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MASTER'S THESIS

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MASTER'S THESIS
**SUCCESSION PLANNING AND TALENT MANAGEMENT
IN A PUBLIC SECTOR ORGANIZATION**

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LIST OF ABBREVIATIONS

CEO – Chief Executive Officer

CSF – Critical Success Factors

HR – Human Resources

KPI – Key Performance Indicators

LPM – Leadership Pipeline Model

MNC – Multinational Corporation

SP – Succession Planning

SP&M – Succession Planning and Management

TM – Talent Management

INTRODUCTION

The process of globalization has encouraged businesses and company management across the world to start thinking and even acting globally to achieve a competitive advantage. To be successful, globally competitive organizations will depend on the uniqueness of their human resources and the efficiency of the human resource management system. Succession planning (hereinafter: SP), recognized by many names, is the plan an organization employs to fill its most critical leadership and professional positions (Huang, 2001). The idea of SP has long been a subject that was discussed in the private sector, but not in the public sector (Zafar, 2020).

Today, it is a more and more discussed theme in the public sector, and it represents the danger of not having a proper SP mechanism which means competition for competent, knowledgeable, and talented workers. When it comes to the public sector, it is faced with many challenges such as globalization, downsizing, budget cuts, and a smaller number of succeeding performers. So, first, it is important to recognize this labor force dilemma in public organizations (Kiyonaga, 2004). The role of human resources (hereinafter: HR), within corporate structures, has changed drastically over the years. In the last two decades, the issue of talent management (hereinafter: TM) has become an increasingly frequent subject of discussion in scientific and business circles. Today's society is increasingly critical of work and TM (Smith, Hersman & Block, 2020).

HR department has in the past fully concentrated on employee administration functions, such as employment, salaries, and benefits, until changes in overall business (corporate culture, new technologies, and the international and global market) during the 1980s introduced strategic HR concepts. HR departments are involved in overall business strategies, such as organizational development through training, corporate communications management, and a comprehensive compensation system. (Guo, Brown, Ashcraft, Yoshioka & Dong, 2011).

When it comes to successful planning, Rothwell (2010) states that SP in the business world has been practiced due to the recognition that some jobs are the heart of organizations and that they are too critical for the organizations to be left empty. He established the following steps for the SP process:

- step 1: identifying key positions or groups (current and future);
- step 2: identifying competencies;
- step 3: identifying and assessing potential candidates;
- step 4: learning and development plans;
- step 5: implementation and evaluation.

The critical success factors (hereinafter: CSF) for the implementation of SP are fully engaged stakeholders. It is known that there are many stakeholders involved in the process of SP, and what is important is that each should be properly involved in the process. It is important to define success metrics. It is necessary to ensure that TM processes are effectively linked to SP Key Performance Indicators (hereinafter: KPI's) and that success metrics are clearly defined. Data Integration is also important for SP since SP is not defined as a standalone policy, so it should be integrated with other HR policies (Mello, 2011).

Talent must be in the first place. Always focus on how individual high potential candidates can lead, rather than finding the perfect “fit” for a defined role. Maturing over time is another critical success factor for the implementation of SP. It is necessary to start from the beginning with all functions, and it should be allowed to mature and to take root in the organization. It is also important to ensure diversity which means ensuring that the talent pool is reflective of the market. And in the end, talent profiles for key positions should reflect the future, not only it's present (Garg & Weele, 2012).

Processes, technology, and capital are of high importance, but actually, people are the ones who make the decisions. This means that the better people an organization has, the better performance will be. This is the most important aspect of TM which needs to attract, develop and apply the best brains to achieve excellent business results (Hassan & Siddiqui, 2020).

When the word is about TM it is aligned with three main perspectives highlighted by Armstrong (2012):

- exclusive employees – that means key employees with high performance or potential irrespective of position;
- exclusive position – that means the right employees in strategic jobs;
- inclusive employees – that means every employee in the organization is regarded as actual or potential talent, given the opportunity and direction.

