

Analysis of Succession Management on Talent Management with Talent Culture Involvement as a Moderating Variable in UPT. PLN Pematangsiantar

M. Syahputra Siregar, Sri Rahayu

Abstract

This research is based on the importance of sustainable human resource management in the face of changes in the organizational environment and the need for talent readiness to fill strategic positions. Succession management is seen as one of the important strategies in ensuring the sustainability of leadership and strengthening talent management, the effectiveness of which is influenced by the talent culture in the organization. The study aims to analyze succession management on talent management with the involvement of talent culture as a moderating variable at UPT PLN Pematangsiantar. This study uses a quantitative approach with the type of explanatory research. Data was collected through the distribution of questionnaires to employees of UPT PLN Pematangsiantar and analyzed using Moderated Regression Analysis. The variables in this study consist of succession management as an independent variable, talent management as a dependent variable, and talent culture involvement as a moderating variable. The results of the study show that succession management has a positive and significant effect on talent management. In addition, talent culture involvement has been shown to play a role as a moderating variable that strengthens the influence of succession management on talent management. The conclusion of this study emphasizes that the integration between succession management, talent management, and talent culture involvement is an important factor in human resource management at UPT PLN Pematangsiantar. This research is expected to make a theoretical contribution to the development of human resource management science as well as a practical contribution to organizations in formulating effective and sustainable talent management strategies.

Keywords: Succession Management, Talent Management and Talent Culture Engagement

M. Syahputra Siregar¹

¹Master of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: Mhdptrsiregar@gmail.com¹

Sri Rahayu²

²Master of Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: srirahayu@dosen.pancabudi.ac.id²

2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era
<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

Changes in the increasingly dynamic business environment, characterized by technological developments, globalization, and increasingly high demands for organizational performance, require companies to have superior and sustainable human resources (HR). In this context, talent management is one of the important strategies for organizations to ensure the availability of competent human resources, competitive, and able to support the achievement of the company's long-term goals. Without effective talent management, organizations are at risk of experiencing strategic position vacancies, decreased performance, and loss of critical knowledge and competence [1].

One of the important aspects that is closely related to talent management is succession management. Succession management is a systematic process of identifying, developing, and preparing potential employees to fill key positions in the future. A good succession management implementation can help organizations maintain leadership continuity, minimize the risk of dependency on specific individuals, and ensure that internal talent is ready to meet the organization's evolving challenges [2]. Thus, succession management not only plays a role in succession planning, but also becomes an important foundation in strengthening talent management.

However, succession management's success in supporting talent management is not only determined by formal systems and procedures, but is also influenced by organizational culture, especially talent culture. Talent culture reflects organizational values, norms, and practices that support the sustainable development, reward, and engagement of talent[3]. Strong talent culture engagement can create a work environment that encourages employees to thrive, commit and actively participate in career development and succession programs. Conversely, a weak talent culture can hinder the effectiveness of succession management and talent management, even if the systems in place are well designed[4].

In the context of the organization of State-Owned Enterprises (SOEs) such as PT PLN (Persero), the challenges in managing human resources are becoming increasingly complex. PT PLN (Persero) as a national electricity provider company has a strategic role in supporting development and public services. Therefore, the sustainability of organizational performance is highly dependent on the readiness of competent, professional, and integrity human resources. UPT PLN Pematangsiantar as one of the technical implementation units has an important responsibility in maintaining operational reliability and service quality, so it requires effective talent management and succession.

Facts in the field show that there are still challenges in the implementation of succession management and talent management, such as the limitation of ready-to-use candidates for strategic positions, inequality in competency development, and the lack of optimal internalization of talent culture at all levels of the organization. This condition requires a more in-depth study of the factors that affect the success of talent management, especially the role of succession management by considering the involvement of talent culture as a moderating variable.

Based on this description, this study is important to analyze the influence of succession management on talent management with the involvement of talent culture as a moderating variable at UPT PLN Pematangsiantar. The results of this research are expected to make a theoretical contribution to the development of human resource management science as well as practical contributions for PT PLN (Persero), especially in formulating a more effective and sustainable talent management and succession strategy.

In the context of the organization of State-Owned Enterprises (SOEs) such as PT PLN (Persero), the challenges in managing human resources are becoming increasingly complex. PT PLN (Persero) as a national electricity provider company has a strategic role in supporting development and public services. Therefore, the sustainability of organizational performance is highly dependent on the readiness of competent, professional, and integrity human resources. UPT PLN Pematangsiantar as one of the technical implementation units

has an important responsibility in maintaining operational reliability and service quality, so it requires effective talent management and succession

Literature Review

2.1. Human Resource Management

Human Resource Management (HRDM) is a strategic approach in managing human assets in order to be able to make an optimal contribution to the achievement of organizational goals. According to Dessler, HRM includes the process of recruitment, development, performance appraisal, compensation, and maintenance of effective working relationships. In modern organizations, HR is no longer seen as a mere administrative function, but as a strategic partner that plays an important role in improving organizational competitiveness through sustainable talent management [7].

