there is no analysis unless the researcher first states his/her model.

Model estimation step

Once a model is expressed and its determination mode is evaluated, free parameters must be estimated through a set of observed data. This step involves a series of repetitive processes. In each repetition, an implied covariance matrix is created and comprised with covariance matrix of observed data. The comparison of these two matrices leads to the production of a residual matrix and these repetitions continue until the remainder matrix is minimized as much as possible.

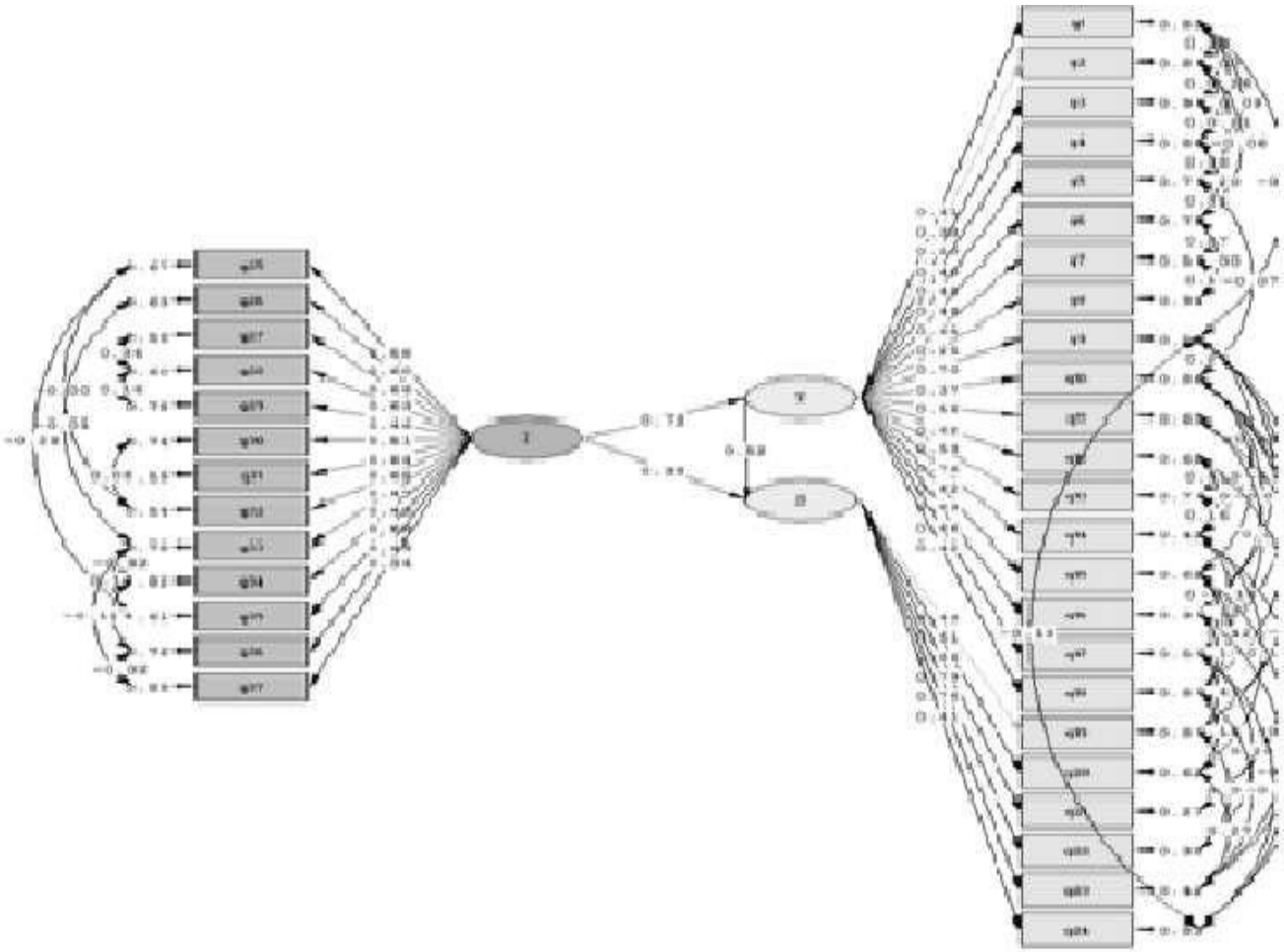

Figure (1), the diagram of research model in the mode of estimating standard coefficients

