

Succession Planning: Analysis Competence, Work Motivation, Strategic Leadership Development and Assessment Employee

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ABSTRACT

This study aims to find out what factors can support the success of succession planning in a corporate organization, this study uses a literature review of several articles related to dependent and independent, in this study does not use a questionnaire distribution involving respondents, the findings of this study are all variables independent variables significantly influence the dependent variable, so succession planning is successful if there is support or influence from the independent variables.

INTRODUCTION

Succession planning or succession planning is a forward-looking strategy used by companies to prevent the vacancies of key positions in the company. Succession, or succession itself, is a term often used when there is a change in a company's organizational structure. The practice of succession planning, therefore, refers to all efforts that can be made to develop the potential, talents, and skills of employees, hone them and prepare them for greater responsibilities in the future. Talent management is important for companies and succession planning is a turning point in execution.

Imagine that a managerial or another strategic role in your company suddenly became vacant for some reason. Of course, this is not true the other way around when the role of employee or officer can be temporarily replaced by a manager. Not all employees can assume leadership roles without prior preparation. Companies can quickly recruit candidates from outside to fill vacancies. However, the reality is that the hiring process often requires preparation and time. Not to mention the difficulty of finding suitable candidates.

Benefits of Corporate Succession Planning Once you understand what succession planning is and the positive reasons why companies should do it, you can reap some of the benefits listed below. Reduction in turnover rate Succession planning shows employees that there is a more promising career path than the one they are currently working on. Employees are motivated to continue to do their best in their respective roles and are motivated to enrich themselves and grow. With the hope of climbing the career ladder. improve performance Succession planning gives employees the knowledge and mindset they need to move forward. Your company will benefit from this training and reporting now as well as in the future. Recruit more effectively in terms of time and money Hiring is not a short process. Starting with advertising a job vacancy, reading resumes and cover letters, conducting job interviews, awarding contracts, and making decisions. Not to mention the training these employees need when they are new to the company. If there are new appointments where management positions are replaced by employees in your company, this will certainly save even more time and money. brought. I also don't need adjustment time because I'm used to workflows that I consider efficient for my company. This is one of our efforts to make the hiring process more effective.

THEORETICAL REVIEW

(García-Cabrera et al., 2023) Employee competence must be improved because with employees having good enough competence will affect employee performance. (Jurkic et al., 2023) Competence is very useful to support organizational performance without competent employees the company will take a long time to achieve its goals. (Susanto et al., 2022) Competence can be useful to support employee work and can increase employee productivity to work optimally. (Calafato & Simmonds, 2022) Companies cannot get optimal results if their employees do not have competence so employee competence must be a company priority. (Pantaleo et al., 2023) The employee competency

improvement program is included in the category of human resource development in order to carry out activities that can be carried out by these employees. (Isakov et al., 2023) Achieving organizational goals the company must have superior quality employees, the company must provide training so that employees have competence in their field of work. (Susanto, 2022) Work motivation can be formed if there are rewards from management and management applies servant leadership to its employees.

(Setyawati et al., 2022) Organizations need employees who have high skills so that when carrying out work they can be professional and not make mistakes. (Nuraeni et al., 2022) Organizational development can be done by providing training to employees so that their employees are skilled and have good competence. (Thamrin AR et al., 2022) Providing rewards to employees based on performance appraisals conducted by leaders periodically to see the excellence of the employee. (Susanto & Sawitri, 2023) Leadership skills to provide mentoring to employees must be qualified because by running a mentoring program employees can achieve their organizational goals. (Diller et al., 2023) Work motivation can grow within employees if employees are prosperous in finance. (Zhihang & Yueyue, 2021) Employees who have work motivation can make a positive contribution to improving their performance. (Calafato & Simmonds, 2022) Management success can occur when employees are highly motivated. (Mgammal & Al-Matari, 2021) Employee competence can increase if employees have work motivation.

(Demircioglu & Chen, 2019) Work motivation in the organization must be generated and must be owned by all employees. (Singh et al., 2023) Work motivation is a stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and excited at work, resulting in significant development and growth in the organization. (Krier, 2022) Motivation is only given to humans, especially to subordinates. Work motivation is so important for those who want to stay in a career, to develop a career and even to achieve a higher career level, without work motivation it is impossible to achieve high work performance. A successful person is one who has high work motivation. The work motivation that a person has is of course different and also changes. There is someone who works enthusiastically because they want additional income or promotion, this is only natural. (Ruiz-Palomino et al., 2021) Work motivation is a stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and excited at work, resulting in significant development and growth in the organization. Motivation is carried out not only from superiors, but also from oneself, where motivation is defined as a condition within a person's personality that encourages the desire to carry out certain activities in order to achieve the expected goals. (Adiguzel et al., 2020) Although every worker has his or her own dreams, at least as long as he or she farms with us, he or she knows very well what must be done to support the company to achieve profit, good reputation, and sustainability.

