

Strengthening Succession Planning Strategy at PT Gag Nickel

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Abstract.

Succession planning is vital for leadership continuity, yet PT Gag Nickel, an ANTAM subsidiary, faces challenges in implementing it effectively. Although a human resource system exists, succession planning at PT Gag Nickel remains reactive, unstructured, and insufficiently integrated, threatening operational sustainability. This qualitative research aims to strengthen succession planning strategy at PT Gag Nickel through analyzing current conditions and offering strategic recommendations. Data were collected via in-depth interviews, focus group discussions, observations, and document analysis, using Creswell's model and NVivo 12. Four key informants were purposively sampled, including the Acting President Director, Director of Finance Risk Management and HR, and Human Capital staff. Key findings reveal critical issues such as the absence of a formal succession system, weak communication, and the lack of development plans linked to performance assessments. Seven strategic positions remain vacant; internal candidates fail to meet qualifications due to educational mismatches, insufficient tenure, assessment center failures, and missing competency certifications. Recommendations include establishing a structured succession system through a three-phase roadmap; developing a talent matrix based on performance and potential; implementing Individual Development Plans (IDPs) for targeted competency growth; conducting leadership training focusing on digital skills, adaptive leadership, and ESG principles; and applying KPI-based evaluations with 360-degree feedback. These strategies are essential to ensure sustainable leadership continuity and organizational resilience. This research contributes to succession planning literature within the mining sector and provides a practical framework for companies facing similar challenges in remote operations, supporting sustainable human resource development and organizational effectiveness.

Keywords: Talent Management, Succession Planning, Talent Matrix, Individual Development Plan, Performance

INTRODUCTION

In an era of rapid globalization and digital transformation, organizations worldwide face complex challenges in maintaining competitive advantage and operational sustainability (Agustian et al., 2023). One of the most critical challenges is ensuring effective leadership continuity through strategic succession planning. This phenomenon is increasingly relevant given unpredictable business dynamics, changing workforce demographics, and accelerated turnover of senior leaders across industries (Jackson & Allen, 2022).

Succession planning, as an integral part of strategic human resource management, plays a vital role in organizational sustainability during leadership changes (Rothwell, 2010). It is a systematic process to identify, develop, and retain potential successors for strategic positions (McCauley & Wakefield, 2006). This concept extends beyond filling vacancies to preparing a talent pipeline ready to meet future challenges (Charan, Drotter, & Noel, 2014; Johnson & Choi, 2017). Effective succession planning ensures continuity in leadership and helps organizations remain resilient during times of transition (Conger & Fulmer, 2016; Day, 2019). In addition, it contributes to employee engagement and retention by providing growth opportunities (Gentry et al., 2016), ultimately fostering a culture of leadership development (Ng, 2020).

Globally, many organizations still struggle to implement succession planning effectively. Research by Kpinpuo et al. (2023) in Ghana reveals a paradox where most leaders recognize its importance but fail to implement it strategically. Similar issues arise in developing countries, including Indonesia, where succession planning remains reactive and unstructured (Widodo et al., 2024).

In the mining industry, challenges intensify due to technical specifications, remote locations, and strict safety and environmental regulations. Leaders must possess managerial competence alongside technical expertise and understanding of occupational safety and environmental sustainability, complicating successor identification and development.

PT Gag Nickel, operating on Gag Island, Raja Ampat, Southwest Papua, faces unique succession planning challenges. As a subsidiary of PT Aneka Tambang Tbk (ANTAM), it must maintain high operational standards while developing local talent. The remote location and limited educational infrastructure, especially affecting the Orang Asli Papua (OAP), further complicate local human resource development.

The urgency of this research is magnified as PT Gag Nickel currently has seven vacancies in key managerial roles: Operation Senior Manager, Quality Management Assurance and Audit Manager, Mine Planning and Design Assistant Manager, Sample Preparation and Laboratory Assistant Manager, Corsec and Legal Assistant Manager, Finance and Risk Assistant Manager, and Project Management Office Assistant Manager. These vacancies affect short-term operations and threaten long-term business sustainability.

Succession planning at PT Gag Nickel remains reactive and unstructured. Analysis of succession documents shows internal candidates do not meet qualifications due to educational mismatches, inadequate tenure, assessment center failures, and non-compliance with competency certification requirements for certain positions.

Relevant research by Keerio & Ahmad (2024) on Malaysian public universities identifies key factors influencing succession planning: top management commitment and supportive organizational systems. Success depends not only on individual development but on strategic leadership commitment and institutional support.

