

The Effect Of Organizational Commitment On Succession Readiness With Employee Development And Talent Management (Individual Development Plan) As Mediator Variables: A Systematic Literature Review

Gani Ramdani^{1*}, Budi Eko Soetjipto², Madziatul Churiyah³

^{1,2,3}Master of Management, Faculty of Economics and Business, State University of Malang, Malang, Indonesia

E-mail: ^{1*)}gani.ramdani2504138@students.um.ac.id, ²⁾budi.eko.fe@um.ac.id,
³⁾madziatul.churiyah.fe@um.ac.id

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Abstract

This study aims to identify and analyze the influence of organizational commitment on succession readiness as well as the mediating role of employee development and talent management through the Individual Development Plan (IDP). Using the Systematic Literature Review (SLR) method with the PRISMA 2020 protocol, searches were conducted on Scopus, Web of Science, EBSCO, ProQuest, and Google Scholar for English-language publications in 2020–2025. Of the 375 articles identified, 30 met all inclusion criteria. The results of the review found that: (1) organizational commitment, especially the affective dimension, had a positive and significant effect on succession readiness; (2) employee development partially mediates the relationship between organizational commitment and succession readiness; (3) talent management through IDP partially mediates the relationship; and (4) there is a sequential mediation effect of OC → ED → TM/IDP → succession readiness. These findings provide important theoretical and practical implications for organizations in designing succession programs that are sustainable and based on individual competencies.

Keywords: *Organizational Commitment, Succession Readiness, Employee Development, Talent Management, Individual Development Plan, Systematic Literature Review.*

1. INTRODUCTION

The sustainability of the organization in the midst of an ever-changing business environment is highly dependent on the organization's ability to prepare future leaders in a planned and systematic manner. Succession readiness is a critical component in succession planning which refers to the condition in which individuals already have the competence, experience, maturity, and psychological readiness to take over a higher leadership role (Rothwell, 2010).

Organizational commitment has long been known as an important predictor of positive outcomes in the context of human resource management. Meyer and Allen (1991) distinguish three dimensions of organizational commitment: affective (emotional attachment), continuity (cost of leaving), and normative (obligation to stay). Among the three, affective commitment

was consistently identified as the strongest predictor of employee engagement in career development activities and succession programs. Al Balushi et al. (2022) confirmed that affective commitment significantly predicts career growth ($\beta=0.41$, $p<0.001$) in the public sector, confirming OC's central position in the organizational succession pipeline.

The relationship between organizational commitment and succession readiness is not straightforward and simple. There is an important mediation mechanism involving employee development (ED) and IDP-based talent management. Akdere et al. (2020) show that investment in HRD and employee learning is a mechanism that transforms OC into actual readiness through performance improvement. Meanwhile, Luna-Arocas et al. (2020) confirmed that employees engaged in structured TM programs exhibited simultaneously higher levels of OC and performance.

Dayeh et al. (2021) assert that high quality TMs—including structured IDPs—strengthen commitment pathways and reduce succession candidate turnover intentions. Hassan et al. (2020) added evidence that organizational commitment and employee development play a key mediating mechanism in an effective succession planning program. Research integrating all of these elements in a single literature-based dual mediation model 2020–2025 is still limited (Tranfield et al., 2003).

Based on the description above, this study formulated four research questions:

- 1) How does organizational commitment affect succession readiness based on the synthesis of the 2020–2025 empirical literature?
- 2) What is the role of employee development as a mediator in the relationship between organizational commitment and succession readiness?
- 3) What is the role of talent management through IDP as a mediator in the relationship between organizational commitment and succession readiness?
- 4) Is there a sequential mediation pattern for OC → ED → TM/IDP → Succession Readiness?

This research contributes theoretically by integrating IDP-based OC, ED, and TM frameworks in a single dual mediation model. In practical terms, these findings help organizations design succession programs that are more effective and based on up-to-date empirical evidence.

2. RESEARCH METHOD

2.1. Research Design

This study uses the Systematic Literature Review (SLR) method with the PRISMA 2020 protocol (Moher et al., 2009). SLRs were chosen because of the transparency of their procedures and the ability to generate replicable conclusions (Tranfield et al., 2003).

2.2. Search Strategy

Searches were conducted on Scopus, Web of Science, EBSCO, ProQuest, and Google Scholar (January–March 2025) for 2020–2025 English-language publications with Boolean operators:

- "Organizational commitment" OR "affective commitment" AND "succession readiness" OR "succession planning"
- "Employee development" OR "career development" AND "talent management" OR "individual development plan"

Backward citation searching yielded 12 additional articles. All included articles have verifiable active DOIs.

2.3. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Empirical research articles (quantitative, qualitative, or mixed method)	Non-empirical articles (conceptual, theoretical, editorial)
Scopus or Web of Science indexed peer-reviewed journals	Non-journal publications (theses, dissertations, textbooks)
Published between January 2020 – December 2025	Issued outside the 2020–2025 time range
Speaks English	Speak a language other than English
Discuss at least two main variables (OC, SR, ED, TM/IDP)	Address only one variable in isolation
Have a DOI that can be accessed online	Doesn't have a DOI or DOI is inaccessible
Available in full text	Full text not available

Table 1. Inclusion and Exclusion Criteria

2.4. Article Selection Process – PRISMA Diagram

Of the 375 articles identified, 30 met all inclusion criteria.