The diagram displays model of research in the mode of estimating the standard coefficients. All variables in this model are classified into two latent and explicit categories. The explicit (rectangular) or observed variables are measured directly by the researcher; while latent or unobserved variables (oval) are deduced indirectly based on relationships or correlations between measured variables. Latent variables represent a set of theoretical structures, such as abstract concepts that are not directly observable and are made and observed through other observed variables. Latent variables can be divided into two types of endogenous and exogenous variables. Each variable in the structural equation modeling system can be considered as an endogenous variable as well as an exogenous variable. Endogenous variable is affected by other variables in the model. In contrast, exogenous variable is not affected by any variable in the model and affects other variables. In present study, the variables of talent management and succession management were endogenous and IT management variable was exogenous. In this diagram, numbers or coefficients are divided into two categories. The first category is referred as the equation of measurement which addresses the relationship between latent variables (oval) and explicit variables (rectangle). These equations are called factor load. The second category is the structural equation related to relationships between hidden and hidden variables, which are used to test hypotheses. These coefficients are called path coefficients. Factor loads and path coefficients can be estimated according to the model in the mode of coefficients' estimation. According to factor loads, the indicator with higher load would have higher share in measurement of related variables and indicators with lower coefficients would have lower share in measurement of related structure.

Testing the model

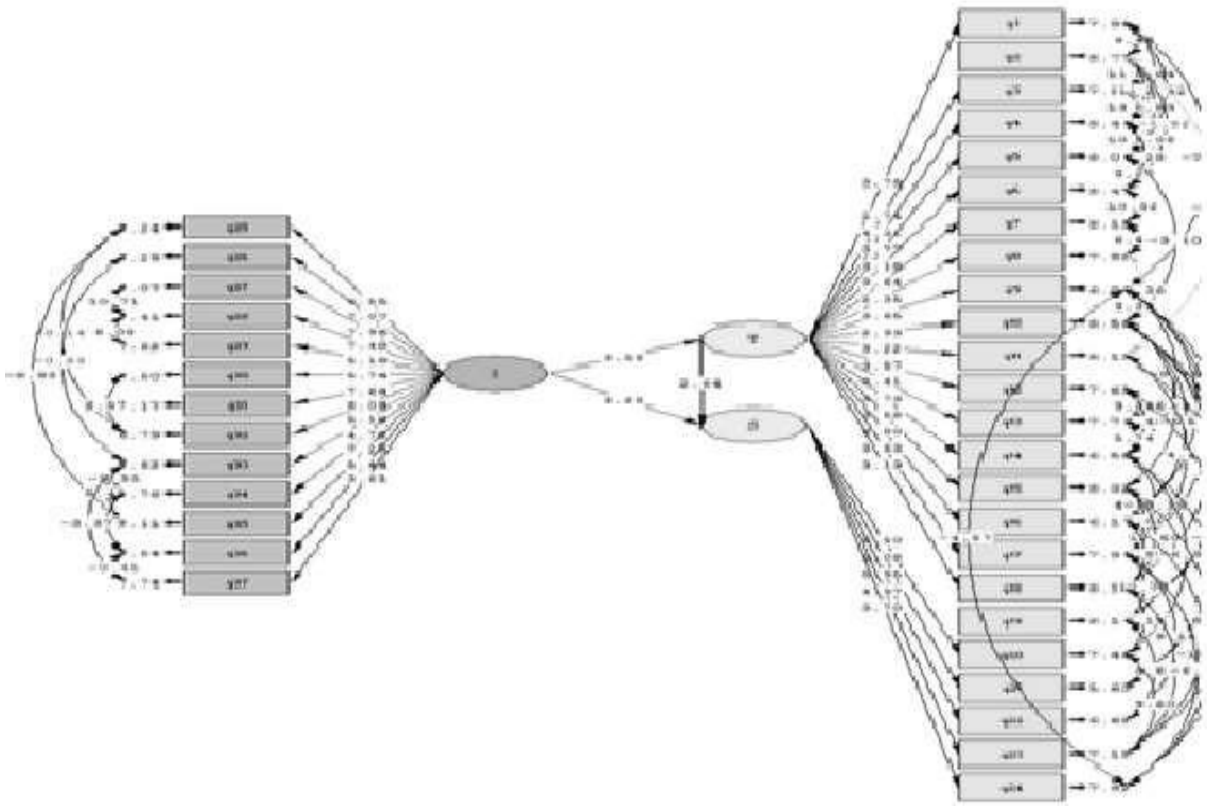

Figure (2), the diagram of general model of research in significance mode of coefficients (T-value)

The diagram of Figure (2) represents the research model in terms of absolute value of coefficients (T-value). This model actually tests all e measurement equations (factor loads) and structural equations (path coefficients) using the t statistic.

Model Interpretation

