ISSN: 2338-8412 e-ISSN : 2716-4411

Ekombis Review – Jurnal Ilmiah Ekonomi dan Bisnis
Available online at : https://jurnal.unived.ac.id/index.php/er/index
DOI: https://doi.org/10.37676/ekombis.v13i2

Strengthening Leadership Succession Through The Delegation Of Authority Strategy Model In Corporate Succession Planning In Jakarta

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How to Cite :

Praktino, Y., Madiistriyatno H., Milisani, M., Naser, H., Hermawan, E., (2025) Strengthening Leadership Succession Through The Delegation Of Authority Strategy Model In Corporate Succession Planning In Jakarta. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(2). DOI: https://doi.org/10.37676/ekombis.v13i2

ARTICLE HISTORY

Received [30 July 2024]
Revised [23 February 2025]
Accepted [08 April 2025]

KEYWORDS

Leadership Succession, Leadership, Delegation Of Authority, Employee Performance, Organisational Commitment.

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ABSTRACT

Background: Determine how delegation of authority can help employees develop managerial skills. Research objectives: First, we examine the benefits of delegation of authority for leadership skill development; second, we examine the effectiveness of succession planning in preparing future leaders; and third, we investigate the role of delegation in facilitating organizational transitions integrated with succession planning. Methodology: SEM with Smart PLS 4.0. The sample consisted of 92 respondents, selected using the non-probability sampling method. Results: An effective succession-planning strategy involves delegating authority to stimulate talent development and facilitate the placement of qualified workers in significant positions. Conclusions and suggestions: HR professionals can use this matrix to put succession planning concepts into practice, especially where delegation of authority is involved, by integrating the nine-box matrix methodology. In addition, HiPo Mapping will assist in the recruitment, training and placement of skilled workers in key positions within the organisation.

INTRODUCTION

The researcher suggests the delegation of authority model as a strategic approach to succession planning, aiming to facilitate leadership transition based on placement, competence, and experience, reducing risk and ensuring continuity. This view is consistent with career planning being about the organization's future commitment to retaining employees and ensuring that employees are promoted according to their career paths, as the organization relies on its employees to achieve its goals (Hoekstra, 2011; Al-Omari et al., 2020). Hence, clear

communication, mentoring, and ongoing evaluation are important for supporting the development of future leaders.

Organizations create career paths and fill vacancies to ensure employee fit and continuity of employment (Al-Omari et al., 2020). According to Jusdinar et al. (2024), Delegation of authority is crucial for organizations to enhance service effectiveness and efficiency, as well as facilitate company management activities (Galih Fajar Muttaqin, 2018). However, in Bell's (2012) delegation involves accountability and obligation, which requires trust, a clear task nature, authority boundaries, deadlines, project relationships, resources, and renewal time for successful delegation. In addition, Delegation of authority can enhance employee morale, boost confidence, and foster a sense of belonging within an organization (Al-Jammal et al., 2015a; Olubayo Thomas et al., 2017).

Therefore, line managers must understand how to delegate authority. According to Bell (2012), there are several stages of delegation in which the manager determines the delegation of authority, identifies the appropriate individual, determines the acceptance or rejection of the assignment requirements, temporarily delegates authentic authority to the delegated individual, creates responsibility, and trusts them to complete the tasks. tasks with minimal supervision.

This view is echoed by Baker and Murphy (2022), certain factors which influence often occur when a superior refuses to delegate authority to subordinates and rather withholds authority. This is because of the weak organizational structure. However, the delegation of the authority model is a strategic tool for succession planning. By integrating it into their organizational practices, leaders and managers can improve their ability to effectively prepare for and manage leadership succession. According to Atta et al. (2020), Barriers are typically related to delegators and delegates, while others are environmental or situational barriers. Supervisors must be aware of their weaknesses and adept at overcoming the challenges associated with delegating.

In research conducted by Nkiruka et al. (2021a), the importance of delegating authority in management and leadership succession is because it develops employees, prepares successors, and motivates subordinates. Thus, the person who delegates authority remains responsible for the delegated work. Therefore, in developing people, preparing successors, and motivating both subordinates and managers, there needs to be a career path in leadership succession planning. The opinion of Jusdinar et al. (2024) is that delegation improves employee performance and encourages subordinate participation in decision making, and delegation of authority has been shown to significantly improve employee performance, efficiency, and empowerment. It has also been observed to foster positive relationships, broaden perspectives, and bypass the need for central authority in decision-making (Al-Jammal et al., (2015b).