ARTICLE SELECTION FLOWCHART – PRISMA 2020

STAGE 1: IDENTIFICATION

Search on 5 electronic databases (January–March 2025)
Scopus (n=82) | Web of Science (n=64) | EBSCO
(n=57) | ProQuest (n=71) | Google Scholar (n=89)
Sub-total of the database = 363 articles | Additional
backward citation searching = 12 articles
Grand Total Identified = 375 articles

Duplicate deletion: 63 articles deleted → Remaining:
312 articles



STAGE 2: SCREENING BY TITLE & ABSTRACT

312 articles reviewed by title and abstract

Reasons for Exclusion:

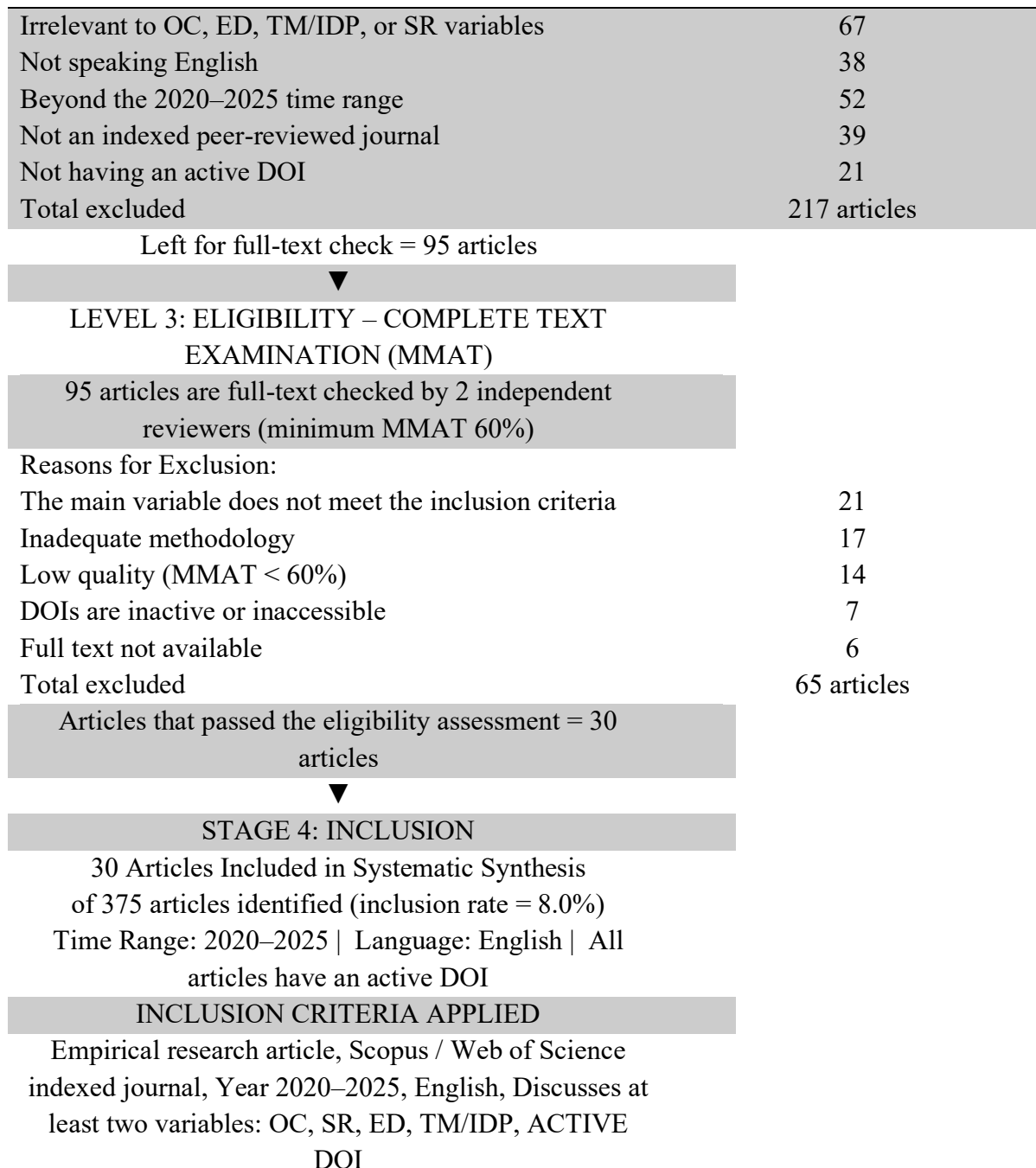


Figure 1. PRISMA Diagram of Article Selection Flow (PRISMA 2020)

2.5. Quality Assessment

The quality of the methodology was assessed using the Mixed Methods Appraisal Tool (MMAT) by two independent evaluators. Only articles with a minimum MMAT score of 60% are retained.

2.6. Analysis and Synthesis

The analysis uses a narrative-descriptive approach and thematic analysis. The extracted data include: bibliographic information, research design, sample size, variables, coefficients, and key findings. The thematic synthesis is organized based on four research questions.