2.2. Succession Management

Succession management is a systematic process of identifying, developing, and preparing potential employees to fill key positions in the future. Rothwell stated that succession management aims to ensure continuity of leadership and minimize the risk of strategic vacancies. Effective succession management involves competency mapping, identification of high potential employees, and planned development programs. Thus, succession management is one of the important instruments in strengthening talent management in the organization.

2.3. Talent Management

Talent management is a series of integrated activities designed to attract, develop, retain, and utilize talented employees to support the success of the organization. According to Collings and Mellahi, talent management focuses on strategic positions that make a significant contribution to an organization's competitive advantage. Effective talent management implementation allows organizations to have superior human resources who are ready to face changing business environments.

2.4. Talent Culture

Talent culture is part of an organizational culture that emphasizes values, norms, and practices that support the development and appreciation of talent. Talent culture is reflected in leaders' commitment to human resource development, a fair reward system, career development opportunities, and a work environment that encourages continuous learning. A strong talent culture can create an organizational climate conducive to employee growth and engagement.

2.5. Talent Culture Engagement

Talent culture engagement refers to the extent to which employees are actively and emotionally involved in the organizational culture that supports talent management. This involvement is reflected in the level of employee participation in development programs, loyalty to the organization, and commitment to contribute optimally. High talent culture engagement can strengthen the effectiveness of HR management policies, including succession management and talent management.

2.6. The Influence of Succession Management on Talent Management

Succession management has an important role in improving the effectiveness of talent management. With structured succession planning, organizations can systematically identify and develop internal talent. Several studies show that good succession management has a positive effect on strengthening talent management, as it is able to ensure the availability of superior human resources for strategic positions and increase employee motivation and

commitment [5].

2.7. The Role of Talent Culture Involvement as a Moderating Variable

A moderating variable is a variable that affects the strength or direction of the relationship between an independent variable and a dependent variable. In this study, talent culture involvement plays a role as a moderating variable that strengthens or weakens the influence of succession management on talent management. A strong talent culture and actively engaging employees is believed to strengthen the positive influence of succession management on talent management. On the other hand, if the involvement of talent culture is low, then the influence of succession management on talent management becomes less optimal.

Research Methodology

3.1. Research Design

This study uses a quantitative approach with the type of explanatory research [6]. The quantitative approach was chosen because this study aims to test the influence between variables based on statistically analyzed numerical data. Meanwhile, explanatory research aims to elucidate the causal relationship between succession management and talent management and talent culture involvement as a moderating variable.

3.2. Research Location and Participants

This research was carried out at UPT PLN Pematangsiantar, which is one of the technical implementation units of PT PLN (Persero). The selection of this location is based on the strategic role of UPT PLN Pematangsiantar in electricity operations and the importance of sustainable human resource management. The population in this study is all employees of UPT PLN Pematangsiantar. The sampling technique uses saturated sampling (census), where all members of the population are used as research samples with a total of 78 people.

3.3. Data Collection Techniques

The main data collection technique in this study is a structured questionnaire. The questionnaire was compiled to measure respondents' perception of the research variables, namely succession management, talent management, and talent culture engagement.

3.4. Data Analysis Method

Descriptive statistical analysis was used to provide an overview of respondent characteristics and response tendencies to each research variable. This analysis includes the mean, minimum, maximum, and standard deviation of each of the indicators of succession management, talent management, and cultural engagement talents.

3.5. Research Ethics

This research was carried out by paying attention to the principles of research ethics to maintain scientific integrity, protect the rights and interests of respondents, and ensure that the research process and results can be accounted for academically. The application of research ethics is important considering that the object of research involves human resources within the UPT PLN Pematangsiantar.

Research Ethics

Data collection is carried out, the researcher first provides an explanation to the respondents about the research objectives, the benefits of research, and the procedure for filling out the questionnaire. Respondents' participation is voluntary without coercion. Respondents were given the freedom to be willing or unwilling to participate in the study.

The researcher guarantees the confidentiality of the respondents' identity and personal information. The data obtained from the questionnaire is only used for academic and research purposes. The identity of the respondents was not included in the research report, so the anonymity of the respondents was maintained.

This research is carried out by upholding scientific honesty and objectivity. The researcher presents the data and analysis results according to the actual conditions without data manipulation or engineering. The process of analysis and interpretation of research results is carried out transparently based on the established scientific method.

The researcher ensured that this research was not influenced by personal interests, groups, or pressure from certain parties. The entire research process is carried out independently and professionally so that the research results can be trusted and accounted for.

Results

The analysis was carried out based on data obtained from respondents through questionnaires and processed using appropriate statistical methods.

1. Results of Succession Management Analysis

The results of the study show that succession management at UPT PLN Pematangsiantar is in the good category. This is reflected in the planning of job changes, the identification of potential employees, and the competency development efforts carried out by the organization. Employees assess that the company has paid attention to the sustainability of leadership and the readiness of human resources to fill strategic positions in the future [8].

2. Talent Management Analysis Results

Talent management at UPT PLN Pematangsiantar based on the results of the research is also in the good category. The organization is considered to have carried out fairly systematic planning and talent development, including in providing training and career development opportunities. In addition, efforts to retain talented employees have also been carried out through supportive human resource policies and programs [9].