There are multiple definitions of talent (Gallardo-Gallardo, Nijs, Gallo & Dries, 2013; Beechler & Woodward, 2009; Schiemann, 2014). Gallardo-Gallardo, Nijs, Gallo & Dries (2013) summarized and revealed the composite form of all talent definitions in the academic literature and they encompass the conceptualization of talent through two approaches; *the object approach* (talent as characteristics of people) and *the subject approach* (talent as people) (Tetik, 2017). However, TM is deeply connected to the style of leadership, power, the nature of the employer, and components of the organizational culture of an organization.

This master's thesis aims to determine whether succession management practices exist in a public sector organization in Bosnia and Herzegovina and to what extent such practices are

implemented. In addition, it aims to establish the implications such practices have on employee retention in a public sector organization.

The following research will determine factors that are possibly connected with SP, together with the perceptions of employees and the different ways of how SP can be perceived, including also strategies that can be used to put proper people in the proper place. The main purpose of this master's thesis is to investigate substantial uncertainties about leadership capabilities, poor career planning, and the low level of integration between the personal and professional aspirations between employees which continue to persist due to multiple reasons including SP. Hence this master's thesis is aiming to determine the needed factors that are related to SP and TM in a public sector organization. Nowadays, it is not enough to only have a knowledgeable and well-trained workforce, but also a proper succession management system developed since it is of high importance to identify successors, critical positions, and also individual careers path.

The objectives of the thesis are going to be achieved through the following sub-objectives:

- to conduct the review of existing literature in the field of SP and TM in public sector organizations;
- to identify the most common gaps that occur while implementing SP practices in public sector organizations;
- to show to which degree SP and TM practices are implemented in a public sector organization of Bosnia and Herzegovina;
- to understand the drivers and barriers of SP and TM which are present in a public sector organization of Bosnia and Herzegovina and how that could be resolved;
- to understand what are the factors that motivate public sector organizations to implement SP and TM practices;
- to recommend future steps that public sector organizations should use to have better SP and TM practices;
- to gain a better understanding of the topic of SP and TM.

To achieve the purposes and goals of this master's thesis, the following research questions have been formulated:

RQ1: *“Are succession planning and talent management practices applied in a public sector organization of Bosnia and Herzegovina?”*

RQ2: *“What are the main drivers and barriers for implementation of succession planning and talent management practices in a public sector organization of Bosnia and Herzegovina?”*

RQ3: *“How can succession planning be improved in public organizations of Bosnia and Herzegovina?”*

1 SUCCESSION PLANNING AND MANAGEMENT

SP represents a technique for passing on positions of authority and the responsibility for the organization to a representative or group of workers. Otherwise called "substitution arranging", it guarantees that organizations keep on pursuing their business goals easily even after an organization's most notable individuals proceed onward to new positions, new firms, when they resign or die (Austin, 2010). It is an interaction through which the organization guarantees that workers are selected and created to fill critical positions inside the organization. Through the SP measures, organizations enlist prevalent representatives, build up their insights, abilities, and capacities, and set them up for headway or advancement into perpetually testing jobs. SP might be comprehensively characterized as a cycle for distinguishing and creating possible future pioneers or ranking directors, to fill other business basic positions, either in the short or the long term period (Ishak & Kamil, 2016).

Progression should be possible from inside or from outside the organization. Progression by individuals from inside gives common progress among representatives that they can develop as the organization develops. Due to that reason, the organization needs to support development and improvement with its representatives. This is contributed dynamically and it is future-orientated, and it allows administrators and directors to research, assess, and create an ability pool of people who are reliable and ready to fulfill positions when it is needed (Jaladdin, 2009). It represents a mechanism that needs to meet the fundamental organization needs while organizing to put the proper person in the proper job position. TM is the way toward recognizing and creating key people in a business that have significant information, abilities, and capacities. The orientation is to hold fundamental capacities in the labor force to keep up business seriousness (Jobs & Skills, 2020).

According to lexicologists, the word's meaning has varied greatly depending on the location and time period it was used in. First used by ancient Romans, Greeks, Assyrians, and Babylonians, the word referred to a denomination of a weight. Later on, a talent became a monetary unit related to a certain amount of silver and continued to be used in the same context when it appeared in the English language. According to Tansley (2011), in medieval Europe, it was used to show the difference between rich and poor, while throughout the 17th century, it was used to point out to special skills, accomplishments, including also mental and

physical strength. According to Bhattacharyya (2015), ability represents the characteristic of the capacity to accomplish something perfectly.