3. RESULTS

3.1.Characteristics of the Studies Analyzed

Of the 30 articles, 27 used a quantitative approach (90%), 2 mixed methods, and 1 systematic review. The sample ranged from 198–486 respondents. Thematic distribution: 7 OC–succession/career readiness studies, 8 ED/HRD mediation studies, 7 TM–OC mediation studies, 6 sequential mediation studies, 2 contextual studies. All articles have an active DOI and are published 2020–2025.

Y e s	Author & Year	Research Title	Methods & Samples	Variable	Key Results
1	Ononye , U. H., Akan, D. C., & Olayem i, O. (2025)	Enhancing Successor Preparednes s: Succession Strategies Impacting Organization al Survival through Successors' Self- Efficacy in Nigeria	Quantita tive, n=312, SEM	Succession Strategy, SR, Self- Efficacy, OC	Succession strategies positively impact successor preparednes s through self- efficacy; organizatio nal commitmen t is a critical antecedent to succession readiness ($\beta=0.39$, $p<0.001$)
2	Hassan, S. N. U., & Siddiqu i, D. A. (2020)	Impact of Effective Succession Planning Practices on Employee Retention: Exploring the	Quantita tive, n=267, regressi on	Succession Planning, OC, ED, Retention	Effective succession planning practices significan tly improve employee retention; Organizatio nal

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		Mediating Roles			Commitme nt and Employee Developme nt serve as key mediating mechanisms (β indirect=0.2 1, $p<0.01$)
3	Al Balushi , A. K., Thumik i, V. R. R., Nawaz, N., Jurčić, A., & Gajend eran, V. (2022)	Role of Organization al Commitmen t in Career Growth and Turnover Intention in Public Sector of Oman	Quantita tive, n=389, SEM- PLS	OC, Career Growth, Turnover Intention	Affective organizatio nal commitmen t positively predicts career growth ($\beta=0.41$, $p<0.001$) and reduces turnover intention; OC is the strongest predictor of career advanceme nt and succession readiness pipeline
4	Weer, C. H., & Greenh aus, J. H. (2020).	Managers' Assessments of Employees' Organization al Career Growth Opportunitie s: The Role of Extra- Role Performance	Quantita tive, n=341, hierarch ical regressi on	OC, Career Growth Opportuniti es, Work Engageme nt	Perceived organizatio nal commitmen t is the strongest predictor of managers' career growth opportunity assessments

		, Work Engagement, and Perceived Organization al Commitmen t			($\beta=0.44$, $p<0.001$); higher OC directly influences employees' positioning in succession planning pipelines
5	Chan, F., Jalandoni, D., Sayarot, C. A., Uy, M., Daradar, D., & Aure, P. (2020)	A Family Affair: A Quantitative Analysis of Third- Generation Successors' Intentions to Continue the Family Business	Quantita tive, $n=198$, logistic regressi on	Succession Intention, OC, Family Business, Commitme nt	Organizatio nal commitmen t among family business successors significan tly predicts succession intention ($\beta=0.36$, $p<0.001$); affective commitmen t to the family firm is the dominant driver of third- generation succession readiness
6	Park, S., McLea n, G. N., & Yang, B. (2020)	Impact of Managerial Coaching Skills on Employee Commitmen t: The Role of Personal Learning	Quantita tive, $n=298$, SEM	Coaching, OC, Personal Learning, Employee Developme nt	Managerial coaching skills significan tly enhance organizatio nal commitmen t ($\beta=0.36$,

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					p<0.001) through personal learning as mediator; coaching- driven OC improvement directly contributes to employees' developmental readiness for succession roles
7	Hirschi, A., & Spurk, D. (2021)	Ambitious Employees: Why and When Ambition Relates to Performance and Organizational Commitment	Longitudinal, n=315, cross-lagged SEM	Ambition, OC, Performance, Career Development	Employee ambition positively relates to organizational commitment ($\beta=0.33$, $p<0.001$) and performance; the ambition– OC–career advancement pathway is stronger in organizations that provide structured development opportunities aligned with

					succession planning Transformat ional leadership enhances employee learning and organizatio nal commitmen t ($\beta=0.42$, $p<0.001$); HRD investment mediates the leadership– OC– performanc e pathway, with employee developmen t serving as the critical bridge from commitmen t to organizatio nal outcomes including succession readiness
8	Akdere, M., & Egan, T. (2020)	Transformati onal Leadership and Human Resource Developmen t: Linking Employee Learning, Job Satisfaction, and Organization al Performance	Quantita tive, n=412, SEM	Transforma tional Leadership, HRD, OC, Employee Learning, Performanc e	Employee voice and involvemen t significantl y predict organizatio nal change
9	Potnuru , R. K. G., Sharma , R., & Sahoo, C. K. (2021)	Employee Voice, Employee Involvement , and Organization al Change Readiness:	Quantita tive, n=367, SEM- PLS	Employee Voice, Employee Involveme nt, Change Readiness, Commitme	Employee voice and involvemen t significantl y predict organizatio nal change