As stated by Gabriel et al. (2020), succession planning adopts a proactive and future-focused approach that enables managers to assess and develop a talent pool to fill positions, address competency and skills gaps, and meet the organization's staffing needs. Thus, a mechanism that provides full delegation of authority to high-potential employees in future succession planning is needed. As illustrated in the accompanying diagram, the identification of high-potential (HiPo) employees should be based on a minimum of two consecutive years of exemplary performance.

The implementation of consistent workforce planning in organisations has a significant impact on the strategic succession planning of top and middle management. This, in turn, results in a considerable level of turnover, thereby underscoring the crucial role of succession planning as a strategic tool (Bano et al., 2022). With a focus on skill development, succession planning helps organizations manage and retain their talent pipelines (Arokiasamy et al., 2011); (Bolander et al., 2017).

This perspective is in line with the findings of Garg and Weele (2012), who highlighted the need for robust succession planning to avoid business failure by establishing a career trajectory through a succession map, as discussed earlier. The study demonstrates that effective

succession planning significantly enhances organizational performance. This finding is also consistent with the assertion that robust talent management practices are critical for identifying, developing, and retaining successors (Zhang et al., 2023).

Succession planning has emerged as a pivotal strategic instrument for human resource management, facilitating the formulation of indispensable succession plans for pivotal employees and managers at all levels (Rothwell, 2010).

LITERATURE REVIEW

Delegation Of Authority And Leadership Development

Effective delegation of authority is often identified as critical to developing employees' management and leadership skills. Empowering people can improve performance by identifying innovative ways of working and making decisions, trusting people to take on more complex tasks to improve problem-solving skills, and fostering a greater sense of ownership and accountability, but there must be scope and responsibility for the tasks they carry out (Fernandez & Moldogaziev, 2013); (Muhammad Shah & Kazmi, 2020).

This is in line with the view (Sharma & Kirkman, 2015); Groysberg & Healy, 2020); (King, 2023) that opportunities are provided for employees to demonstrate their expertise through forms of training and development for potential successors to ensure that they are well equipped to meet the challenges and responsibilities of leadership roles.

Succession Planning And Talent Development

Succession planning is a strategic process through which organisations identify, develop and retain individuals who are capable of assuming critical roles, thereby ensuring continuity and maintaining institutional knowledge (King, 2023). (Son et al., 2020) emphasize that talent management involves systematically identifying key talents contributing to a company's sustainable competitive advantage.

Succession planning is a strategy for selecting suitable managers for key positions, enabling emerging leaders to gain experience, enhance skills, and demonstrate readiness for senior roles (Gabriel et al., 2020b; Ali et al., 2014; Duan et al., 2021).

Delegation And Organizational Transitions

Effective delegation of authority plays a key role in supporting smooth organisational transitions, ensuring continuity of leadership, minimising operational problems and facilitating smooth leadership transitions (Fernandez & Moldogaziev, 2013;Huang et al., 2014; Bozer & Jones, 2018).

The strategic delegation approach empowers employees to handle new challenges, helping organizations adapt to evolving business environments and navigate challenges effectively. (Hahn & Subramani, 2000).

METHODS

The study investigates authority delegation in succession planning, focusing on employee performance, organizational management, and leadership, using descriptive and inferential statistical techniques in Jakarta companies. The descriptive research aimed to provide a precise and reliable description of the aspects involved in testing statistical relationships between variables (Ateeq et al., 2022). The research data analysis involves analyzing various parameters based on the research framework's stages.

Research methods, data and analysis:

In order to test hypotheses or find patterns, this study used an associative quantitative method, which examines the correlations between variables by gathering numerical data and using statistical analysis (Rana et al., 2021; Ghanad, 2023). To assess the degree of correlation between variables and ascertain their statistical significance, associative quantitative approaches are frequently employed (Sugiyono, 2017).

