

**SUCCESSION PLANNING EFFECTIVENESS:
A CASE STUDY OF UKM**

By

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ABSTRAK

Penyelidikan kuantitatif ini bertujuan untuk mengenalpasti keberkesanan pelan penggantian berdasarkan persepsi pegawai-pegawai pentadbiran (Skim N) di UKM. Penyelidikan melalui soal selidik yang menggunakan persampelan sistematik ini juga cuba melihat hubungan dan pengaruh pembangunan kerjaya, amalan pengurusan pengetahuan, dan gaya kepimpinan (autokratik dan demokratik) ke atas keberkesanan pelan penggantian. Hasil kajian menunjukkan bahawa majoriti responden berpendapat bahawa pelan penggantian yang dilaksanakan oleh UKM adalah amat berkesan. Di samping itu, responden juga amat bersetuju dengan aktiviti pemerolehan pengetahuan, penciptaan pengetahuan dan pemindahan pengetahuan yang telah diamalkan di UKM, manakala penyimpanan pengetahuan, perkongsian pengetahuan, dan pembangunan kerjaya telah dianggap sederhana oleh responden. Hasil kajian juga mendapati bahawa tiada perbezaan yang ketara antara responden lelaki dan perempuan pada persepsi mereka terhadap keberkesanan perancangan penggantian. Selain itu, didapati juga tiada perbezaan yang signifikan dalam kalangan pegawai gred N41 - N54 pada persepsi mereka terhadap keberkesanan pembangunan kerjaya dan amalan pengurusan pengetahuan. Dapatan kajian juga menunjukkan bahawa semua peramal dalam kajian ini tidak mempunyai korelasi yang signifikan dengan keberkesanan pelan penggantian. Ini juga bermaksud bahawa tidak terdapat hubungan yang signifikan antara peramal dan keberkesanan pelan penggantian. Dalam erti kata lain, terdapat peramal tambahan lain yang penting dalam menerangkan keberkesanan pelan penggantian yang tidak dibincangkan dalam kajian ini. Implikasi daripada hasil kajian, cadangan untuk kajian masa hadapan dan tindakan proaktif yang perlu diambil oleh Bahagian Sumber Manusia, UKM juga telah dikemukakan.

ABSTRACT

This quantitative research aimed to determine the effectiveness of succession planning based on the perception of administrative officers (N Scheme) in UKM. Further, the survey research using systematic sampling aimed to examine the relationship and influence of career development, knowledge management practices, and leadership styles (autocratic and democratic) on the effectiveness of the succession planning. The finding shows the majority of the respondents perceived that the succession planning, which has been implemented by UKM, is highly effective. In addition, the respondents also strongly agreed with the activities of knowledge acquisition, knowledge creation and knowledge transfer which have been practicing in UKM, whereas knowledge storage, knowledge sharing, and career development were perceived moderately by the respondents. The finding also reveals that there is no significant difference between male and female in their perception towards succession planning effectiveness. Besides, there is also no significant difference among the officers Grade N41 to N54 on their perception on the effectiveness of career development and knowledge management practices. Essentially, all predictors of the in this study have no significant correlation with the effectiveness of succession planning. This indicated that there was no significant relationship between the predictors and succession planning effectiveness. In other words, there are other additional predictors that are important in explaining the effectiveness of succession planning h have not been considered in this study. Implications of the findings, suggestions for future studies and recommendations for proactive actions to be taken by Human Resources Division of UKM were also presented.

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LIST OF ABBREVIATION

| | |
|--------|--|
| CRM | Customer Relationship Management |
| HEI | Higher Education Institutions |
| ISIS | Institute of Strategic and International Studies |
| KPI | Key Performance Indicators |
| MIMOS | Malaysian Institute of Microelectronic Systems |
| MOHE | Ministry of Higher Education |
| PPKK | Pusat Perancangan Korporat dan Kepimpinan |
| PS2020 | Pelan Strategik 2020 |
| PTD | Pegawai Tadbir Diplomatik |
| USIM | Universiti Sains Islam Malaysia |
| UMT | Universiti Malaysia Terengganu |

CHAPTER ONE

RESEARCH BACKGROUND

1.1 Introduction

This section explains the background of the study which are the background of Universiti Kebangsaan Malaysia, the Talent Management Program of UKM, and the statement of the problem. Further, it explains specific research objectives and research questions. The next section presents the scope of the study and will follow by significance of the study that points-out the importance of the study, and the research limitations.

1.2 Case Study Organization

1.2.1 Background of Universiti Kebangsaan Malaysia (UKM)

Universiti Kebangsaan Malaysia (UKM) was founded on 18 May 1970. The first batch of undergraduate students was registered and enrolled in the first three faculties set up; the Faculty of Science, Faculty of Arts and Faculty of Islamic Studies in May 1970. UKM vision is “Committed to being ahead of society and time in leading the development of a learned, dynamic and moral society”, whilst the mission is suit the purposes of its establishment “To be the learning centre of choice that promotes the sovereignty of Bahasa Melayu and internationalises knowledge rooted in the national culture”.

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