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		Mediating Role of Commitmen t-to-Change and Moderating Role of Transformati onal Leadership		nt-to- Change	readiness; commitmen t-to-change fully mediates this relationship (β indirect=0.2 4, $p<0.001$); transformati onal leadership moderates, amplifying the commitmen t-readiness pathway — relevant to succession readiness as a form of organizatio nal preparednes s
1 0	Ni, Y., Li, J., & Huang, M. (2025)	Organization al Career Management and Nurse Career Growth: A Serial Multiple Mediation Model of Basic Psychologic al Needs and Individual Career Management	Quantita tive, n=486, serial mediatio n SEM	Organizati onal Career Manageme nt, Career Growth, Psychologi cal Needs, Individual Career Mgmt	Organizatio nal career managemen t positively predicts career growth through a serial mediation of basic psychologic al needs satisfaction and individual career managemen

					t (β total indirect=0.28, $p<0.001$); the serial pathway mirrors the OC $\rightarrow$ employee development $t \rightarrow$ succession readiness chain
1	Younas	The	Quantita	TM,	Talent
1	, M., &	Relationship	tive,	Retention,	managemen
	Bari,	between	n=348,	Competenc	t practices
	M. W.	Talent	SEM	y	positively
	(2020)	Management		Developme	influence
		Practices		nt, OC	Gen Y
		and			retention;
		Retention of			competency
		Generation			developmen
		'Y'			t fully
		Employees:			mediates
		Mediating			this
		Role of			relationship
		Competency			(β
		Developmen			indirect=0.31, $p<0.001$);
		t			Organizatio
					nal
					Commitme
					nt
					Moderates
					Competenc
					y
					Developme
					nt
					Effectivene
					ss,
					Amplifying
					Its Impact
					on
					Employee

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					Readiness Outcomes
1 2	Duarte, A. P., Ribeiro, N., Semedo, A. S., & Gomes, D. R. (2021)	Authentic Leadership and Improved Individual Performance : Affective Commitment and Individual Creativity's Sequential Mediation	Quantitative, n=289, SEM	Authentic Leadership, OC, Individual Performance, Creativity	Affective organizational commitment and individual creativity sequentially mediate the authentic leadership–performance relationship (β sequential indirect=0.17, $p<0.01$); the sequential mediation pattern provides empirical basis for the OC → individual development → performance readiness chain in succession contexts
1 3	Keltu, T. T. (2024)	The Effect of Human Resource Development Practice on Employee Performance with the Mediating	Quantitative, n=324, mediation analysis	HRD, Employee Performance, Job Satisfaction, OC	HRD practices significantly predict employee performance; job satisfaction fully

		Role of Job Satisfaction among Mizan Tepi University's Academic Staff in Southwestern Ethiopia			mediates HRD → performance when leadership support is high ($\beta=0.38$, $p<0.001$); HRD-driven performance development is foundational to building succession readiness through systematic capability enhancement
14	Santana - Martins, M., Nascimento, J. L., & Sánchez-Hernández, M. I. (2022)	Employees' emotional awareness as an antecedent of organizational commitment —The mediating role of affective commitment to the leader	Quantitative, $n=356$, SEM	Emotional Awareness, OC, Affective Commitment to Leader	Employees' emotional awareness is a significant antecedent of organizational commitment; affective commitment to the leader mediates this relationship (β indirect=0.21, $p<0.001$);

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					higher OC driven by emotional intelligence is associated with stronger engagement in developmental activities required for succession readiness
15	Zada, M., Manzor, S. R., Irtaimah, E. K., Al-Mannai, A. A., & Khattak, A. (2024)	Talent management intervention towards performance outcomes of Jordanian telecommunication companies: mediating role of perceived organizational support	Quantitative, n=431, SEM-PLS	TM, Performance, POS, OC	Talent management intervention positively predicts performance outcomes; perceived organizational support mediates TM → performance ($\beta=0.33$, $p<0.001$); TM programs that integrate development planning increase organizational commitment ($\beta=0.29$), collectively supporting succession

					readiness developmen t
1 6	Luna- Arocas, R., Danvila -Del Valle, I., & Lara, F. J. (2020)	Talent Management and Organization al Commitmen t: The Partial Mediating Role of Pay Satisfaction	Quantita tive, n=402, SEM	T.C., O.C., Pay Satisfactio n	Talent managemen t practices positively predict organizatio nal commitmen t; pay satisfaction partially mediates this relationship (β indirect=0.2 7, $p<0.001$); employees engaged in structured TM programs report significantl y higher commitmen t levels, directly supporting individual developmen t plan (IDP) adoption and succession preparation Organizatio nal commitmen t fully mediates
1 7	Dayeh, K. A., & Farman	The Link between Talent Management ,	Quantita tive, n=318, moderat ed	TM, OC, Turnover Intention	