If the tests show that the model is sufficiently proportional to data, then it should focus on the specified factors (model parameters) of the proportional model. At this step, the significantly of model's parameters are evaluated. Testing and comparing the estimation of parameters requires some standardized estimations. For this reason at this step, the self scale-dependent non standard estimations are turned into standardized estimations that are dependent on their scales and this affects somewhat the fitness and parameters of model. This step of structural equation model is exactly similar to standardization of regression coefficients (β standard) in statistics.

Table (10), the results of factor loads and t-test for talent management

Explicit variable	Load factor	T statistic
q1	**0.41**	**7.9**
q2	**0.33**	**8.7**
q3	**0.30**	**7.5**
q4	**0.40**	**8.4**
q5	**0.48**	**8.0**
q6	**0.46**	**8.4**
q7	**0.65**	**8.1**
q8	**0.30**	**7.9**
q9	**0.70**	**6.8**
q10	**0.37**	**8.5**
q11	**0.56**	**8.1**
q12	**0.62**	**7.6**
q13	**0.53**	**7.7**
q14	**0.76**	**6.5**
q15	**0.62**	**8.3**
q16	**0.83**	**6.1**
q17	**0.66**	**7.9**
q18	**0.42**	**8.1**

Table (11), the results of factor loads and t-test for succession management

Explicit variable	Load factor	T statistic
q19	0.43	1.8
q20	0.61	4.7
q21	0.86	5.6
q22	0.79	6.6
q23	0.76	7.1
q24	0.41	7.9

Table (12), the results of factor loads and t-test for IT management

Explicit variable	Load factor	T statistic
q25	0.58	6.5
q26	0.60	7.0
q27	0.66	7.9
q28	0.63	7.4
q29	0.46	5.1
q30	0.34	5.7
q31	0.51	7.6
q32	0.64	8.0
q33	0.68	5.1
q34	0.47	4.7
q35	0.43	7.2
q36	0.63	5.4
q37	0.49	3.6

Confirmatory factor analysis has been used to confirm the structure of questionnaire and discover elements of each structure. Findings related to confirmatory factor analysis of under study structures have been summarized in above tables. All factors loads related to three variables of talent management, succession management and IT management were obtained higher than 0.3. Therefore, all factor loads were significant at confidence level of 95% and could have a significant share in measurement of related structure. According to this model, path coefficient and factor load were significant at the confidence level of 95%. If the value of t-statistic is greater than 1.96 or the value of t statistic is less than this amount, then the factor load or path coefficient is not significant. If the value of t-statistic is greater than 2.58, then path coefficient and factor load are significant at confidence level of 99%. Since the value of t-statistic was greater than 2.58 for all of the above variables, factor load and path coefficient were significant at the confidence level of 99%.