Cannel (2024) emphasizes integrating leadership development with succession planning, showing structured leadership programs enhance succession effectiveness through competency assessments, strategic skills development, and experiential learning in organizational projects.

Succession planning also aligns with Sustainable Development Goals (SDGs), particularly SDG 8 on Decent Work and Economic Growth. Tarumanegara University (2023) highlights SDG 8's focus on productive, sustainable job opportunities and human resource development. Effective succession planning contributes by creating clear career paths, enhancing workforce capabilities, and developing sustainable leadership.

The novelty of this research lies in a comprehensive approach integrating current succession planning analyses with strengthening succession planning strategy at PT Gag Nickel tailored to the mining sector in remote areas. It highlights the importance of local talent development amid limited educational infrastructure.

This study introduces the talent matrix approach as an innovative method to map and categorize potential candidates by performance and potential—an approach rarely applied in Indonesian mining companies, thus contributing methodologically to sector succession planning.

The research aims to formulate efforts to strengthen succession planning strategy at PT Gag Nickel through in-depth analysis and development of a comprehensive, effective succession framework. Theoretically, it advances succession planning literature in mining and local talent contexts. Practically, it provides strategic recommendations for PT Gag Nickel and serves as a reference for other mining companies facing similar challenges.

Implications include developing adaptable succession models for remote mining contexts, supporting sustainable local human resource growth, and contributing to SDG 8 achievement via structured, inclusive career systems. The research also offers insights for policymakers to support systemic succession planning development in strategic sectors like mining.

RESEARCH METHODS

This research employed a qualitative, descriptive approach to examine succession planning at PT Gag Nickel, a mining company facing unique HR challenges in remote operations. A case study methodology was chosen to provide an in-depth

exploration of succession planning strategies within this organizational context. Data collection took place from February to June 2025, with intensive fieldwork at the company’s Jakarta headquarters during March–April 2025, focusing on four key informants: the Acting President Director, Finance/HR Director, and two Human Capital staff members.

Multiple data collection techniques ensured a comprehensive understanding, including semi-structured interviews with three informants, focus group discussions with board members, direct observation of HR practices, and analysis of organizational documents such as performance assessments and job descriptions. Research instruments were based on Rothwell’s (2010) six dimensions of succession planning, covering key position identification, competency assessment, candidate development, and program evaluation. Data analysis followed Creswell’s (2016) six-stage model, involving data organization, contextual reading, NVivo-assisted coding, theme development, descriptive presentation, and theoretical interpretation.

To ensure data validity, the study applied method triangulation (interviews, FGDs, observations), source triangulation (different organizational levels), member checking, and NVivo 12 software for coding consistency. This rigorous approach enabled a thorough examination of how PT Gag Nickel addressed succession planning challenges while maintaining operational continuity in a demanding mining environment. Findings were presented through detailed narratives supported by direct quotations and theoretical insights.

RESULTS AND DISCUSSION

Characteristics of Resource Persons

This research involved four informants who were selected by purposive sampling based on their capacity and authority in decision-making:

Table 1. Characteristics of Resource Persons

No.	Initials	Position	Interview Method	Reason
1	AAK	Acting President Director	Focus Group Discussion	Seeking information from the side of strategic considerations
2	WHAT	Director of Finance, Risk Management and HR	FGD dan In Depth Interview	Seeking information from the side of strategic considerations and management in Human Capital

No.	Initials	Position	Interview Method	Reason
3	MR	Human Capital	In Depth Interview	Search for management-based information in Human Capital
4	HK	Human Capital	In Depth Interview	Search for management-based information in Human Capital

Analysis of Key Findings

Based on qualitative data analysis according to Creswell (2016), 10 common impressions were found that emerged from data reading:

Table 2. Common Impressions That Arise from Data Reading

No.	Emerging Effects	Keywords	Live Quotes
1	High Awareness of the Importance of Succession Planning	Crucial, Continuity, Strategic Position	"The succession position is very crucial in the sustainability and sustainability of the company."
2	Organizational Readiness Has Not Been Maximized	empty, unready, unfilled	"Not quite ready... There are still 7 key positions vacant."
3	Succession Planning Implementation Still Reactive	situational, urgent, unstructured	"Still weighing... the succession program doesn't really exist yet."
4	Competency Gap Becomes a Real Challenge	digital, adaptif, soft skills, ESG	"The gap in digital competencies... adaptive leadership... Risk management... soft skills."
5	Succession Communication Still Closed	closed, non-transparent	"It is not yet an open program... Everyone doesn't know what I will be in the future."