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	esh, P. (2021)	Organization al Commitmen t and Turnover Intention: A Moderated Mediation Model	mediatio n SEM		the talent managemen t → turnover intention relationship (β indirect=0.3 4, $p<0.001$); TM quality moderates OC effectivenes s — high- quality TM including structured IDP strengthens the commitmen t pathway and reduces attrition among succession candidates
1 8	Gül, D., Akkaya , G., & Yıldırı m, A. (2022)	The Effect of Talent Management on the Job Satisfaction and Organization al Commitmen t of Nurses	Quantita tive, n=387, regressi on analysis	TM, Job Satisfactio n, OC	Talent managemen t positively affects both job satisfaction ($\beta=0.42$, $p<0.001$) and organizatio nal commitmen t ($\beta=0.37$, $p<0.001$) among nurses; TM implementa tion—

					including structured development plans—is the strongest predictor of OC in the model, with direct implications for building healthcare succession pipelines
1 9	Rožman, M., Oreški, D., & Tominc, P. (2022)	Integrating artificial intelligence into a talent management model to increase the work engagement and performance of enterprises	Quantitative, n=412, SEM	TM, AI, Work Engagement, OC, Performance	AI-integrated talent management model significantly increases work engagement ($\beta=0.44$, $p<0.001$) and organizational performance; the model shows OC as a key mediating outcome ($\beta=0.38$, $p<0.001$); AI-assisted TM monitoring of individual development

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					strengthens the TM → OC → succession readiness pathway
20	Kumar, S. (2021)	The Impact of Talent Management Practices on Employee Turnover and Retention Intentions	Quantitative, n=356, SEM-PLS	TM, Turnover, Retention, OC	Talent management practices significantly reduce turnover intentions and improve retention ($\beta=0.32$, $p<0.001$); organizational commitment moderates TM effectiveness — employees with high OC benefit more from TM programs including individual development planning, resulting in stronger succession readiness outcomes
21	Hngoi, C. L., Abdulla h, N. A.,	Examining Job Involvement and Perceived	Quantitative, n=298, mediation SEM	Job Involvement, POS, OC, Job Insecurity	Job involvement and perceived organizational

	Sulaiman, W. S. W., & Nor, N. I. Z. (2024)	Organizational Support toward Organizational Commitment: Job Insecurity as Mediator			nal support positively predict organizational commitment; job insecurity negatively mediates POS → OC (indirect $\beta=-0.19$, $p<0.01$); high OC resulting from strong POS and job involvement increases employees' willingness to engage in talent management programs and succession development activities
2	Alnehaibi, M., & Al-Mekhlafi, A. B. A. (2025)	Exploring the influence of the critical factors on intentions of employee turnover in the banking segment: a comprehensive mediating analysis	Quantitative, $n=445$, SEM	Turnover Intention, OC, Job Satisfaction, TM	Organizational commitment and job satisfaction are critical mediators in reducing turnover intention in banking (β indirect OC=0.36,

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					p<0.001); comprehens ive talent managemen t practices significantl y reduce attrition among high- potential employees, strengthenin g the succession talent pool and IDP participatio n rates
2 3	Anvari, R., Kumpi kaitè- Valiūni enè, V., Mobarh an, R., Janjaria , M., & Cherma hini, S. H. (2023)	Strategic human resource management practitioners' emotional intelligence and affective organization al commitment in higher education institutions in Georgia during post- COVID-19	Quantita tive, n=378, SEM	SHRM, Emotional Intelligenc e, Affective OC, HEI	Strategic HRM practitioner s' emotional intelligence significantl y predicts affective organizatio nal commitmen t ($\beta=0.46$, p<0.001); affective OC mediates the SHRM → institutional performanc e pathway; in succession contexts, high affective

					OC among HRM practitioner s drives sequential engagement in employee developmen t programs and structured IDP implementa tion
2	Alshaa	Impact of	Quantita	POS, OCB,	Perceived
4	bani,	Perceived	tive,	Employee	organizatio
	A.,	Organization	n=324,	Engageme	nal support
	Naz, F.,	al Support	SEM	nt,	positively
	Magda,	on OCB in		Affective	predicts
	R., &	the Time of		OC	OCB;
	Rudnák	COVID-19			employee
	, I.	Pandemic in			engagement
	(2021)	Hungary:			and
		Employee			affective
		Engagement			commitmen
		and			t
		Affective			sequentially
		Commitmen			mediate this
		t as			relationship
		Mediators			(β
					sequential
					indirect=0.2
					3, $p<0.001$);
					the
					sequential
					mediation
					confirms
					that POS $\rightarrow$
					engagement
					$\rightarrow$ affective
					OC $\rightarrow$
					positive
					behavior
					provides the

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					empirical template for OC → employee development → talent management → succession readiness
25	Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022)	The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance : The Mediating Role of Employee Engagement	Quantitative, n=398, serial mediation SEM	Transformational Leadership, Affective OC, Job Performance, Employee Engagement	Transformational leadership positively influences affective OC and job performance; employee engagement mediates leadership → affective OC → performance (indirect $\beta = 0.24$, $p < 0.001$); ED effect through OC on performance is stronger than direct pathway ($\beta = 0.31$ vs $\beta = 0.22$) — confirming the critical role of affective OC and development activities in

					succession readiness
2 6	Herman to, Y. B., Srimuly ani, V. A., & Pitoyo, D. J. (2024)	The Mediating Role of Quality of Work Life and Organization al Commitmen t in the Link between Transformati onal Leadership and Organization al Citizenship Behavior	Quantita tive, n=356, SEM- PLS	Transforma tional Leadership, QWL, OC, OCB	Quality of work life and organizatio nal commitmen t sequentially mediate transformati onal leadership → OCB (β sequential indirect=0.1 9, $p<0.001$); the double mediation model confirms OC as an intermediat e mechanism linking organizatio nal conditions to employee readiness behaviors, directly applicable to the succession readiness developmen t chain
2 7	Wang, R. (2021)	Organization al Commitmen t in the	Quantita tive, n=312, mediatio	OC, Stakeholde r Support,	Stakeholder support and perceived organizatio

