Succession and Leadership : A Bibliometric Analysis (2006-2020)

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ABSTRACT

Succession and Leadership are very important themes to be studied academically. There has not been much research on succession and leadership by providing a big picture that is visualized from year to year. This study aims to map research on Succession and Leadership with data taken from all international publications (electronic Scopus). After searching and visualizing the findings from Scopus then the authors try to explain some important information from the research on Succession and Leadership, by conducting a Systematic Literature Review (SLR) this study makes it easy to explore how the leadership succession process in an organization.

Keyword: Bibliometric, Succession, Leadership and VosViewer

Introduction

Research on Succession and Leadership was first conducted in 1964. Research on CEO succession for example, as conducted by Kesner and Sebora (1994), Giambatista et al. (2005), and Berns and Klarner (2017) focus on antecedents and consequences as well as CEO succession events and processes, particularly in publicly traded firms, without distinguishing between successions across different types of organizations. This study further enriches the field of Succession and Leadership study by highlighting some gaps, and suggesting interesting directions for future CEO leadership succession research, especially in public companies.

Comparative research formed over the years by Tirdasari & Dhewanto (2020), which focuses more on the succession timing of succession which can play a key role in the part of the succession process. Where it is explained in his research that succession research still focuses on the old perspective, namely the point of view of predecessors and successors, less focus on succession timing in the succession process. This means that research on leadership succession is a very interesting topic in the field of Human Resources Management and Leadership Development. Because it requires a deep understanding of the phenomenon of Succession and Leadership so that the company or organization can continue to maintain and regulate how the ideal leadership relay wheel, not only focuses on predecessors and successors, but what things are the motivation, basis and reasons why an organization need to implement leadership succession management. In this study, the authors attempted to build an understanding of Succession and Leadership. By carrying out a Systematic Literature Review (SLR) on Succession and Leadership, which later hopes to give a description and show how Succession is very important when an organization will change the leadership relay. In this article the author will review and provide details of its development and will later become the basis for future researchers when conducting research on leadership succession in both a profit and non-profit organization.

Literature Review

Succession of Leadership

Succession and Leadership when combined into one complete sentence, namely leadership succession. Leadership succession is an inevitable process for any organization (Giambatista, Rowe, & Riaz, 2005; Kesner & Sebora, 1994). Recently, organizations have been dealing with leadership succession more frequently (Charan, 2005), because the average tenure of top leaders is getting shorter (Gardner Jr, 2009; Saporito & Winum, 2012). Meanwhile, the planned succession will help the leadership relay transition process (Shen & Cannella, 2003; Vancil, 1987).

Succession Leadership in some of the literature that the authors reviewed still shows that developing research on Succession Leadership still focuses on CEO succession events, which contradicts practical evidence that CEO succession is a continuous process (Lorsch & Khurana, 1999; Lorsch & MacIver, 1989) . Several studies on elements of the CEO process often examine relay succession, or the existence of real heirs (Vancil, 1987).

The term Leadership Succession is often known and raised when an organization wants to regenerate the leadership relay that will lead an organization. According to Wijatno (2009) in order for the succession to run well, then it should have considered five aspects consisting of: time, type of organization, capability, vision and environmental factors. Other researchers define Succession Leadership by preparing several important factors in the succession process in family companies so that the succession that occurs can run smoothly (Hadinugroho & Mustamu, 2013), namely: Preparation for succession, Competent young generation, Quality of succession Cultivating family values and Another factor that determines the success of the succession.

As the succession process progresses, the five factors above can be accompanied by mentoring. As according to Carlock and Ward (2001), mentoring is highly recommended for the aspirations of leaders and there are several stages of effective mentoring, namely: Develop the knowledge and skills that will be needed to lead the company, Allow the successor to develop leadership in accordance with his style but based on responsibility, Develop a strategy from the company's vision rather than duplicating past views and Evaluating the performance of non-family members.