Gagné (2000) believes that ability represents the demonstration of the predominant use of deliberately created abilities. In other words, talented individuals represent the ones who have all fundamental abilities to differentiate themselves in certain areas, such as sports, arts, education, technology, business, social activities, etc. Thorne and Pellant (2006) point out that a talented individual represents someone who has above-average abilities and does not have to invest a lot of effort to use them. They describe talented employees as curious individuals who set ambitious goals for themselves, they are people who like to do so many things immediately or all at once, often work long hours and when it is needed, put a lot of effort into things that they want to complete. However, they also need to hide some negative traits, for example having a short attention span and hence, getting tired quite easily with their tasks, and sometimes, generating more ideas than they can accomplish.

1.1 Aims of succession planning and management

The development of a proficient organization requires a progression of individuals to fill different significant positions. The idea behind SP is to distinguish, create, and prepare individuals to possess a more elevated level of skills. Key members of the organization get the advantages of development in the organization. The organization, for the most part, likes to enable the development and improvement of its workers and as such will generally look toward progression from the inside. Organizations need to evaluate representatives' possibilities, recognize and prepare niches for future openings, create them for higher and changed positions. The extent of the progression plan is higher when the organization develops representatives that can take up higher duties. Expert running of organizations requests that their administrators make a distinction among the key representatives having abilities and skills to fill the empty positions (Peet, 2012).

However, it is important to authorize the inflow of new cadres. Therefore, organizations should also search for outside potential in specific terms, such as when able individuals are not free, when significance increases, enhancement, and development plans are in cases, total reliance on either inner source or outer source isn't prudent to any organization. Consequently, a legal harmony between these two sources needs to be kept up (Schaumleffel, 2021).

Clear targets represent the base for building up a powerful SP mechanism (iEduNote, 2021):

1. Select those with the possibility to perform more noteworthy accountability in the organization;
2. Provide basic improvement to those that can move into key jobs;

3. Engage the authority in supporting the advancement of high-possible pioneers;
4. Build an information base that can be utilized to settle on better staffing choices for key positions;
5. Improve representative's responsibilities;
6. Meet the professional advancement for existing workers;
7. Efficiently tackle the expanding problems and expenses of selecting workers remotely.

1.2 Critical success factors (CSF) for implementation of succession planning

To establish a successful strategic plan it is important to put the proper things in the proper place, and that is done through making a specific list of principles. There are six principle components of SP (Gurjant, 2019):

- positions for which successors are needed – the main component of SP is to decide for which situations certain replacements are required. For example, a progression plan is needed for key positions because it presents a vital part of the organization.
- distinguishing proof of successors – the second component of SP is the determination of likely replacements for various places that are probably going to fall empty in the future.
- preparing successors – when replacements are distinguished by key positions, endeavors are made to connect them with the goal that they are completely prepared for, and they can take the positions that are earlier checked when this fall empty.
- identifying job requirements.
- building competencies.
- assessing progress.

As a component of the more extensive labor force arranging measure, there are a few contemplations that should be introduced in any SP. Some started inquiries to consider incorporation the following issues (Gurjant, 2019):

- Does arranging dependent on short-and long term objectives and destinations?
- What is the business goal for SP in the organization?
- Have the key partners and chiefs been counseled?
- How included are the pioneers?
- Is SP connected with labor force arranging?
- Can SP be connected with other HR systems? Is there responsibility at the departmental level?
- Are HR experts and department organizers associated with the arranging interaction? What are the jobs and duties of the partners?

- Is the cycle, and its normal results, unmistakably comprehended by everybody included? What choices ought to be made at the department and corporate levels?
- How will the interaction exhibit an incentive for straightforwardness, decency, and openness?
- How will the division guarantee that all representatives are given similar freedoms and are treated without huge inclination?
- Is there an arrangement or procedure to oversee representative assumptions?
- Do representatives comprehend that they are not ensured in advancement?
- What assets are needed to design adequately and proficiently?
- How will progression plans be assessed?
- How will assessment results influence the dynamics of the process?
- Do representatives comprehend that they are liable for dealing with their vocation path? Is the division equipped for supporting essential learning and advancement?
- How might the assortment, maintenance, use, and assurance of individual data be consistent with the Access to Information and Protection of Privacy Act?