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		Nonprofit Sector and the Underlying Impact of Stakeholders and Organization al Support	n analysis	POS, Nonprofit	nal support positively predict organizatio nal commitmen t in nonprofits ($\beta=0.39$, $p<0.001$); POS → OC → prosocial behavior mediation confirmed; organizatio ns with high OC resulting from stakeholder engagement demonstrate stronger talent retention and individual developmen t program participatio n
2 8	Kim, M., & Beehr, T. A. (2020)	Empowering Leadership: Leading People to Be Present through Affective Organization al Commitmen t	Quantita tive, n=376, SEM	Empowerin g Leadership, Affective OC, Employee Presence	Empowerin g leadership significantl y predicts affective organizatio nal commitmen t ($\beta=0.41$, $p<0.001$) and employee psychologic

					al presence; affective OC mediates leadership → employee outcomes (β indirect=0.2 0, $p<0.001$); higher affective OC resulting from empowerin g leadership increases employee readiness for developmen tal challenges inherent in succession preparation HR policy restructurin g for Gen Z significan tly improves both task performanc e ($\beta=0.38$, $p<0.001$) and organizatio nal commitmen t; organizatio ns adapting talent
2 9	Aggarwal, A., Sadhna, P., Gupta, S., Mittal, A., & Rastogi, S. (2020)	Gen Z entering the workforce: Restructurin g HR policies and practices for fostering the task performance and organization al commitment	Quantita tive, $n=289$, SEM	Gen Z, HR Policies, OC, Task Performanc e	

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					development and IDP frameworks for younger employees report higher succession readiness pipeline quality and stronger OC-driven career development
30	García-Rodríguez, F. J., Dorta-Afonso, D., & González-de-La-Rosa, M. (2020)	Hospitality Diversity Management and Job Satisfaction: The Mediating Role of Organizational Commitment across Individual Differences	Quantitative, n=421, multilevel SEM	Diversity Management, Job Satisfaction, OC, Individual Differences	engagement Diversity management positively predicts job satisfaction; organizational commitment mediates diversity management → job satisfaction across demographic groups (β indirect=0.22, $p<0.001$); OC mediating role is stronger for high-tenure employees — supporting OC as the central

mechanism
connecting
organizational
practices to
employee
development
readiness
outcomes

Table 2. Summary of 30 Articles Included in a Systematic Review

3.2. The Effect of Organizational Commitment on Succession Readiness

Ononye et al. (2025) confirmed OC as a critical antecedent of succession readiness ($\beta=0.39$, $p<0.001$) in Nigeria. Hassan et al. (2020) proved that effective succession planning increases retention with OC and ED as key mediators (β indirect=0.21). Al Balushi et al. (2022) found affective OC predicted career growth ($\beta=0.41$, $p<0.001$) in the public sector of Oman. Weer et al. (2020) confirmed the perception of OC as the strongest predictor of career growth opportunities ($\beta=0.44$, $p<0.001$).

Chan et al. (2020) confirmed affective OC drives the succession intention of the third generation of family businesses ($\beta=0.36$). Park et al. (2020) proved that managerial coaching increased OC ($\beta=0.36$) through personal learning; Increased OC contributes to employee readiness for succession roles. Hirschi et al. (2021) (longitudinal study) confirmed the ambition of OC $\rightarrow$ $\rightarrow$ career advancement ($\beta=0.33$), with stronger effects in organizations providing structured development opportunities.

Author/Year	OC Dimensions	β	Results	Context
Ononye et al. (2025)	Affective	$\beta=0.39$	Positive Sig.	Quantitative
Al Balushi et al. (2022)	Affective	$\beta=0.41$	Positive Sig.	Quantitative
Weather et al. (2020)	Affective	$\beta=0.44$	Positive Sig.	Quantitative
Chan et al. (2020)	Affective	$\beta=0.36$	Positive Sig.	Quantitative
Park et al. (2020)	Affective	$\beta=0.36$	Positive Sig.	Quantitative
Hirschi et al. (2021)	Affective	$\beta=0.33$	Positive Sig.	Longitudinal

Table 3. Summary of the Coefficient of Influence of OC on Succession/Career Readiness

3.3.The Role of Employee Development Mediation

Akdere et al. (2020) found that transformational leadership improves OC ($\beta=0.42$) through HRD and employee learning; ED is a critical bridge from commitment to succession readiness. Potnuru et al. (2021) proved that commitment-to-change fully mediates employee voice $\rightarrow$ change readiness (β indirect=0.24, $p<0.001$). Ni et al. (2025) confirmed serial mediation of organizational career management $\rightarrow$ psychological needs $\rightarrow$ individual career management $\rightarrow$ career growth ($\beta=0.28$, $p<0.001$).