Leadership Succession Problem Factors

There are two inhibiting factors for leadership succession, including inhibiting factors from the candidate's own successor and family relationships. The inhibiting factors of potential replacements are the absence of a substitute motivation to continue the company, death or a substitute experiencing disability, parental death, and parental divorce or parents remarrying (Marpa, 2011). Inhibiting factors from family relationships, for example the younger generation wants to start the leadership succession process but the older generation does not want to start and wants to lead the company for the rest of their life (Colgan, 2014) and the older generation is unfair to their sons and daughters, causing envy (Hnatek, 2013 The issue of leadership succession is a very emotional issue because the results are very influential for family members. Family business leadership succession is the process of generational management and ownership of the business for the next generation of family members. Most (approximately 84 percent) of family business firms do not intend to pass control of the business to the next generation who are family members, because most of them are not ready, because according to them leadership succession occurs only once in a generation (Chrisman et al. ., 2009). Furthermore, researchers even estimate that only one to three family business companies carry out leadership succession to the second generation. In Indonesia, for example, currently in Indonesia, companies engaged in the family business business. Family Firm Institute for the Family Business Review (2014) it is known that only 25% of all companies owned by families can survive the transition between generations in the second generation, while it is only 14% able to survive in the third generation and only 3% are able to develop to the fourth generation and so on.

Many family businesses are difficult to pass through three generations (Widyasmoro, 2008) and this has become a phenomenon that occurs today. Most family companies are involved in prolonged conflicts for power in the company. Many problems surround family businesses

regarding succession. In general, the top power holders of family companies realize that with good planning, new company leaders with quality and capability and good acceptance from most of the supporting components of family companies will make the company survive. There are several companies that were once very successful, but eventually experienced a setback until some went bankrupt. Like Kodak, the Kodak Company can no longer compete with its competitors who offer digital products with very rapid progress. Since 2007, Kodak has continued to lose money. Even its market value fell sharply until it finally went bankrupt. In addition, there are companies that are also well-known but now their names are dim. Otobus ANS, which is an acronym for Aman Comfortable Until Destination (founded in the 1960s) is a land passenger transportation service company originating from West Sumatra. At the peak of its glory, ANS was one of the largest autobus (PO) companies in Sumatra, but now ANS has experienced a decline and is not as successful as it was in its time.

In a study by Naldi (2019) on Leadership Succession in a family hotel company in Indonesia, he mentioned in the results of his research discussion, namely, among the Barriers and Challenges faced by Sri Indrayani Hotel in preparation for succession, including the number of successor candidates involved in the succession process and the difficulty looking for a replacement candidate who is really ready and right in managing the hotel in the future. Weaknesses encountered in the leadership succession process at Sri Indrayani Hotel are at the stage of involvement of the successor candidate, where at this stage the successor candidate is only limited to controlling and supervising operational activities without being given authority in making a policy.

Method

In this study, the authors used the Systematic Literature Review (SLR) method which was carried out systematically by following the correct stages or research protocols in order to achieve effectiveness and efficiency. As done by (Crossan & Apaydin, 2010, Watson, 2015), in their article, they provide an explanation: that accuracy in SLR is generally understood as the efficiency resulting from following a specified protocol and a certain search process. Although (Watson, 2015) states that although efficiency is important, effectiveness is needed and argues that effectiveness is obtained by synthesizing the literature and revealing the depth of knowledge about the critical key concepts of an area and the relationships between these concepts.In the process, the authors conducted a complete literature search using a database from electronic Scopus. Where this is the author did because the database in electronic Scopus has a wider data coverage compared to other databases. In addition, electronic Scopus also has more stringent methodological criteria for its database coverage. Furthermore, the researcher analyzed a study on Succession and Leadership whose research data was obtained from the existing database in the electronic Scopus. Keyword searches related to Succession and Leadership to search and identify related articles from international researchers globally in the electronic Scopus database, and get 131 academic documents published from 1964 to 2019. The author limits the data

collection to 2019. Steps The next step is to create a processing flow and then to read and code all the remaining articles.

Furthermore, each article is read in depth. With the initial coding, the authors identified various definitions and conceptualizations of Succession, theoretical references, level of analysis of the objectives and research questions and methods used as well as the results, conclusions and main findings of the study. In this case emphasizes on three dimensions, namely: drivers, processes and results with a number of sub-codes for each dimension.

Results And Discussion

In this section the author will provide an explanation regarding the literature being reviewed, as illustrated in Table 1. As follows:

Table 1. Succession and Leadership

Author	Year	Title and Topic
Nyayu Latifah& Tirdasari Successon? Multiple	2020	When is the right time for cases of family Business in Indonesia
Kevin, S. Groves planning best practices	2007	Integrating leadership development and succession
Gary A. Ballinger & F. David Schoorman	2007	Individual Reactions to Leadership Succession in Workgroups
Dean Fink & Carol Brayman	2006	School Leadership Succession and the Challenges of Change
Nur Aedi	2014	Leadership Succession in Pesantren

From the results of the Literature Review, there are several studies that discuss how the process of leadership succession in an organization. Among them is research conducted (Latifah & Tirdasari, 2020) which examines a family business company, where in their research they provide an explanation that: there are five findings that are important. First, the results showed that most respondents did not have a written succession plan and did not follow the stages of development, but the succession process was successful. Second, the study found a decrease in the age of the successor even though the stage was increasing. Third, respondents do not know when their predecessors became busy managing businesses, and some successors did not attend higher education. Fourth, the RC succession process was the fastest and TY the longest. Finally, the second generation family business succession process is faster than the third generation.