Probability and non-probability sampling are two primary sampling methods, with probability sampling based on a specific probability distribution, and non-probability sampling selecting samples randomly (Fauzy, 2019; Medidatuzzahara, 2019; Sandu Siyoto & Ali Sodik, 2015). Researchers utilized a modified Likert scale to distribute questionnaires, reducing respondents' neutral option preference for reliability and validity of results and data analysis (Ahmad Rijali, 2018; Cresswell, 2018; Pallant, 2020).

Respondents were asked to rate the items on a Likert scale, with 1 indicating Strongly Disagree and 5 indicating Strongly Agree (Milisani et al., 2024). Researchers used an ordinal scale and modified Likert scale to ensure reliable results and facilitate data analysis, avoiding middle/neutral choices (Rijali, 2018; John W Creswell, 2009; Pallant, 2016; Bryman & Cramer, 2004; Sugiyono, 2011). For assessment, the researcher conducted a standardised online questionnaire (Almeer, 2022; Dawwas, 2023). The aim of the descriptive research was to provide an accurate and reliable description of the various components associated with statistical testing of variable relationships (Ateeq et al., 2022).

The study utilized the partial least squares (PLS) method, which has two distinct measurement models: outer and inner (Gentle et al., 2010; Hair et al., 2019). The outer model illustrates the correlation between latent variables and indicators, or vice versa (Hair, 2014). The model validates data validity and reliability through convergent and discriminant validity testing, with indicator loading factor observing test value in convergent validity testing. An indicator was deemed valid for elucidating its underlying construct if it exhibited a loading factor value exceeding 0.7.

The outer model illustrates the correlation between latent variables and indicators, or vice versa. The Fornell-Larcker standard requires a latent variable's AVE value to exceed the R^2 of all other variables, and cross-loading if each item has a more significant loading value (David Garson, 2016).

The results of the subsequent tests were deemed reliable. In this test, two criteria were met. The first is composite reliability, for which the standard value requirement is >0.8. Cronbach's alpha measures the reliability of a construct, ensuring composite reliability at its lower limit.

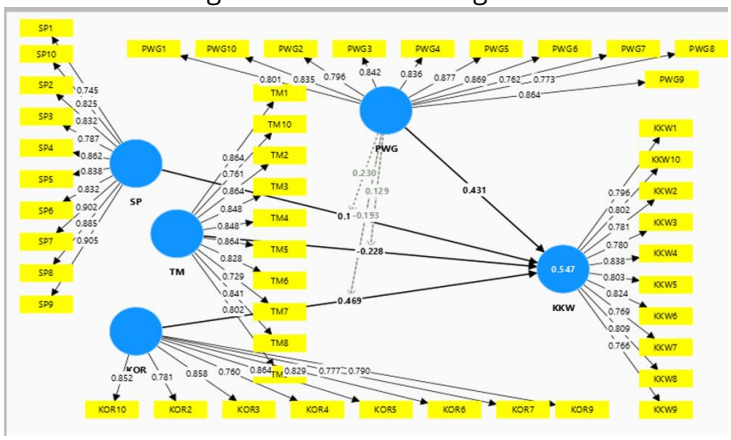
The standard value required for Cronbach's alpha was >0.6. The next PLS measurement model was the inner model. Structural model testing, also known as an inner model, involves examining the relationship between constructs. There are several tests for structural models, namely R square (R^2), effect size (f^2), goodness of fit (GoF), and hypothesis testing (Wynne, 2010). In (Cohen's (1988) research, the suggested effect sizes f^2 are 0.02, 0.15, and 0.35, with exogenous latent variables having a small, moderate, and large influence at the structural level.

The Goodness of Fit (GoF) index validated the overall structural model. It is a single measure used to evaluate the combined performance of measurement and structural models. The GoF value, calculated by multiplying the average communality index by R^2, ranges from 0 to 1, with different interpretations including small GoF (0.1), moderate GoF (0.25), and large GoF (0.36).

RESULTS

Convergent Validity

Figure 1 Outher Loading Test



Graph 1: Outer Loading Test above shows that all latent constructs have a loading factor value > 0.7, so the data is declared valid (Hair et al., 2019b), while (Wynne, 2010) LF> 0.60.