Identify Key Positions

The process of identifying strategic positions is carried out through the discussion of Top Management as outlined in the Workload Analysis (WLA) and the Organizational Structure Chart (BSO). The determination of crucial roles is based on two main criteria: the specific needs of the company and the level of control in decision-making and budget management. To overcome the vacancy of strategic positions, the company uses a backup scheme through Acting Officers (PLT) while conducting internal and external recruitment. However, the main challenge is the

limited readiness of local human resources, especially indigenous Papuans, in terms of education and experience.

Determining Competencies and Qualifications

The preparation of position competencies is carried out collaboratively involving related work units, Human Capital, and the Board of Directors. Job profiles include aspects of education, hard skills, and soft skills that are relevant to the position. PT Gag Nickel has implemented succession planning by considering the competence, working period, and suitability of candidates based on the job description. The company also identified competency gaps that need to be addressed, including: digital and technology competencies, adaptive and agile leadership, risk management and sustainability (ESG), and soft skills and transformational leadership. Regarding adjustments to industry trends, the company follows technological developments but its implementation is still limited because it still refers to ESDM regulations, with the main challenge in the downstream aspect that has not been fully mastered.

Internal Candidate Identification and Assessment

Candidate performance assessment is carried out systematically by reviewing performance history for the past three years using the Individual Performance Management System (SMKI). The evaluation includes the achievement of KPIs, disciplinary records, educational aspects, working periods, and the length of time they have held previous positions. PT Gag Nickel has implemented an assessment center since 2023 for the middle management level, but the 360-degree feedback method has not been implemented. The assessment is more directed at the performance of the work unit than the individual assessment personally. Even if there is only one candidate, the selection process is still carried out strictly through the assessment stage to ensure the feasibility of competency standards.

Candidate Development through Training Programs

Coaching, mentoring, and counseling programs have been implemented but previously they were reactive, only done when mistakes occur. Starting in 2025, the program will be run in a structured manner with the provision that the work unit leadership is required to carry it out at least twice per year. Position rotation is carried out based on the company's needs and individual readiness, taking into account the position grade, passion, and relevant knowledge background. The company implements on-the-job training through involvement in strategic projects such as accident investigations, the Energy and Mineral Resources Reporting Team, and the RKAB Team. For leadership development programs, basic training such as basic leadership management is available but is not yet part of the Individual Development Plan (IDP) and is still incidental.

Preparing for a Leadership Transition

Leadership transition is recognized as an important need but structured programs such as management trainee, enrichment, or enlargement are not yet available. The process is still situational and reactive based on the urgent needs of each work unit. Communication of the succession plan is still closed and limited between Human Capital and the Board of Directors, which has not been communicated openly to all employees, thus causing unclear career paths. For role simulation, the company uses the Temporary Acting Mechanism (PJS) with periodic evaluations every two years, but does not have a structured onboarding system to ensure the matching of roles and responsibilities.

Evaluation and Improvement of the Succession Planning Program

The evaluation was carried out using SMKI after promotion, but the results showed that around 50% of cases experienced nonconformity, both due to cross-family transfers and internal tolerance to maintain organizational harmonization. The feedback system has been carried out through assessors and top management, but it is still limited because it does not involve systematic instruments such as formal surveys. Annual reviews are conducted regularly to identify positions that need to be succeeded, but a structured and proactive succession planning program is still not available. The organization is not fully prepared with seven key positions still vacant. To overcome this, the Board of Directors hopes that the talent pool and internal recruitment strategy can be optimized, and has prepared a succession planning roadmap based on three stages: short-term (initial planning and identification), medium-term (finalization of the system and Talent Matrix), and long-term (HRIS integration and thorough evaluation).

Factors Causing Succession Planning Not Optimal

Based on the findings, there are seven main factors that cause PT Gag Nikel's succession planning strategy to be suboptimal and reactive:

1. There is no structured and comprehensive succession system - The process of filling positions is often carried out when there is a vacancy, not based on careful long-term planning.
2. Closed succession plan communication process - The succession strategy has not been communicated openly to all employees, leading to unclear career paths.
3. Limitations in internal candidate development – Development programs are not yet integrated within IDPs and tend to be incidental.
4. Lack of a structured onboarding or onboarding system - There is no clear onboarding period to ensure a new role fit for the individual's abilities.