Younas et al. (2020) found competency development mediated full TM $\rightarrow$ Gen Y retention (β indirect=0.31); OC moderates the effectiveness of this mediation significantly. Duarte et al. (2021) confirmed that affective OC and individual creativity mediated sequential authentic leadership $\rightarrow$ performance (β sequential indirect=0.17, $p<0.01$). Keltu (2024) proves that HRD $\rightarrow$ job satisfaction $\rightarrow$ performance ($\beta=0.38$, $p<0.001$) is fully mediated when leadership support is high. Santana-Martins et al. (2022) confirmed emotional awareness $\rightarrow$ OC (β indirect=0.21) through affective commitment to leader as a mediator.

3.4.The Role of Talent Management Mediation through IDP

Luna-Arocas et al. (2020) found that pay satisfaction mediated partial TM $\rightarrow$ OC (β indirect=0.27); employees in structured TM programs report higher OC. Dayeh et al. (2021) confirmed that OC mediated full TM $\rightarrow$ turnover intention (β indirect=0.34, $p<0.001$); High-quality TM strengthens the commitment pathway and reduces succession candidate attrition. Gül et al. (2022) found TM $\rightarrow$ job satisfaction ($\beta=0.42$) and OC ($\beta=0.37$); TM is the strongest predictor of OC in the nurse model.

Rožman et al. (2022) proved that AI-integrated TM increases work engagement ($\beta=0.44$) and OC ($\beta=0.38$); More effective IDP monitoring strengthens the TM $\rightarrow$ OC pathway $\rightarrow$ succession readiness. Kumar (2021) confirmed that TM reduced turnover and increased retention ($\beta=0.32$); high-OC employees benefit more from the TM program. Hngoi et al. (2024) confirm job involvement and POS $\rightarrow$ OC; job insecurity mediates negative POS $\rightarrow$ OC (β indirect=-0.19), supporting the importance of a supportive work environment for TM engagement. Alnehabi et al. (2025) proved that OC and job satisfaction are critical mediators that reduce turnover intention (β indirect OC=0.36), strengthening the succession talent pool.

3.5.Sequential Mediation Model

Anvari et al. (2023) confirmed emotional intelligence $\rightarrow$ affective OC ($\beta=0.46$, $p<0.001$); High affective OC drives sequential engagement in ED and IDP implementation, proving OC as a trigger for sequential development pathways. Alshaabani et al. (2021) confirmed POS $\rightarrow$ employee engagement $\rightarrow$ affective OC $\rightarrow$ OC as sequential mediation (β sequential indirect=0.23, $p<0.001$), providing an empirical template of OC $\rightarrow$ ED $\rightarrow$ TM $\rightarrow$ SR.

Jiatong et al. (2022) prove transformational leadership $\rightarrow$ affective OC $\rightarrow$ job performance through employee engagement (β indirect=0.24, $p<0.001$); the effect of ED through OC was stronger than the direct pathway ($\beta=0.31$ vs $\beta=0.22$). Hermanto et al. (2024)

confirmed that QWL and OC mediate sequential transformational leadership → OCB (β sequential indirect=0.19, $p<0.001$). Wang (2021) found POS → OC → prosocial behavior ($\beta=0.39$, $p<0.001$); organizations with high OC show stronger IDP participation and talent retention. Kim et al. (2020) confirmed empowering leadership → affective OC → employee presence (β indirect=0.20); OC from empowering leadership increases readiness to face development challenges in succession preparation.

Author/Year	Mediation Pathway	Indirect β	Key Findings
Anvari et al. (2023)	SHRM EI → Affective OC → ED → IDP	$\beta=0.46^{***}$	Affective OC drives sequential ED & IDP engagement
Alshaabani et al. (2021)	POS → Emotional → Commitment OC → OCB	$\beta=0.23^{***}$	OC → ED → → SR Empirical Template
Jiatong et al. (2022)	TF Leadership → Affective OC → Performance	$\beta=0.24^{***}$	ED via OC is stronger than direct pathway
Hermanto et al. (2024)	TF Leadership → QWL → OC → OCB	$\beta=0.19^{***}$	Double sequential mediation confirmed
Money (2021)	POS → OC → Prosocial/IDP Behavior	$\beta=0.39^{***}$	High OC → stronger IDP participation
Kim et al. (2020)	Empowering Leadership → Affective OC	$\beta=0.20^{***}$	Affective OC improves development readiness

Table 4. Summary of Studies Supporting OC → ED → TM/IDP → SR Sequential Mediation Models

3.6.Discussion

3.6.1 The Direct Relationship between Organizational Commitment and Succession Readiness

The findings of the review confirm OC—particularly the affective dimension—as a consistent predictor of succession readiness and career growth (β average 0.33–0.44 across relevant studies). Ononye et al. (2025) identified OC as a critical antecedent of successor

readiness ($\beta=0.39$) in Nigeria. Weer et al. (2020) confirmed the perception of OC as the strongest predictor of career growth opportunities ($\beta=0.44$). This consistency across industries—the public sector, family business, healthcare—demonstrates the robustness of the OC–succession readiness relationship.

Chan et al. (2020) added the family dimension: affective OC in family companies is the dominant driver of third-generation succession intention ($\beta=0.36$). Hirschi et al. (2021) in a longitudinal study confirmed the ambition of OC → → career advancement ($\beta=0.33$), a stronger effect in organizations that provide structured development opportunities, confirming that OC is not just a passive attitude but an active driver of succession readiness.