Validity & Reability Test

Table 1 Construct Reability And Validity

	Cronbach's Alpa	Composite Reability(rho_a)	Composite Reability(rho_c)	Average Variance extracted (AVE)
KKW	0.937	0.944	0.946	0.635
KOR	0.928	0.933	0.940	0.664
PWG	0.948	0.952	0.955	0.683
SP	0.954	0.963	0.961	0.710
TM	0.949	0.958	0.955	0.683

Source: output SMART PLS

Notes:
KOR = Organizational Commitment
SP = Leadership Succession
TM= Talent Management
PWG= Delegation of Authority
KKW= Employee Performance

The table's validity and reliability tests indicate that the Cronbach's alpha, composite reliability, and AVE values meet the criteria for validity and reliability. The average variance extracted (AVE) is a metric for assessing the convergent validity of a construct. A value of 0.50 or higher indicates that a construct explains at least 50% of the variance of its items (Hair et al., 2019b).

Table 2 Discriminant Validity-Fornell-lacker Criterion

	KKW	KOR	PWG	SP	TM
KKW	0.797				
KOR	0.638	0.815			
PWG	0.437	0.512	0.826		
SP	0.334	0.344	0.822	0.843	
TM	0.438	0.595	0.616	0.635	0.840

Source: output SMART PLS

Notes:
KOR = Organizational Commitment
SP = Leadership Succession
TM= Talent Management
PWG= Delegation of Authority
KKW= Employee Performance

The AVE root of Employee Performance is (0.797) higher than the correlation with other variables, indicating that the discriminant validity for correlation is fulfilled.

Inner Model

Tabel 3 Coefficient Of Determination /R Square (R^2)

	R-Square	R square adjusted
KKW	0.547	0.510

Source: output SMART PLS

The predicted value ranges from zero to one, indicating the extent to which external constructs explain the size of an endogenous construct. The table shows that the coefficient of determination (R2) of the model was 0.547. The magnitude of the influence of Employee Performance is 54.7%. including a Moderate Influence (Sarstedt et al., 2021b).

Effect Size (F Square/f^2)

Table 4 f-Square Matrix

	KKW
KKW	
KOR	0.244
PWG	0.085
SP	0.008
TM	0.036
PWG X KOR	0.044
PWG X SP	0.194
PWG X TM	0.022

Source: output SMART PLS

Notes:
KOR = Organizational Commitment
SP = Leadership Succession
TM= Talent Management
PWG= Delegation of Authority
KKW= Employee Performance

The table displays the value of F Square /f 2.:

1. Leader succession to employee performance 0.008, has a weak impact
2. Management talent on employee performance is 0.036, has a weak influence
3. Organisational commitment to employee performance is 0.244, has a strong influence
4. Delegation of authority on employee performance is 0.085, has a weak influence
5. The delegation of authority through leadership succession on employee performance is 0.194, which has a strong influence.
6. Delegation of authority through managerial talent on employee performance is 0.022, has a weak effect.

7. The delegation of authority through organizational commitment to employee performance is 0.044, which has a weak influence.

Hypothesis Test

Table 5 Path Coefficients- Mean, STDEV. T value, P value

	Original Sampel (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (0//STDEV)	P Value
KOR → KKW	0.469	0.473	0.124	3.777	0.000
PWG → KKW	0.431	0.419	0.194	2.224	0.027
SP → KKW	0.120	0.119	0.141	0.856	0.392
TM → KKW	-0.228	-0.216	0.142	1.608	0.108
PWG x KOR → KKW	-0.193	-0.191	0.127	1.528	0.127
PWG x SP → KKW	0.230	0.272	0.102	2.253	0.025
PWG x TM → KKW	0.219	0.092	0.142	0.908	0.365