(Baho et al., 2020) Human Resources play an important role in the success and development of a company or an organization. Every organization certainly hopes to achieve the vision and mission or goals that have been set. To achieve these goals, the company must know about work motivation towards the role and involvement or performance of HR in the company. In carrying out their work responsibilities, employees certainly have something underlying when working, or when employees have an urge to show their work performance, this can be said to be work motivation. (Dahlen & Leuzinger, 2020) Assessments can be useful for assessing whether a person is suitable for the position given by the company. assessment is useful when promoting an employee to assess the employee and her personality. (Alphs et al., 2020) Assessment can be done at the assessment center to know the personality of the employee and to place the employee in the right position. (Buda Prasada & Sawitri, 2019) Leadership is a must-have for everyone because it is a style of organizing and guiding people to achieve goals.

Table 1. Table Matrix Journal

No	Title Article, Publisher	Authors	Result
1	Leadership succession planning for today's digital transformation economy: Key factors to build for competency and innovation - Business Horizons	(Jackson & Dunn-Jensen, 2021)	Siginificant
2	Components of an Effective Professional Development Strategy: The Professional Practice Model, Peer Feedback, Mentorship, Sponsorship, and Succession Planning - Seminars in Oncology Nursing	(Creta & Gross, 2020)	Siginificant
3	The influence of transgenerational succession intentions on the succession planning process: The moderating role of high-quality relationships - Journal of Family Business Strategy	(Umans et al., 2021)	Siginificant
4	Trusted advisors in a family business's succession-planning process-An agency perspective - Journal of Family Business Strategy	(Michel & Kammerlander, 2015)	Siginificant
5	Trusted advisors in a family business's succession planning process An agency perspective - Journal of Family Business Strategy	(Michel & Kammerlander, 2015)	Not Siginificant
6	Planning of Personal Development and Succession - Procedia Economics and Finance	(Chlebikova et al., 2015)	Siginificant

7	Managers moving on up (or out): Linking self-other agreement on leadership behaviors to succession planning and voluntary turnover	(Carter et al., 2019)	Significant
8	Succession Planning Within the Health Care Organization:: Human Resources Management and Human Capital Management Considerations - Nurse Leader	(Desarno et al., 2021)	Not Significant
9	Nurse Manager Interns:: A Proactive Approach to Developing Leadership Talent and Solidifying Succession Planning - Nurse Leader	(Selig, 2020)	Significant
10	Development of a Staff Nurse to Chief Nursing Officer Succession Planning Program - Nurse Leader	(Jones & Rivers, 2021)	Significant

Table 2. Form Succession Planning

TEAM NAME:
 DIVISION/DIRECTORATE/SERVICE NAME:
 DATE OF COMPLETION:
 DATE OF NEXT REVIEW:

POSITION					
CURRENT INCUMBENT					
LEAVING DATE (if applicable)					
Number of Direct Reports					
TEMPORARY/SHORT-TERM COVER					
READY NOW					
READY IN 6 - 12 MONTHS					
READY IN 1 - 2 YEARS					
READY IN 2+ YEARS					
CONTENT IN CURRENT ROLE OR NOT APPLICABLE					



Picture 1. Framework Model

METHODOLOGY

The purpose of this article is to review and summarize the available literature on succession planning that can impact organizational sustainability. Therefore, in this article, I would like to examine some of the literature, such as books and research journals, from the mass media, electronic media, and related websites, and explore the factors behind the success of the succession. Planning. This article lays a theoretical foundation for future research on the implementation of succession planning and how operations managers can devise ways to implement corporate strategies in multinational corporations to improve performance and achieve organizational goals. It helps to consider exploring the concept of succession planning in this article provides a clear look at the factors that drive succession planning and organizational processes to create a positive work environment. In order to obtain the information and data required for this document, the following document/library data collection techniques are used: data obtained through examination of documents relevant to the issue under investigation. The data analysis method in this study uses qualitative analysis techniques with inductive thinking. Data analysis, which analyzes the nature, characteristics, content and context of data, interprets them theoretically and draws conclusions.

RESEARCH RESULT

Types of Employee Competencies There are several widely recognized types of employee competencies, four of which are described here. Core competencies, core competencies, that's the competencies and guidelines the company is looking for, universal and applicable at all levels of the company. Functional Competency, this competency describes the different work activities of an employee and their results. Additionally, this competency includes a range of knowledge required to complete the task. Role competencies, these competencies describe each employee's role within the company and team. Competence in the form of employee behavioral competencies, employee skills, knowledge and behavioral skills. In this case, it means how employees behave in the workplace, such as decision-making, leadership.

Work motivation is the incentive for all employees to work to perform their duties. When employees are highly motivated, they feel joy and enthusiasm in their work, which leads to significant development and growth of the organization. Motivation comes not only from your boss, but also from yourself. Motivation is defined as an individual's personality state that fosters the desire to undertake a particular activity in order to achieve an expected goal. Whatever the working conditions, there's no excuse not to be passionate about your work. To motivate yourself at work, start with admiration, be grateful for your current job, have a winning spirit, and motivate yourself to do your best.