5. Obstacles in the recruitment of competent local human resources - The limited education and experience of the local Papuan community are challenges in the preparation of prospective local leaders.
6. Competency gap in potential successors - There are still important competency gaps such as digitalization, adaptive leadership, and ESG risk management.
7. Succession success evaluation is not yet based on a robust measurement system - Assessment is not yet supported by a comprehensive KPI-based evaluation system and 360-degree feedback.

In order to strengthen the succession planning strategy at PT Gag Nickel and refer to things that still cause the succession planning strategy at PT Gag Nickel to be not optimal and still reactive. Based on the FGD from informants N1 and N2, namely "In addition, it is necessary to review the succession planning roadmap at PT Gag Nickel based on three time stages (short, medium, and long term).....", therefore the author made the Succession Planning Roadmap of PT Gag Nickel as follows:

Tabel 3. Roadmap Succession Planning PT Gag Nickel

Phase	Year 1 (Short Term)	Year 2 (Medium Term)	Year 3 (Long-Term)
1. Planning (Already implemented)	a. Identify critical positions & key competencies b. <i>Initial mapping</i> of potential successors c. Design the succession system & IDP framework	a. Finalisasi <i>blueprint succession planning</i> b. Determination of succession policies & SOPs c. Career path socialization to all employees	a. Integration of succession systems into HRIS b. Regular adjustments to the succession map
2. Development (In process)	c. Initial competency assessment d. Drafting a gap-based IDP e. Basic leadership training	a. Creation of a <i>Talent Matrix</i> based on assessment & IDP b. Implementation of <i>coaching, mentoring, position rotation</i> c. Training focus: digital, ESG, adaptive <i>leadership</i> d. Local HR development (OAP) program	a. Talent Matrix <i>evaluation and update</i> b. Advanced competency strengthening for promotion-ready successors
3. Implementation	a. Onboarding trial for internal promotions b. Formation of a cross-departmental succession team	a. Placement of <i>Talent Matrix</i> candidates in strategic projects (<i>stretch assignments</i>) b. Department rotation & <i>shadowing program</i>	a. Readiness-based candidate promotion from <i>Talent Matrix</i> b. Continuous regeneration system

Phase	Year 1 (Short Term)	Year 2 (Medium Term)	Year 3 (Long-Term)
4. Evaluation	a. Designing KPIs & 360-degree <i>feedback</i> succession b. <i>Monitoring</i> IDP progress and candidate readiness	a. Evaluation of the effectiveness of development & <i>Talent Matrix</i> b. Data-driven development strategy adjustments	a. <i>Review</i> of the overall succession system b. <i>Benchmarking</i> & continuous improvement

Source: Data Processed, 2025

Table 3 illustrates the strategic stages that are prepared to improve and optimize the succession planning strategy at PT Gag Nickel. The roadmap is designed in three phases of time, namely short-term (year 1), medium-term (year 2), and long-term (year 3), which includes four main aspects: planning, development, implementation, and evaluation. The planning phase as stated in the roadmap has been carried out by PT Gag Nickel. The company has identified crucial positions and competencies needed, and has also begun mapping potential successors. Currently, PT Gag Nickel is entering the development phase, which is a crucial stage in ensuring the readiness of individuals to occupy strategic positions in the future. The main focus in this phase is to conduct an assessment center to identify the gap between the competencies possessed by the candidate and those needed by the succession position. Based on the results of the assessment, the Individual Development Plan (IDP) was prepared specifically and personally.

As a follow-up to the process, the author will approach through Talent Management. Talent Management is the process of understanding the suitability and linkage of a person's talent to various aspects and functions of Human Resources in order to develop the potential of individuals, companies, or organizations as a whole (Widodo et al., 2023). Based on Shofiyah et al. (2023:47-48), talent management can be divided into four major processes, namely talent acquisition, talent on boarding, talent development, and talent retention. Talent development aims to develop existing talents to always have the capabilities needed to execute organizational strategies (Haudi et al., 2021). Based on Shofiyah et al. (2023:47-48) talent development consists of a talent matrix, succession planning, career planning, and coaching and mentoring. Following up on Table 4.24, the author will compile a talent matrix containing a collection of individuals with high potential and competencies that have been mapped through performance factors and potentials (Cánovas et al., 2020). This talent matrix will be the basis for mapping and placing potential successors in a more planned and systematic manner, and will be used in the implementation of advanced development programs. This initiative is expected to ensure the continuity of leadership and support

the success of the succession planning process as a whole. Before compiling the talent matrix, the author first lists potential candidates in table 4.26. The list of potential candidates was obtained by the author from the company's documents and databases, as well as the standardization of the results of the Assessment Center and SMKI already has its own policies contained in the SMKI Competency and Management Policy Dictionary document.