Source: output SMART PLS

1. H1 : The study reveals a significant positive correlation between leadership succession and employee performance.
   The results presented in the table indicate a positive correlation between leadership succession and employee performance, with a correlation coefficient of 0.120. However, the p-value (0.392 > 0.05) suggests that this relationship is not statistically significant.
2. H2 : Management talent has a significant positive relationship with Performance of employee.
   The results presented in the table demonstrate a negative correlation between managerial talent and employee performance, with a coefficient of -0.228. Furthermore, the P-value of 0.108 exceeds the 0.05 significance threshold, indicating that the observed relationship is not statistically significant.
3. H3 : The level of organisational commitment exhibited by employees has been found to have a significant positive relationship with their performance.
   The results presented in the table demonstrate a statistically significant positive correlation between organisational commitment and employee performance, with a correlation coefficient of 0.469 and a p-value of 0.000, indicating a p-value less than 0.05.
4. H4 : The delegation of authority has a substantial, positive correlation with employee performance.
   The results in the table show that Delegation of Authority has a significant positive relationship with performance of employee, namely, 0.431 and p-value 0.027 <0.05.
5. H5 : The delegation of authority serves to moderate the relationship between leader succession and employee performance, thereby reinforcing the positive correlation between the two.
   The results presented in the table demonstrate that Delegation of Authority serves to moderate the relationship between leader succession and employee performance. Specifically, the positive correlation of 0.230 between the leader succession variable and employee performance is reinforced by the fact that the P-value is 0.025, which is less than 0.05.

6. H6 : The delegation of authority serves to moderate the relationship between managerial talent and employee performance, there by reinforcing the positive correlation between the two.
   The results presented in the table demonstrate that the Delegation of Authority has been unable to moderate the relationship between management talent and employee performance. Consequently, the positive relationship of 0.129 between management talent and employee performance has been weakened, as evidenced by the P-value of 0.365, which is greater than 0.05..
7. H7 : The relationship between organisational commitment and employee performance is moderated by the delegation of authority, whereby the positive relationship between the two is reinforced.
   The results presented in the table demonstrate that the delegation of authority is an ineffective means of moderating the relationship between organisational commitment and employee performance. Consequently, the negative correlation of -0.193 between organisational commitment and employee performance is diminished due to the P-value associated with the delegation of authority being 0.127, which exceeds the 0.05 threshold.

DISCUSSION

The combined influence of the three independent variables and the moderating variable on the dependent variable is indicated by the coefficient of determination (R^2) value, which was 0.547. This suggests that the independent variables and moderating variable exert a moderate influence on the dependent variable.

Leader Succession, Management Talent and Delegation of Authority partially have a weak influence on employee performance, but Organisational Commitment has a strong influence. According to the GoF test results, this model is considered a good fit.

The relationship between leadership succession and employee performance is positive, with a correlation coefficient of 0.120. However, the P-value of 0.392 is greater than 0.05, indicating that the relationship is not statistically significant. Similarly, talent management has a negative relationship with employee performance, with a correlation coefficient of -0.228. The P-value of 0.108 is also greater than 0.05, suggesting that the relationship is not statistically significant.

However, The results demonstrate a significant positive relationship between organisational commitment and employee performance, with a correlation coefficient of 0.469 and a p-value of 0.000, which is less than 0.05. Similarly, the data indicates a significant positive relationship between delegation of authority and employee performance, with a correlation coefficient of 0.431 and a p-value of 0.027, which is less than 0.05.

The delegation of authority can be considered a moderating variable, capable of reinforcing the correlation between leader succession and employee performance. Conversely, it can also be observed to attenuate the relationship between talent management and employee performance, as well as between organisational commitment and employee performance.

CONCLUSION

In this research, the delegation of authority is related to leadership succession. The delegation model is responsible for what is done, and is also a form of development that increases employee competence. Therefore, it is necessary to develop employees to prepare for leadership succession through career paths in leadership succession planning. According to Jusdinar et al. (2024), delegation improves employee performance and encourages subordinates to participate in decision-making. Therefore, the importance of the delegation of authority element in supporting the performance of potential employees.

In addition, delegation of authority significantly improves employee performance, efficiency, and empowerment. It also fosters positive relationships, improves perspectives, and removes central authority from decision-making. With effective succession planning, delegation of authority has a positive impact on business performance (Al-Jammal et al., 2015b; Zhang et al., 2023).

LIMITATION

As with other studies in this field, this study has a number of limitations that provide opportunities for further research. Firstly, it should be noted that the cases and research procedures employed in this experiment were designed and carried out as simplified illustrations of natural conditions in the field. It would therefore be beneficial for future research to conduct a national survey in order to obtain more general and comparable results. The findings of the research study can be further elucidated by reference to existing studies on the same topic, thereby enhancing the contribution of behavioural research in the future.

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