

## **TWENTY-FIRST CENTURY ORGANISATIONS – PERCEIVED SUCCESSION MANAGEMENT AND LEADERSHIP: CONCEPT PAPER**

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### **ABSTRACT**

The historical heir apparent model, the origin of the successor versus internal candidates, and the connection between CEO succession and business performance have been the main areas of executive succession study (Bills et al., 2017; Chiu & Sharfman, 2018; J Garcia-Blandon, JM Argilés-Bosch et al., 2019; Hopp et al., 2020; MA Abernethy et al., 2019; M Sarfraz, SGM Shah, Z Fareed al., 2020; Tao, R., & Zhao, H. et al., 2019; Georgakakis, D., & Buyl, T. et al., 2020). This quantitative, non-experimental, explanatory study's goal was to evaluate the connection between senior managers' leadership philosophies and succession planning. The purpose of this study was to determine the link between succession management and the transformational leadership style in the business, the transactional leadership style in the organisation, and the passive-avoidant leadership style in the organisation. For more investigation and research, a concept paper was suggested.

**Keywords:** Succession Management, Leadership Style

### **INTRODUCTION**

Gender roles, ownership, tax issues, and generational disputes have been the focus of research on family company succession (Gry Osnes, Liv Hök, James D. Grady et al., 2019; Elsevier; Mussolino et al., 2019; Nelson & Constantinidis, 2017). The primary study areas in succession management have been so specialised that general leadership development and human capital retention have not received enough attention style within the organization (Griffith et al., 2019).

There is less direct empirical data demonstrating how leadership development-based on succession management affects leadership styles within an organisation. But the non-profit, nursing, and educational sectors account for the majority of the scant research that do exist (A Grieve & J Olivier, 2018; SN Larkey., 2019). There aren't enough empirical studies on the subject of organisational succession planning for other groups (Berns & Klarner, 2017). The present study addressed a gap in the body of knowledge and offered data that defined the connections between succession management and the employment of transactional, transformational, and passive-avoidant leadership styles inside organisations by utilising the full range leadership theory as a model.

## **LITERATURE REVIEW**

This literature review's goal was to identify any gaps in the existing body of knowledge that may be addressed by new research. By investigating the link between the two business management frameworks by looking at current behaviours, this study of succession management and full range leadership theory seeks to fill the gap in the literature. The primary review of the literature looks at both academic research on succession planning and Full range leadership theory and model (Z Ali, B Mahmood, A Mehreen et al., 2019).

The constructs and variables for the present study are:

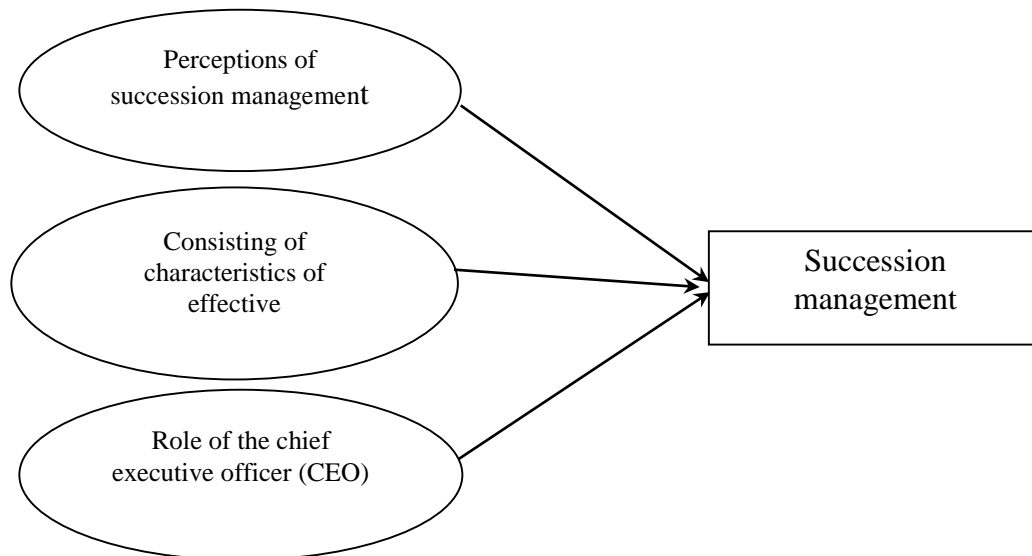
The first concept is succession management. Perceptions of succession management, which include traits of successful succession management programmes and the CEO's involvement in the organization's succession management, serve as the independent variable (C Gehrke et al., 2019). Rothwell's succession management questionnaire's authorised parts were used to measure the independent variable (FE Monyei, et al., 2021; Rothwell et al., 2015).