Table 4. Center and SMKI Assessment Scoring Policy

Asesmen Center		SMKI	
Score	Recommendations	Score	Category
>= 80%	Recommended	39-40	<i>Outstanding</i>
65-79%	Suggested with Development	36-38	<i>Exceeds Expectation</i>
<= 64%	Not recommended	26-35	<i>Meet Expectation</i>
		16-25	<i>Need Improvement</i>
		0-15	<i>Underperformed</i>

Source: PT Gag Nickel

In connection with PT Gag Nickel has not implemented a *talent matrix*, the author conducted an additional *In Depth Interview* to informant N2 regarding the establishment of a policy for standardization of *talent matrix grouping* that "The talent classification matrix is determined based on three main indicators....." The results of which are reflected in the following table.

Table 5. Determination of Talent Matrix Grouping Standardization Policy

Asesmen Center		SMKI		Kesiapan	Talent Type
Shoes	Recommendations	Shoes	Category	(Ready Now / Soon / Future)	
>= 80%	Recommended	39-40	<i>Outstanding</i>	<i>Ready Now</i>	STAR
		36-38	<i>Exceeds Expectation</i>	<i>Ready Now</i>	STAR
		26-35	<i>Meet Expectation</i>	<i>Ready Now</i>	<i>High Promising</i>
		16-25	<i>Need Improvement</i>	<i>Ready Future</i>	<i>Unperforming Potential</i>
		0-15	<i>Underperformed</i>	<i>Ready Future</i>	<i>Unperforming Potential</i>
65-79%	Suggested with Development	39-40	<i>Outstanding</i>	<i>Ready Soon</i>	<i>Promotable</i>
		36-38	<i>Exceeds Expectation</i>	<i>Ready Soon</i>	<i>Promotable</i>
		26-35	<i>Meet Expectation</i>	<i>Ready Soon</i>	<i>Mediocre</i>
		16-25	<i>Need Improvement</i>	<i>Ready Future</i>	<i>Contributor</i>

Asesmen Center		SMKI		Kesiapan	Talent Type
Shoes	Recommendations	Shoes	Category	(Ready Now / Soon / Future)	
<= 64%	Not recommended	0-15	<i>Underperformed</i>	<i>Ready Future</i>	<i>Contributor</i>
		39-40	<i>Outstanding</i>	<i>Ready Future</i>	<i>High Contributor</i>
		36-38	<i>Exceeds Expectation</i>	<i>Ready Future</i>	<i>High Contributor</i>
		26-35	<i>Meet Expectation</i>	<i>Ready Future</i>	<i>Doubtfull</i>
		16-25	<i>Need Improvement</i>	<i>Ready Future</i>	<i>Problem Employee</i>
		0-15	<i>Underperformed</i>	<i>Ready Future</i>	<i>Problem Employee</i>

Source: PT Gag Nickel

Based on table 5 above, the author is the basis for compiling *a talent matrix*. Referring to Wahyuningtyas (2015), this matrix groups individuals based on two main dimensions, namely *potential* and performance, each of which is classified into three categories: low, moderate, and high. The results of this grouping resulted in nine quadrants that represent the types of talents, including: *Problem Employee*, *Doubtful*, *Underperforming Potential*, *Contributor*, *Mediocre*, *High Promising*, *High Contributor*, *Promotable*, and *STAR*. Each category provides specific guidance in formulating development, retention, and succession planning strategies for employees according to their position in the matrix. The following is the result of the list of potential candidates of PT Gag Nickel who have been grouped into the *talent matrix*.