Furthermore Kevin, S.Groves (2007), in his research Kevin explained that: an organization can effectively integrate leadership development and succession planning systems

by fully utilizing manager personnel in developing an organization's mentor network, identifying and codifying high potential employees, developing high potential employees. Through project-based learning experiences and manager-facilitated workshops, building a flexible and fluid succession planning process, creating an organization-wide forum to expose high potentials to a wide range of stakeholders, and building a supportive organizational culture. Whereas in Gary A. Ballinger & F. David Schoorman (2007), in their research they tried to integrate cognitive assessment theory, relational leadership, and belief to develop a model of how individual affective reactions to leadership succession affect attitudes and work behavior. Where the results of their study were able to predict that the quality of the relationship with the previous leader would influence the affective reaction to the leader's departure. So that this affective reaction will affect the group members' initial trust in the new leader, task communication with the new leader, organizational citizenship behavior, motivation to perform, job satisfaction, and turnover.

Another similar study was conducted by Dean Fink & Carol Brayman (2006), but the research is trying to see how the process of leadership succession is, from a well-planned or unplanned perspective. Where they provide information that has become an accelerated and cumulative process that includes people whose levels of experience are increasing. It is further explained that the current succession is more of a chronic process than an episodic crisis.

Finally, the authors looked at a literature from Nur Aedi's research (2014), where leadership succession research was carried out at an Islamic educational institution, namely Pesantren. He explained that the succession of leadership in one of the Islamic education institutions in Indonesia, especially in the salafiyah pesantren, the method of analysis is to use the pesantren literature from Mastuhu. The discussion revealed that the succession tradition of pesantren leadership is influenced by heredity, idealism, and respect and fanaticism towards kiai. Traditionally, other people will not be in line with the ideology of the founders of the pesantren. The pesantren will be closed to kiai. Santri as successor is a kiai's struggle and will be handed over when the successor acts as the founder. Pesantren will be allowed to be better than before. For pesantren, other people are not the successors of the kiai's struggle, this has a serious impact on the sustainability and development of Islamic educational institutions in the future. The pesantren community is a determining factor for the sustainability of Indonesian Islamic education for the survival of the global community. So, the Indonesian government must support to develop Islamic boarding schools. The government can form a special director general for pesantren in national education.

Comprehensively, Islamic education institutions such as pesantren must be able to accommodate and respond to global issues. The results of the study are quite interesting, there are at least two cases, namely: 1) if the kiai has children, the leadership in the pesantren will be replaced by the kiai's children or grandchildren; This shows that leadership in pesantren depends on the founder and manager of the kiaior. Usually, they are replaced by their eldest sons, if they do not have sons, the pesantren will be replaced by kiai daughters, and most of the female leaders will hand over leadership to their husbands, or the kiai's son-in-law. When the leadership of the kiai children ends, the grandchildren will replace the children, and this will continue from

one generation to the next; 2) if the kiai does not have children, the leadership will be inherited from the kiai's immediate family members. If not there, go down to the santri / senior santri. Usually the students would prefer to establish their own pesantren. If this happens, it is very possible that the pesantren will become a history, in other words, it will be finished. The Kiai family and members of the pesantren traditional family see the pesantren's legacy from its previous founders.