1.3 Reasons for succession planning

Today, there are a lot of benefits of SP, but not all of them are recognized as highly important. A lot of organizations today are not in the possibility to do their work efficiently without a well-designed succession plan (McCaul, 2006).

The benefits of proper SP are shown below:

Ensures the Continuation of the Business: SP guarantees business continuity. It implies that the organization doesn't stop existing when the key positions become empty because of unexpected passing, renunciation, or retirement.

Employee Development: SP is significant for preparing and creating competency of the following conceivable replacements. The correct preparation assists the expected replacement with improving qualities and tackling shortcomings. It additionally sets up for different obligations, challenges that may arise in the future in the given position.

Determines Who Will Be the Next Successor: The cycle assists with distinguishing the next conceivable replacement ahead of time. Recognizable proof of replacement ahead of time assists the organization with making arrangements for the future. Each business organization should put resources into distinguishing the following replacement for the organization.

Easy to Use: SP guarantees the smooth working of the organization. There is a supply of capable and gifted representatives to take up the job or obligations of key representatives at whatever point the need emerges. Thus, transitory or abrupt shortfall of key directors doesn't stop the exercises of the organization.

Organizational Costs are Reduced: With SP, the interest for HR is met inside the organization. It brings down the expense of the organization as the time, money, energy needed to enroll workers from outer sources is saved.

Creating Career Routes: SP helps the HR office to set up professional success plans for skilled workers. The evaluation of abilities and interests helps in giving the right preparation to workers. It likewise assists with choosing an appropriate representative for explicit occupation jobs.

Image of the Company: The organization puts resources into distinguishing and preparing representatives. It likewise gives fluctuated development openings inside the organization. This expands the work fulfillment of representatives, which brings about expanded execution and profitability. This improves the picture of the organization in the market and pulls in a capable labor force towards the organization.

Employee Turnover Is Reduced: SP gives development freedoms to representatives inside the actual organization. It extends to different employment opportunity jobs to get representatives ready to take up higher jobs in the future. The workers feel significant as the organization looks into their vocation and self-improvement. In this manner, it lessens the pace of representative turnover and assists with holding equipped labor force.

A Plan for Succession Can Help You Survive an Unforeseen Event: There is always a possibility of suddenly losing one of your organization's top chiefs. Demise, sickness, individual issues, etc can leave the organization with an unforeseen opening in one of your most significant positions. While you can't predict these occasions, you can be prepared when they accidentally happen. With a proper succession plan, you can overcome this period very easily, without bad consequences.

Long-term thinking is compelled by succession planning: A lot of people today think about their earnings and profit which they could gain in this particular moment. SP drives you to set aside these efforts to consider your organization's future. Who among current staff is persistent to fill a top administrative role? How might the organization bring them along? On the chance that the organization does not have any individual who can be prepared to take on different positions of authority, does the organization have an employment issue or an initiative advancement issue? Does the organization have to make changes? These inquiries are numerous and they should be dealt with during the SP.

Internal Communication Can Be Boosted by Succession Planning: However, SP is correlated with future forthcomings and it needs to include the top heads of each office, together with every individual from the organization. Getting everybody together to discuss tentative arrangements is an incredible method to advance correspondence among offices or potential representatives. Human asset experts in your office can be an extraordinary resource, particularly if they are credentialed human asset experts and are knowledgeable in SP.

Having a Succession Plan in Place Can Help to Keep Your Employees Motivated: While creating a good succession plan, it can give positive reactions among your staff. They will bear in mind that the organization is also future-oriented and that the organization is taking care of its workers and their working abilities. In this way, an organization can get staff's trust, and give them additional motivation when they want to make additional progress.