PERFORMANCE	HIGH	<u>High Contributor</u> ALA	<u>Promotable</u> BN, AHH, AMD, ALF, SBS, MH	<u>STAR</u> HR, MR
	MODERATE	<u>Contributor</u>	<u>Mediocre</u> SBH, WNTH, ASU, ZUL, WATERFALL	<u>High Promising</u> GSW, WTU
	LOW	<u>Problem Employee</u>	<u>Doubtfull</u> RA, THT	<u>Unperforming Potential</u>
		LOW	MODERATE	HIGH

Figure 2. *Talent Matrix* PT Gag Nickel

Source: Data processed, 2025

The use of the talent matrix has a strategic goal in strengthening the succession planning system at PT Gag Nickel. With comprehensive talent mapping, companies can identify individuals who have the potential to occupy key positions in the future, as well as design development programs that are targeted and tailored to the needs of each talent category. This is important considering that the success of succession planning is highly dependent on the availability of candidates who are ready in terms of competence and character to fill the strategic positions that are left behind. The benefits obtained from the implementation of the talent matrix in the context of succession planning include: (1) increasing effectiveness in determining HR development priorities based on potential and performance profiles; (2) accelerating the process of identifying future leaders through classifications such as High Promising, Promotable, and STAR; (3) minimizing the risk of vacancies in critical positions because there is a pipeline of talent that is ready to be involved in rotation, training, and job enlargement; and (4) creating a more objective and measurable talent management system as a basis for strategic decision-making in the field of human resources. Therefore, the talent matrix not only serves as a diagnostic tool, but also becomes an important instrument in building a talent management system that is sustainable, adaptive, and relevant to the long-term needs of the organization.

As a next step in talent mapping through the talent matrix, PT Gag Nickel should then prepare an Individual Development Plan (IDP) that is tailored to the category of each individual in the matrix. IDPs are designed to be specific, personalized, and targeted, to bridge the gap between the competencies possessed and the competencies needed for the intended position. For example, individuals in the High Promising and Promotable categories are focused on leadership acceleration programs through managerial training, involvement in cross-functional projects, and coaching by direct supervisors. Meanwhile, those in the Mediocre and Doubtful categories will receive basic development interventions that emphasize improving technical capabilities and relevant soft skills. The implementation of IDP is also dynamic and based on periodic evaluation, so that each development plan can be adjusted to individual progress and organizational needs. This approach strengthens the succession planning system because it ensures that potential candidates are not only identified, but also systematically prepared for future role transitions. In addition, IDPs are a testament to the organization's commitment to employee development, which ultimately contributes to increased motivation, engagement, and retention of high-performing talent. Therefore, the integration between the talent matrix and the Individual Development Plan is the main foundation in building succession planning that is sustainable and responsive to future business challenges.

In addition, in facing the challenges of developing local human resources, especially the Papuan Indigenous People (OAP), due to limited educational backgrounds and experience. PT Gag Nickel needs to design a strategy that is fair, structured, and sustainable. One of the efforts that can be made is to form a Leadership Acceleration Program specifically for OAPs who have leadership potential, with a focus on strengthening soft skills, basic digital literacy, and understanding of the company's work culture. This program can be supported through collaboration with local educational institutions such as universities or polytechnics in Papua. In addition, companies can appoint internal mentors or internal champions from among senior leaders who understand the local context to guide and mentor OAP employees in a more personal and cultural way. A step-up assignment scheme also needs to be designed so that OAPs can grow from technical or support roles to leadership levels gradually and measurably. In addition, companies are advised to develop flexible and inclusive career paths for OAPs, while maintaining competency standards but providing room to adapt to their needs and potential. All of these programs need to be supported by a periodic monitoring and evaluation system, with clear progress indicators and the participation of local community leaders to ensure the acceptance and sustainability of this initiative. With this strategic affirmative approach, PT Gag Nickel can strengthen the sustainability of inclusive leadership while building trust and long-term contributions from the local community.

CONCLUSION

Based on the research findings, PT Gag Nickel needs to develop a more proactive, structured, and integrated succession planning system to ensure sustainable leadership continuity. The current succession process remains reactive and insufficiently linked to human resource management, requiring strengthening through the identification of critical positions, implementation of a talent matrix, and Individual Development Plans (IDPs) aligned with performance and potential assessments. Priority should be given to developing successors' competencies in adaptive leadership, digitalization, ESG, and soft skills, alongside enhancing career path transparency and creating affirmative programs to support local talent, particularly the *Orang Asli Papua* (OAP). For future research, it is recommended to incorporate frameworks such as the Leadership Pipeline, Talent Management Maturity Model, and Organizational Learning Theory, while examining factors like organizational culture, digital readiness, and leadership styles. Employing mixed methods and expanding the study to include other mining companies can improve the generalizability of results. Practically, PT Gag Nickel should formalize succession policies, implement a clear talent matrix, design competency gap-based IDPs, enhance thematic leadership training, and utilize KPI-based evaluations with 360-degree feedback to foster an inclusive and sustainable succession system.

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