Development of Succession and Leadership Studies

In this section, the author will provide an explanation of the results of the search made through electronic Scopus as the author explained in the introduction. Based on document article search data starting from document by year, by source per year, by author, by affiliation, by country, by subject area from studies on Succession and Leadership. Based on the search for documents related to the Succession and Leadership study in Scopus, there are 131 documents in the subject areas of Social, Business, Economics and Psychology, in the form of research articles and in English taken from service sources at Scopus, we can explain as follows:

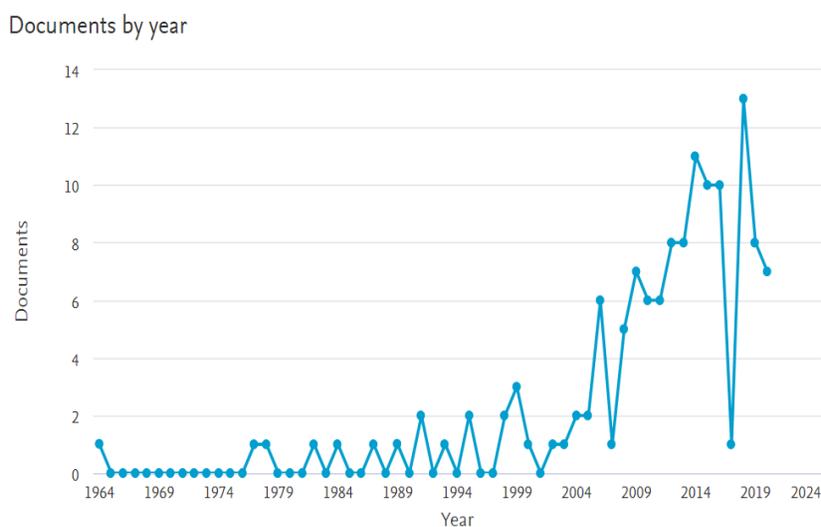*Based on a document by year from the Succession and Leadership study*

Figure 1. Document by year

In Figure 1 above, you can see the development of research on Succession and Leadership. Research on Succession and Leadership was first conducted in 1964. The number of international publications on Succession and Leadership in general can be seen fluctuating (fluctuating). Even if you look at the latest developments in 2019, there is an upward trend. This trend does not rule out an increase in 2020 and the next four years, namely 2024.

Based on document by source per year from the Succession and Leadership study

Figure 2. Document by source per year

In Figure 2 above, it can be seen that the journals published in the top five are 14 articles in the Journal of Leadership Quarterly, followed by School Leadership and Management with 10 articles. Whereas in Human Resource Management there are 7 articles. Finally, there are 5 articles found in the International Journal of Leadership in Education. The remaining 5 articles were brought to other journals such as Administration Science Quarterly, Journal of Southern African Studies and North Korean Review with 3 articles each.

Based on a document by author from the Succession and Leadership study
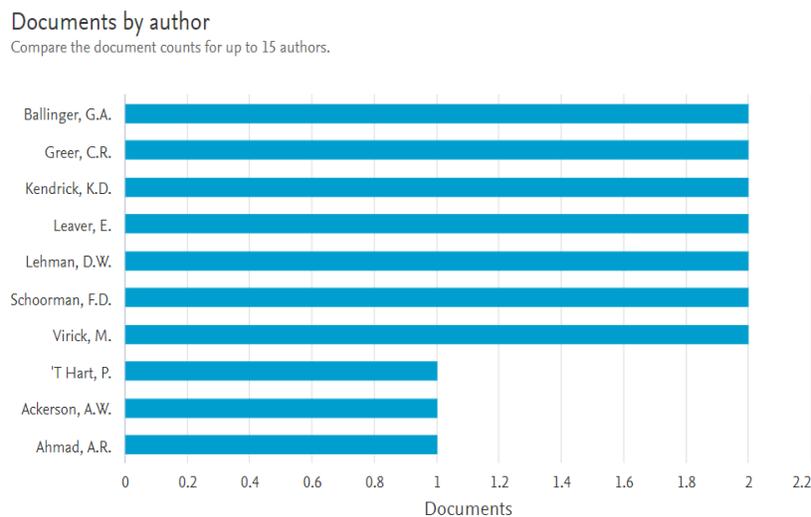

Figure 3. Document by author

In Figure 3 above, it can be seen that the largest number of research articles in the top 10 are Ballinger, GA, Greer., CR, Kendrick, KD, Leaver, E, Lehman, DW, Schoorman, FD, Virick, M., as many as 2 research articles each. Then followed by T Hart, P., Ackerson, A.W., and Ahmad, A.R., each with 1 research article.

