A PRELIMINARY STUDY OF SUCCESSION PLANNING ON THE CAREER DEVELOPMENT: THE UTMSPACE ACADEMIC-CORPORATE ORGANISATION PERSPECTIVE

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ABSTRACT

Academic corporate university as a hybrid organisations must have particular abilities to achieve tangible positive financial outcomes within and beyond the organisation. To reflect the empowerment of the organisation as a knowledge-based economic growth provider, this article aims to explore the succession planning programme in both academic-oriented organisations and business-oriented organisations. The study compares and contrast the literatures, based on three themes, impact to individual, impact to organisation and succession planning approach or practice. The finding showed that succession planning improves employee attitude, skills and relationship with the leader in both academic and business-oriented organisations. It also helps company to build understanding with the employees, fulfil organisation needs, save cost and meet its objectives. Succession planning is implemented through leadership, mentorship, skills development and training programmes in the organisation. This article contributes to our understanding of implementation of succession planning at the hybrid organisation (academic-corporate university) as the competitive educational indicator to practices and strategies created by organisations.

Keywords: Succession Planning, Academic Corporate Organization, Malaysia

RESEARCH HIGHLIGHTS

The paper’s highlights are:

Theme 1: The factor of Succession Planning implementation. The development of SP using a standard academic organisation strategy versus the hybrid organisation reality. The approach in implementing the SP for the academicians and non-academicians leads to human resource management planning.

Theme 2: Impact of Succession Planning on individual experience. The experience amongst employees at the workplace includes the company’s needs and demands towards talent management planning, which directly impact the individual.

Theme 3: Impact of Succession Planning on organisation strategy. The approach that gives the resource management to plan for the hybrid organisation. That is in the educational and industrial quality strategic plan on an increased staffing level.

Introduction

Succession planning (SP) is a very important planning for organisations. Organisation capabilities in developing SP can sustain projects or transaction even when personal changes occur. Successive planning refers to a leadership-preparation strategies relationship with supplier, employees and customers; interaction with market; competitors and industry (Croteau and Wolk, 2010). It includes strategic management planning and tactical steps that tie to the organisation’s goals. It provides a critical leadership position planning with an appropriate and necessary human capital development.

University has not only seen as an institution but also organisation. Subsidiary company formed usually denotes a common function to generate income. This condition makes university as on of the hybrid organisation combining academic and business. The term ‘hybrid’ was originated in the post-colonial studies to distinguished cultural hybrid...
compositions in non-western or migration-life forms. Literature has shown that the term hybrid used in organisations are significantly influenced by the number of past colonial studies (Hyde, 2000). Hybrid organisations are ubiquitous. Hybrid organisations are international, multisector disciplines and vague organisations. In addition, the hybrid organisation combined institutional logic and efforts of innovative solutions to structure the complex problems (Jay, 2012). Therefore, our aims to explore the SP programme in both academic-oriented organisations and business-oriented organisations.

**Methodology**

The study philosophy undertakes the philosophy understanding of the sociology of education. In specific, the focus of the study is to understand people's real-life contexts and experiences by adopting a qualitative approach.

**Selection of Literature**

Firstly, to provide overview of relevant journals about SP, the study conducted a database searching process separately. The article search reached 2010 to the 2021 year range. A quick assessment paper review of the articles was within the relevant to study only. Hence, the literature selection process gives the 82 publications for further process.

**Further Selection**

Secondly, the selected articles that meet the study objectives when a thorough and in-depth assessment process. In specific, each paper is scan and read through following the content scanning and selection. The content selection is focusing on scanning thorough and assessment stages that exclude unrelated articles to further the analysis process.

**Content Analysis**

Moreover, the content analysis is carried out that a comparable way technique to study the content. It mainly observes the employees’ perspective by looking into the significant findings from previous study. That its content gathered continue analyse through the thematic analysis. The analysis revealed the factor and impact of SP implementation on employees and organisations experiences.

**Results**

The findings revealed (1) the factor of SP implementation to the academic-related organisation, and (2) the impact on employees and organisation. The detail is explained in the following subtopic.

**Factor of SP Implementation to Academic-Oriented Organisation**

Based on the analysis, there are main factors of SP practices or approaches that can be listed as follows:

1. Organisation analyses current employee demographics.
2. Organisation holds an appropriate talent management system.
3. Organisation examine job descriptions to classify tasks-types, skill differences, and training required among employee
4. Organisations analyse strategic plans in preparing employee training towards the organisation goals.

The Impact of Implementing SP

Findings from the study shared the following impact of implementing SP:

1. Improve employee’s ability to respond in changing environmental demands (Dehghanpour, A et.al 2011; Ali, Z. et.al. 2019; Ritchie, M., 2020).
2. An individual is well suited and prepared for certain positions, that grant the working experienced, new opportunity and retirement planning (Klein, M. & Salk, R., 2013; Seniwoliba, J. A., 2015).
3. Indirect impact of 2.5 times on organisation growth by increased staffing level through accurate hiring and retaining key personnel of position (Loomes, Owens & McCarthy, 2019; Zafar & Hummayun Akhtar, 2020).
4. Enhanced employee skills and competencies, knowledge, and talents in line with the company needs (González, C., 2013; Ahmad, A.R et.al. 2018).

Research Findings

The study findings revealed the significant role of SP development. In particular, for the long-term academic- and business-oriented organisation. Firstly, the study suggested that SP implementation at the planning stage, strategic execution, and post-appraisal. It helps the company in developing and embracing a positive value amongst employees. Secondly, the study shared the impact reflecting employee’s working and personnel performances at the workplace. Thirdly, the study revealed that SP direction enhances the company’s profitability and sustainability. Therefore, hybrid organisations such as the academic-corporate university need to implement the SP strategies to retain their credibility in the service-based business of educating.

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References


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