3. The Influence of Succession Management on Talent Management

Based on the results of statistical analysis, succession management has been proven to have a positive and significant effect on talent management. This shows that the better the implementation of succession management, the more effective the talent management will be. Clear succession planning helps organizations in identifying and developing internal talent in a targeted manner, thereby supporting the sustainability of organizational performance [10].

4. Results of Talent Culture Engagement Analysis

The results of the study show that the involvement of talent culture at UPT PLN Pematangsiantar is in the good category. Employees show a high level of participation in development activities, have a commitment to the organization, and feel supported by the work environment in the development of their potential and career. An organizational culture that supports talent is an important factor in creating employee engagement [11].

5. The Role of Talent Culture Involvement as a Moderating Variable

The results of the moderation regression analysis showed that talent culture involvement played a role as a moderating variable that strengthened the influence of succession management on talent management. This means that the influence of succession management on talent management will be stronger if supported by a talent culture that involves employees in a positive way active. In contrast, without good talent culture engagement, these influences tend to be less than optimal [12].

Conclusion

Based on the results of research and discussion on Succession Management Analysis on Talent Management with Talent Culture Involvement as a Moderating Variable at UPT PLN Pematangsiantar.

First, structured succession planning, identification of potential employees, and continuous competency development can increase the effectiveness of talent management in organizations. With good succession management, organizations can ensure the availability of human resources who are ready to fill strategic positions in the future.

Second, talent planning, competency development, and efforts to retain talented employees. This condition shows that the organization has the awareness and commitment to managing talent as a strategic asset to support the sustainability of the organization's performance.

Third, the involvement of talent culture at UPT PLN Pematangsiantar is in the good category, characterized by employee participation in development programs, commitment to the organization, and support for the work environment for the development of employee potential. Overall, sustainable human resource management at UPT PLN Pematangsiantar. Strengthening talent culture is a strategic element so that succession management policies can run effectively and make a real contribution to improving the quality of talent management.

Recommendations

Based on the results of the research and conclusions regarding the Analysis of Succession Management on Talent Management with the Involvement of Talent Culture as a Moderating Variable at UPT PLN Pematangsiantar, the researcher provided several suggestions that are expected to be considered for related parties, both practically and academically.

1. Strengthening the Succession Management System

UPT PLN Pematangsiantar is advised to continue to strengthen the succession management system in a structured and sustainable manner, especially in talent mapping, identification of high-potential employees, and preparation of candidates for strategic positions. This is important to ensure continuity of leadership and reduce the risk of future vacancies.

2. Improvement of Talent Development Program

The organization is expected to improve the quality and equity of talent development programs, such as training, coaching, and mentoring, so that all employees have the same opportunity to develop their competencies and career potential.

3. Strengthening Talent Culture Engagement

UPT PLN Pematangsiantar needs to continue to instill and strengthen a talent culture that actively involves employees. This can be done through increased komunikasi internal, rewarding performance and potential, and creating a work environment that supports continuous learning and development.

4. Leadership Commitment in Talent Management

The leadership role is critical to the success of succession management and talent management. Therefore, leaders are expected to be role models in supporting talent culture and encouraging active employee participation in human resource development programs.

References

- [1] Dessler, G. (2020). *Human Resource Management* (17th ed.). Boston, MA: Pearson.
- [2] Hasibuan, M. S. P. (2020). *Manajemen Sumber Daya Manusia* (9th ed.). Jakarta: Bumi Aksara.
- [3] Kreitner, R., & Kinicki, A. (2014). *Organizational Behavior* (10th ed.). New York: McGraw-Hill.
- [4] Luthans, F. (2021). *Organizational Behavior: An Evidence-Based Approach* (13th

ed.). New York: McGraw-Hill.

[5] Mangkunegara, A. A. Anwar Prabu. (2021). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.

[6] Miles, M. B., Huberman, A. M., & Saldaña, J. (2020). *Qualitative Data Analysis: A Methods Sourcebook* (4th ed.). Thousand Oaks, CA: Sage.

[7] Rahayu, Sri. 2025. *Talent Management*. Serasi Media Teknologi.

[8] Rahayu, S. (2018). Pengaruh motivasi dan disiplin terhadap prestasi kerja karyawan di PT Langkat Nusantara Kepong Kabupaten Langkat. *JUMANT*, 9(1), 115–132.

[9] Rahayu, S. (2020). Pengaruh kualitas sumber daya manusia terhadap kinerja karyawan pada koperasi unit desa di Lau Gumba Brastagi Sumatera Utara. *Jurnal Manajemen Tools*, 12(1), 51–60.

[10] Rahayu, S. (2020). The effect of transformational leadership on work discipline and employee performance. *International Journal for Innovative Research in Multidisciplinary Field*, 6(2), 250–253.

[11] Rahayu, S. (2023). *Modul Manajemen Sumber Daya Manusia*. Medan: Universitas Pembangunan Panca Budi.

[12] Ferine, K. F. (2022). *Buku Ajar Manajemen Kinerja*. Medan: Fakultas Sosial Sains, Universitas Pembangunan Panca Budi.