The second construct is the concept of leadership. The three components of the full range leadership style model-transformational leadership, transactional leadership, and passive-avoidant leadership-are the dependent variables. The Mindgarden Multifactor Leadership Questionnaire ([MLQ]) was used to gather the data (I Agodu et al., 2019; GM Kundi et al., 2021)

The literature on succession management initially takes a historical tack to analyse the first construct-perceptions of the field. In order to put current elements into perspective for the twenty-first century, the literature review discusses the common elements of succession terms, succession process, chief executive officer (CEO) turnover and firm performance, the heir apparent succession model, talent management and leadership development, retention and retirements. The literature concentrates on transformational, transactional, and passive-avoidant leadership styles for the second construct, the full range leadership model. When taken as a whole, the literature study produced little in the way of empirical research for Malaysian firms that included both succession planning and leadership style.

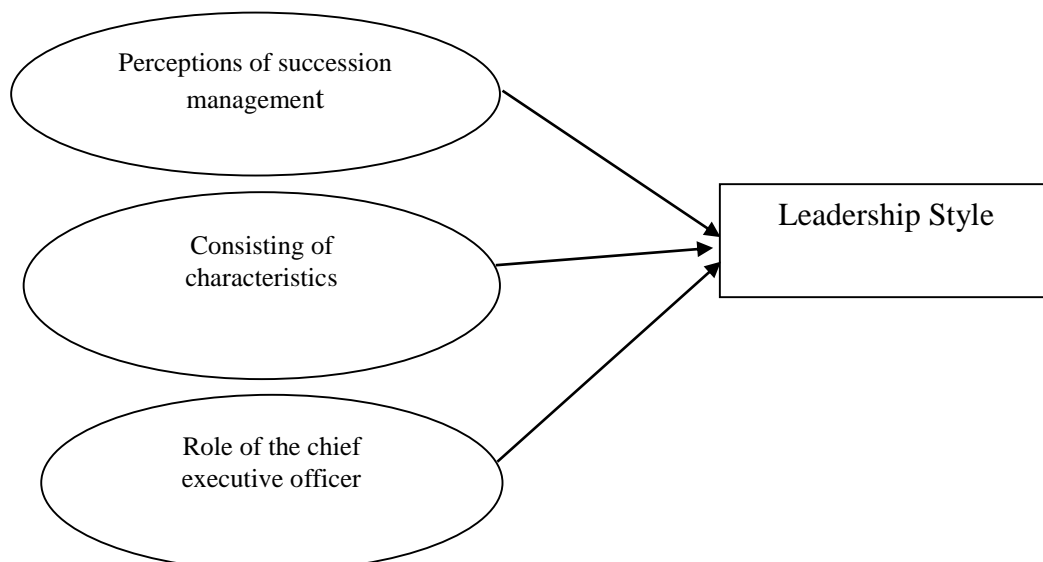
## Proposed Research Framework

### First Construct Model



**Diagram 1:** Perceptions of succession management, consisting of characteristics of effective succession management programs and the role of the chief executive officer in the organization's succession management

### Second Construct Model



**Diagram 2:** Model transformational leadership, transactional leadership, and passive-avoidant leadership

## CONCLUSION

In conclusion, the literature study of full range leadership theory and succession management focuses on the relevant business management ideas to investigate these themes. The history of succession planning and its current status in company management, as well as the full range leadership model that represents leadership style, appear to have followed parallel evolutionary trajectories from the solo or dominating individual personality to a team-based, social approach. The present study will however make an effort to close this gap in the literature because there aren't many empirical studies that combine succession planning with leadership style.

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