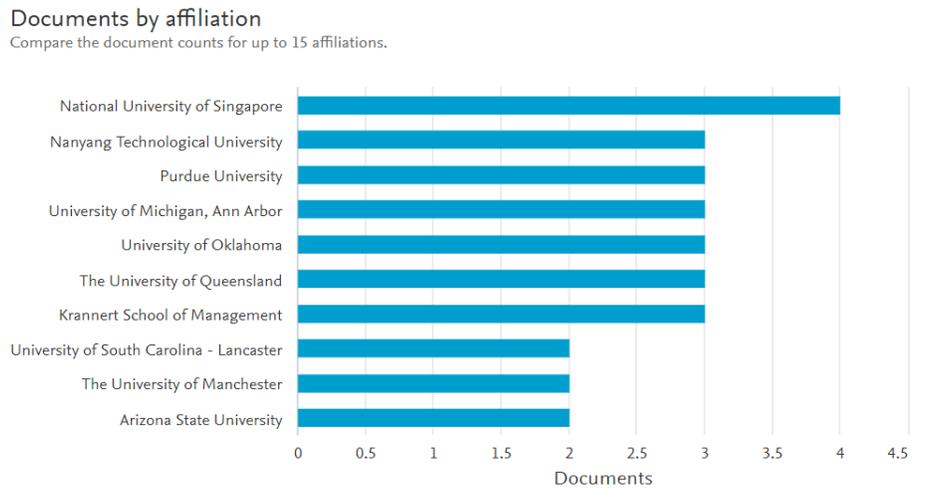*Based on documents based on affiliations from the Succession and Leadership studies*

Figure 4. Document by affiliation

In Figure 4 above, you can see that based on affiliation, the largest number of studies conducted by the National University of Singapore were 4 articles followed by Nanyang Technological Universi, Purdue University, University of Michigan, Ann Arbor, University of Oklahoma, The University of Queensland and the Krannert School of Management each of 3 articles. Whereas at the University of South California Lanscaster and The University of Manchester each there are 2 research articles.

Based on the document by country or territory of the Succession and Leadership study
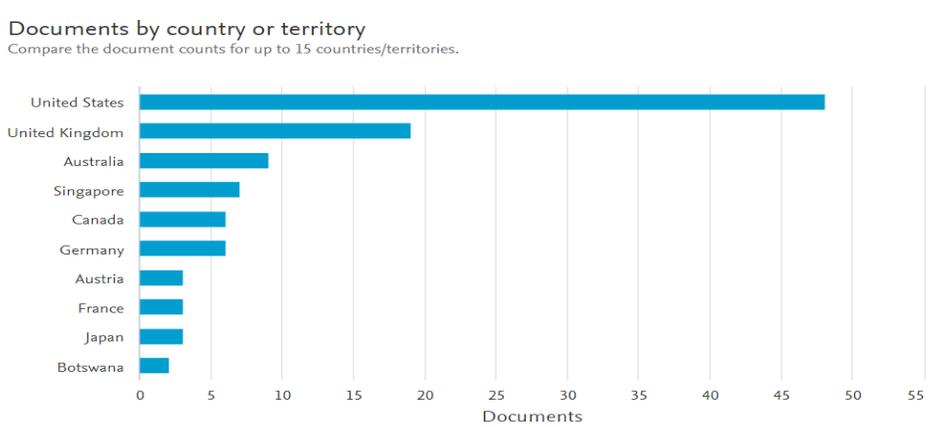

Figure 5. Document by country or territory

In Figure 5 above, it can be seen that the country that has the largest contribution in publishing research articles is the United States where the results of the publication of the articles are 48 research articles, then followed by the United Kingdom with 19 research document articles, Australia with 9 document articles, Singapore with 7 articles. , Canada and Germany with 6 document articles each. Meanwhile, research in France and Japan only has 3 articles and in Botswana there are only 2 articles.

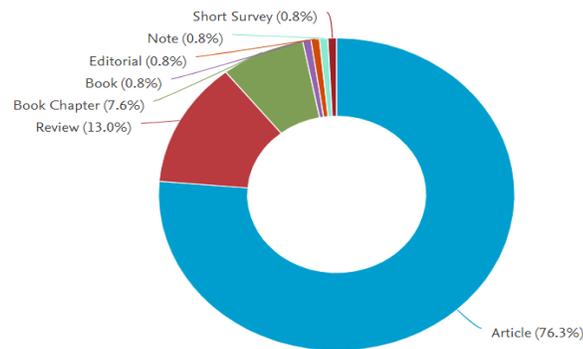### *Based on document by type from the Succession and Leadership study*

Figure 6. Documen by type

In Figure 6 above, you can see that the most document types in Succession and Leadership publications are Articles (76.3%) with 100 documents, followed by Reviews (13.0%) with 17 document articles. Meanwhile, from Book Chapter (7.6%)) with the number of document articles 10. For Book, Editorial, Note and Short Survey each is (0.8%) with the number of each document article.