Work motivation is a stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and excited at work, resulting in significant development and growth in the organization. Motivation is carried out not only from superiors, but also from oneself, where motivation is defined as a condition within a person's personality that encourages the desire to carry out certain activities in order to achieve the expected goals. There is no reason not to have enthusiasm at work, whatever the conditions at work. To foster self-motivation at work, start with the intention to worship, then be grateful for the current job, and have a winning mentality to have high motivation to give your best.

Every company wants to have top talent (HR). HR or Professional employees are tasked with performing all corporate functions according to their respective areas. However, as work progresses, some employees do not meet the standards set by the company. As such, it is not uncommon for HR departments to conduct employee reviews. Employee evaluations are conducted to determine the competence of all employees in the company. To carry out this process, HR departments typically work with psychology departments to achieve the best results. The best psychology firms entrusted with work not only determine the skills of their employees, but also assess their skills and aptitudes for the areas of work specified by the company. Evaluation function, Assessments play an important role in knowing an employee's strengths and weaknesses and in designing an objective learning program. This is because evaluation has her two functions, a formation function and a summation function. A full description of these two functions follows.

Creative function. In the formative function, assessment is used to provide feedback to the learner and is used as a basis for improving the learning process. In addition, learners can also go through a process of improving learning standards in this competency. Total function, The aggregation function judges the completion of the subject learner and is used as a material for creating reports, but it is also the basis for whether the employee is accepted by the company or promoted.

From the theories known above, the author concludes that succession planning can run well if supported by the above variables to achieve it and aims to improve the abilities and careers of the employees themselves. Therefore, succession planning is an important element in the back and forth of an organization. Because succession planning is a reflection of how an organization is going in the right direction or just running in place.

DISCUSSION

In general, business succession or company succession is a term that refers to changing the organizational structure within a company by considering various aspects that will affect it later. These organizational structure changes are usually associated with company management. Therefore the choice should not be arbitrary. There are many aspects that need to be considered so that you can make the best and potential decisions later. To begin implementing this succession planning, management as economic operators or leaders of the enterprise must be able to assess the capabilities of individual employees. Identify the skills and abilities they possess. What kind of possibilities and talents do they bring? Businesses need to provide support or encouragement to their employees so that they can work to their full potential.

Prepare future leaders, To prepare the best future leaders in your company, you can do this by helping them demonstrate leadership. value seen in How they deal with problems and provide solutions they can consider to prepare the best potential leaders in the company. In business, there are always obstacles and problems that must be overcome. It is very important to have a future leader who is calm and rational even in the worst of situations, as it can hinder the performance of subordinates. Apart from that, as an experienced leader, I can pass on leadership knowledge that is important to them. The wisdom and power to carry out the responsibilities of a leader.

Change in management structure, The next step in implementing succession planning is deciding which leadership candidates to elect to replace the old leaders. In this case, the old leader resigned and handed over all responsibilities and duties to the new, previously appointed leader. Make sure new leaders are motivated to keep learning and don't get easily complacent with their accomplishments. It's a manager's job, so you have to have a high commitment and be able to see faster and farther than others.

Hire experts when needed, If you, as an entrepreneur, are unable to find a suitable candidate or candidate for a new executive position according to your company's classification. The solution is to look for new candidates from outside who are later educated and trained in management-related aspects to

form the person the company wants. However, we do not recommend this method. Because you need to take the time to mentor and train the leadership aspect, as well as present the details of the company you are leading. But if it's urgent and you need to use it right away, there's nothing wrong with hiring aspiring executives who are already experts or have a strong track record in their careers.

Implementation of leadership training, Leadership training cannot be learned through workshops, seminars, or on-the-job training alone. New leadership candidates should also actively participate in organizations or groups related to personal development, leadership, and business. These future leaders can therefore gain insight or broader insight from each other. You can get knowledge and information about management from experienced people. Therefore, future managers are expected to be able to implement what they have learned in managing the company.

Succession is an important theme for the path forward for the company. A failed succession plan can have a negative impact on a company, regardless of its size or strength. Succession planning is a very important program for companies that want to ensure future business success and continuity. It is common knowledge that companies have employee rotations and job titles. Even with high employee turnover. Succession planning is how you ensure that your operations and business continue to run at their best. Succession planning, or which can be translated as "succession planning" in Indonesian, is the important The company's plans and strategies for preparing replacements to fill positions.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that there are many factors that influence the success of succession planning in an organisation. We suggest further research using the distribution of questionnaires to respondents so that your results are valid and measurable. Succession planning is important because it essentially aims to maintain and further develop the company's claim based on performance and competence. Apart from that, it also aims to meet the needs of future management readiness.

ADVANCED RESEARCH

In research using literature review studies, the authors realise that there are many shortcomings in this study because there is no data processing support that can show the significance of numbers for research variables, this research can be a reference for future researchers to be refined and for further research it is recommended to use spss data processing to see the relationship between variables to make the research more accurate and valid.

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