

**THE RELATIONSHIP BETWEEN
SUCCESSION PLANNING AND CAREER DEVELOPMENT**

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ABSTRACT

This quantitative research aims to determine the relationship between succession planning and career development and to create awareness on both matter among 1,453 PTD officers (Grade M48, M52 and M54) at five ministries/departments in Putrajaya (Prime Minister's Department, Public Service Department, Ministry of Home Affairs, Ministry of Finance and Ministry of Health). Instrument of Assessment Questionnaire for Effective Succession Planning and Management (SP&M) by Rothwell (1997) used to measure the importance of succession planning program and ASTD Survey Questionnaire by Gutteridge, Leibowitz & Shore (1990) to measure the effectiveness of career development program. Of the five hypotheses tested, two were substantiated and three were not. The finding shows that promotion is the most influential factor in explaining the effectiveness of career development programs. In other hands, respondents claimed that there is no effectiveness of career development program for them. The importance of succession planning is not the same among the ministries/departments and there is no difference between men and women in their perception towards succession planning. The result also shows that the career development program is effective if there is support from the top management, a system to manage the human resource, more recruitment, more training program and more promotion exercise for all excellent officers. Implications of the findings, suggestions for future studies and recommendations for positive actions to be taken by government were also suggested.

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CHAPTER 1

INTRODUCTION

1.1 An Overview

One area of human resource planning (HRP) that needs to be examined in the light of changes in the workplace is the way careers are managed and developed. Mayo (1991) has defined career management as *“The design and implementation of organizational process which enable the careers of individuals to be planned and managed in a way that optimizes both the needs of the organizations and the preferences and capabilities of individuals.”*

In the past, the term ‘career’ is one that has usually been applied to managerial and professional workers. Many organizations responded to the career aspirations such employees through HRP policies and processes such as succession planning, secondment, ‘fast-track’ development for identified ‘high flyers’ and a vast array of personal and management development activities (Bratton & Gold, 1999).

While organizations were structured into a number of hierarchical levels and grades, such employees could look forward to a path of promotion that signified the development of their careers. Of course, along the way, many employees might encounter blocks to their careers such as lack of opportunities and support, and for women, cultural and structural prejudices to career progress referred to as the ‘glass ceiling’ (Davidson and Cooper, 1992).

During the 1980’s, with the growing influence of ideas relating to a people-oriented human resource management (HRM), reflecting the *unitarist perspective* on the employment relationship of a common interest between the organization

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