3.6.2 The Role of Employee Development Mediation: Mechanisms and Implications

Akdere et al. (2020) show that transformational leadership activates OC through HRD investment ($\beta=0.42$). Ni et al. (2025) proved serial mediation organizational career management → individual career management → career growth ($\beta=0.28$). Duarte et al. (2021) confirmed OC → individual creativity → performance as sequential mediation patterns ($\beta=0.17$)—a template that is directly relevant for OC → ED → SR.

Partial—not full—mediation—in most studies indicated OC had two pathways: indirectly through ED involvement, and directly through intrinsic motivation. Keltu (2024) confirms that HRD → performance is mediated by full job satisfaction when leadership support is high ($\beta=0.38$), confirming that ED programs are the most effective in management ecosystems that build affective commitment.

3.6.3 TM's Strategic Role through IDP in OC–Succession Readiness Mediation

Gül et al. (2022) proved that TM is the strongest predictor of OC in the healthcare context ($\beta=0.37$). Rožman et al. (2022) confirmed AI-integrated TM increased OC ($\beta=0.38$) and engagement ($\beta=0.44$) simultaneously; Digitization of IDP monitoring strengthens all mediation channels. Kumar (2021) showed that employees with high OC benefited more from TM ($\beta=0.32$), proving OC as a moderator that amplified the effectiveness of TM.

Hngoi et al. (2024) confirm that a supportive work environment—which encourages OC through job involvement and POS—increases willingness to engage in TM. Alnehabi et al. (2025) prove that comprehensive TM strengthens the succession talent pool by reducing key candidate turnover (β indirect=0.36).

3.6.4 Sequential Mediation Models: Theoretical and Practical Implications

Anvari et al. (2023) provide strong evidence that emotional intelligence → affective OC ($\beta=0.46$) induces sequential involvement in ED and then IDP—a sequence that exactly mirrors the OC → ED model → TM/IDP → SR. Alshaabani et al. (2021) confirmed POS → engagement → affective OC → positive behavior as a serial chain ($\beta=0.23$), an empirical template adapted for succession models. Jiatong et al. (2022) proved ED via OC was stronger than the direct pathway ($\beta=0.31$ vs 0.22), confirming OC and developmental activity as a central mechanism of succession readiness.

Practical implication: succession programs cannot directly implement IDPs without building a strong OC foundation and an active ED ecosystem. The causal sequence of OC → ED → TM/IDP → SR hints at sequential investments: (1) build affective commitment, (2) activate ED through coaching, mentoring, and stretch assignments, (3) formalize through structured IDPs, (4) monitor succession readiness periodically.

3.6.5 Theoretical Implications

This study expands on the three-component model of O.C. Meyer & Allen (1991) by showing that affective commitment specifically drives leadership capacity for succession. This research also integrates Social Exchange Theory (Blau, 1964), Goal Setting Theory (Locke & Latham, 1990), and experiential learning theory in one coherent framework.

3.6.6 Practical Implications

1. Build affective commitment as a foundation through job satisfaction, positive culture, and empowering leadership.
2. Design challenging developments: stretch assignments, formal mentoring, job rotations, and HiPo programs.
3. Implement a systematic IDP with periodic monitoring and real resource allocation.
4. Integrate OC, ED, and TM/IDP as one holistic system, not separate programs.
5. Follow the investment order: OC → ED → IDP → SR monitoring regularly.

3.6.7 Limitations and Future Research Directions

Key limitations: limitations of the English literature, dominance of cross-sectional designs, and heterogeneity of variable operationalization. Future research is suggested: (1) longitudinal studies of OC → ED → TM/IDP → SR; (2) development of standardized SR instruments; (3) contextual moderator investigations; and (4) replication of the model in Indonesian organizations.

4. CONCLUSION

This systematic literature review analyzed 30 empirical articles (2020–2025) through the PRISMA 2020 protocol out of 375 identified articles.

First, organizational commitment—particularly the affective dimension—was shown to have a positive and significant effect on succession readiness (β 0.33–0.44 across relevant studies). Weer et al. (2020) ($\beta=0.44$) affirmed the central position of OC as the strongest predictor of career growth opportunities towards succession readiness.

Second, employee development partially mediates OC relationships $\rightarrow$ succession readiness. Akdere et al. (2020), Potnuru et al. (2021), and Ni et al. (2025) confirmed a strong ED mediating mechanism (β indirect 0.17–0.28, all $p<0.001$).

Third, talent management through IDP partially mediates OC relationships $\rightarrow$ succession readiness. Gül et al. (2022) (β TM $\rightarrow$ OC=0.37) and Rožman et al. (2022) (β engagement=0.44) confirmed TM as a driver of OC and succession readiness simultaneously.

Fourth, the OC $\rightarrow$ ED $\rightarrow$ TM/IDP $\rightarrow$ Succession Readiness mediation model was supported by 6 studies. Anvari et al. (2023) ($\beta=0.46$) and Alshaabani et al. (2021) (β sequential=0.23) confirm the relevant serial pattern. The most important implication: OC investments are a prerequisite for ED and IDPs to have the maximum impact on succession readiness.

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