Based on the document by subject area of the Succession and Leadership study
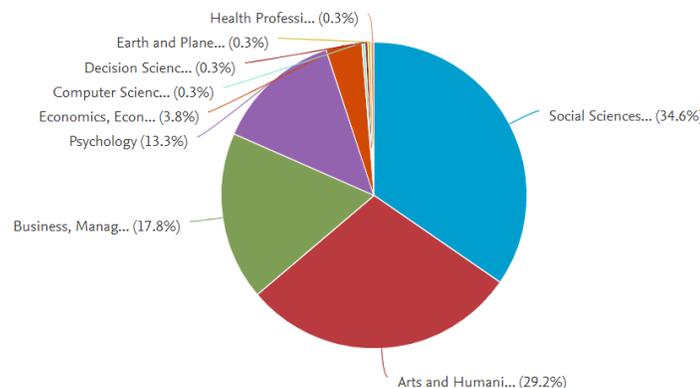

Figure 7. Document by subject area

In Figure 7 above, it can be seen that the most intensive field of study in the publication of the Succession and Leadership field of study is Social Sciences (34.6%) with 109 document articles. Next is Art and Humanities (29.2%) with 92 document articles. In the field of Business, Management and Accounting (17.8%) with 56 document articles. Psychology (13.3%) with 42 document articles, Economocs, Econometrics and Finance (3.8%) with 12 document articles. Whereas in the field of Computer Sciences, Decission Sciences, Earth and Planetary Sciences and Healt Professions each (0.3%) with the number of article documents is 1 document each.

Conclusions and Suggestions

From the analysis of this research, it can be concluded that; There is a study that provides information that there are indeed succession processes that realize what it means to be prepared (Latifah & Tirdasari, 2020), then Dean Fink & Carol Brayman (2006) reviewed the succession process in a review of planned succession and unplanned succession. And in the study conducted by Aedi (2014), revealed two important and more complex cases because the study was conducted at a Islamic boarding school. 1) if the kiai has descendants, the leadership in the pesantren will be replaced by the kiai's children or grandchildren; This shows that leadership in pesantren depends on the founder and manager of the kiaior. Usually, they are replaced by their eldest sons, if they do not have sons, the pesantren will be replaced by kiai daughters, and most of the female leaders will hand over leadership to their husbands, or the kiai's son-in-law. When the leadership of the kiai children ends, the grandchildren will replace the children, and this will continue from one generation to the next; 2) if the kiai does not have children, the leadership will be inherited from the kiai's immediate family members. If not there, go down to the santri / senior santri.

In this study, the authors reviewed the literature on Succession and Leadership. The succession process carried out by the organization is based on previous research. After reviewing previous research, some background research is suggested for future studies. There is a thematic map and trend issues regarding the number of international research in the field of Succession and Leadership from 1964, the number of publications has fluctuated up and down, even though there were developments in 2019 that experienced an upward trend. So that the results of the author's analysis do not rule out an increase in 2020 and in the next four years, namely 2024. From the results of the author's analysis, it is found that the largest contribution in the context of publication of the document article on Succession and Leadership is the Journal of Leadership Quarterly with a total of 14 articles. Authors who conduct research on Succession and Leadership include; Ballinger, G.A., Greer., C.R., Kendrick, K.D., Leaver, E, Lehman, D.W., Schoorman, F.D., Virick, M., as many as 2 research articles each.

Based on affiliation, the most research was conducted by the National University of Singapore with 4 articles followed by Nanyang Technological Universi, Purdue University, University of Michigan, Ann Arbor, University of Oklahoma, The University of Queensland and Krannert School of Management each with 3 article. Whereas at the University of South California Lanscaster and The University of Manchester each there are 2 research articles. The

territory or country that has the largest contribution in publishing articles is the United States, where the results of published articles are 48. United Kingdom has 19 documents, while Australia has 9 document articles, Singapore with 7 articles, Canada and Germany with 6 each. Document article. Meanwhile, research in France and Japan only has 3 articles and in Botswana only 2 articles.

Most publications are Articles (76.3%) with 100 documents, followed by Reviews (13.0%) with 17 document articles. Meanwhile, from Book Chapters (7.6%) with number of articel documents 10. For books, editorials, notes and Each Short Survey is (0.8%) with the amount of each document article. The most intensive field of study in the publication of the theme of Succession and Leadership is Social Sciences (34.6%) with 109 document articles.

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