- A good correlation relationship was obtained between latent variables of talent management and succession management at the level of 0.52. Also, the t-statistic was obtained equal to 2.64 which indicated that the observed correlation is significant.
- A very good correlation relationship was obtained between latent variables of IT management and master management at the level of 0.72. Also, the t-statistic was obtained equal to 3.58 which indicated that the observed correlation is significant.
- A good correlation relationship was obtained between latent variables of IT management and succession management at the level of 0.38. Also, the t-statistic was obtained equal to 3.284 which indicated that the observed correlation is significant.

Discussion and Conclusion Selection is one of the initial principles and processes of employment that other organizational results derive from it. With a clearer explanation, it can be said whatever organizations are successful in selecting talented employees they can create better prospect for them and able to provide better successor for key employees which the organizations needs to their knowledge and experience. Whatever an organization tries to select employees and apply appropriate strategies for selecting them, it will be more successful in employing talented people [13]. Training of talented employees in the organization is associated with provision of suitable successors for key posts. Whatever the selected elites consider themselves as talented peopled or be genuinely skilled people, they feel the need for more specialized and complex training. According to the findings of Berger (2004), training and upgrading in the organization includes coaching and supervising the job, holding a meeting with staff to examine current issues, job rotation, corporate training courses (including e-learning), out-of-company courses, teaching courses, counseling or psychologist assistance and extracurricular activities and since the main purpose of staff (employment) training is elimination of functional defects as well as improvement of human resources in accordance with the results of performance evaluation [7], these factors are implemented by the units of human resource planning and development according to the type and nature of organization. Participation of employees in organizational decisions makes the responsibilities more tangible and also leads to more co-operations in fulfilling their duties. According to the study of

Cunningham (2007), respect for job fitness in appointment and performance management has a significant effect on human resource participation and can enhance intrinsic stimuli for employees [10].

Preservation of talents and implementing strategies to prevent elite employees from leaving the organization are fundamentally responsible for managing the talents of organization. If an organization wants to properly manage its talents and elites, it must recognize motivational and incentive factors for their preservation in addition to creating financial incentives, because elite individuals are not easily replaceable in terms of expertise and experience and the process of finding a proper alternative imposes additional costs on organization.

The results of similar conducted studies like the study of Momeni and Molavi (2009) also show that proper processes exist in defining a job, finding suitable people for it and being aware of appropriate incentives are main factors of maintaining talent in the organization, and evaluation and optimization through the method of three-factor analysis which is based on behavioral pattern, value and attitude, and coefficients of duty of individuals can significantly improve the process of human resource selection.

Since all hypotheses of present study were confirmed, it can be concluded that talent management and IT management have an effect on succession management in National Oil Products Distribution Company of Shiraz. In talent management, it is necessary for managers to emphasize and focus on selecting talented employees, participation of talented employees, training of talented employees and preservation of talented employees because the future success or failure of organization depends on the existence of talented manpower. Managers can implement talent management in organizations to ensure that they can access qualitative and efficient forces whenever they want through creation of a talent treasury and by this overcome the talent crisis. In present study, it has been emphasized on the point that the current situation can be improved using talent management and through identifying key posts and placing people in them. In the field of succession management, managers can utilize from programs for succession selection and developing successors in order to provide a condition, in which the organization doesn't suddenly lose its talented and high-experienced manpower. IT management can also facilitate works in the organization. An example of its applications is to provide a database of employees for managers and executives of organization in which each employee in the organization is assigned a profile that identifies skills, education, and service record and service life. According to the information of employees, Managers and officials of the organization can choose suitable successors for those who are in key posts and at the end of service in order to train these successors beside them and develop their knowledge to prevent organization from facing with the problem of talented manpower shortage. The thing that ultimately causes present study to have good results in the organization is full support of managers and the continuation of this support, otherwise it will not succeed.

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