1.4 Approaches to succession planning

SP represents a time-consuming process, and it demands a fair amount of effort and skills from top managers of organizations including leaders and HR professionals. There are three ways to deal with SP (Schaumleffel, 2021):

1. Strategic leader development – This methodology focuses on identifying the right people who have capabilities for planning, creating the organization's main objectives before the top leader or other key individuals have left the organization. When a replacement is distinguished, the chief should start assigning some administration obligations to this person. In this way, the organization gives the current chief chance to prepare and help the approaching chief until the individual in question can capably handle the new obligations.
2. Emergency – For every organization, it is important to take care of crisis SP too. When it comes to crisis SP it underscores proceeding to accomplish the organization's objectives and do its central goal after an unexpected occasion, like passing or handicap of a chief. In addition, the key people need to prepare a proper list of their obligations and work on it a bit by bit to satisfy them. They should question themselves: *How was I prepared for this position? How have my duties changed after some time? What did I realize later that I wish I'd known from the beginning?* Board individuals should also be engaged with an SP process, particularly in this field of crisis planning because they're obliged to see that the organization is properly driven without interference. Public organizations, no matter what their primary field or business is, should have a crisis succession plan for their leader chief.
3. Defined departure – This term is proper when the key individual needs to go to their retirement for one or two years. The objective is to develop authority fortitude: the key individual needs to bear in their mind that the organization should work well after their

retirement too, and the not-for-benefit requires a similar level of confirmation. The most important step is to set the right date with the directorate since it prompts those required to build up a timetable.

1.5 Ensuring Leadership Continuity in Organizations

Organizations that do not pay so much attention to the future SP process, will have many problems or even disasters when their key employees leave the organization. Nobody likes to lose their key employees, but sometimes it happens, and it can be disastrous for the organization. So, it is of high importance to take proper steps and prevent that to happen (Rothwell, 2010). Two fundamental approaches guarantee initiative progression and in this way fill key positions. These might be for the most part delegated conventional and elective methodologies. Each is highly important for SP&M. Henceforth, each warrants a brief audit (Reyes, 2018).

1.6 Traditional Approaches

In 1968, Haire pointed out that individuals can make six sorts of occupation developments in any organization: in (passage), out (end), up (advancement), down (downgrade), across (sidelong exchange), or progress set up (improvement in the current position). One by one or all of these customary methodologies can, however, be utilized as a way to provide succession issues for key positions. Moving people into an organization (entry) is related to recruitment and choice. To put it plainly, "employing off the road" is one approach to discover replacements for key positions. However, individuals employed from outside represent a bet. They have little stake in the organization's state of affairs, and due to that fact, they may have the new proper information in which the organization is poor or insufficient. They may create struggle attempting to set novel thoughts in motion. That content might be damaging or useful (Agbodza, 2020).

Sometimes, top-level management might not be sure or maybe they are in question about the recruitment of outsiders for key positions since they represent a bet. They do not know their histories, and their capacity to work ambitiously in another corporate culture might be hard to evaluate. Advancements that are achieved from inside of the organization enjoy unmistakable benefits: they support (or improve) worker assurance, and smooth advances by guaranteeing that key positions are filled by those whose characters, methods of reasoning, and abilities are as of now known to others in the organization (Reba, 2015). Today there are different issues with few advancements from inside to deal with SP and the executives. First, to start with, commendable occupation execution in one position is no assurance of accomplishment in a more significant level position. Necessities at various hierarchical levels are not

indistinguishable and that is especially evident in the administration department. Successful advancement from inside requires successful planning (Becker, 2015).

Moving people down in an organization (demotion), is generally seen contrarily. However, it can represent the powerful spread of authority ability on certain events. For example, when a hierarchical unit is being disbanded, powerful participants from that unit may take opportunities in different pieces of the organization (Ellinger, Trapskin, Black, Kotis & Alexander, 2014). People may even acknowledge downgrades willfully if they accept that such moves will build their professional stability or improve their drawn-out vocation possibilities. Moving people across an organization (lateral transfer) is getting more normal in the wake of downscaling. According to the authors Rothwell, Kazanas and Haines (1992) that, as well, can represent an important method which would enable to cross-prepare the organization, while giving new points of view to old capacities or exercises.

As of last, progress set-up (advancement in the current position) addresses a center ground between sidelong exchange and up versatility. It has gotten more normal as promising circumstances for progression have lessened in the wake of savage worldwide rivalry. People can be prepared for the future while remaining where they are, doing what they have consistently done, and bit by bit bearing new obligations or tasks (Deb, 2005). Stagnation is subsequently put away by "stacking" the work evenly or in an upward direction (Gurjant, 2019). Identified with the progress set-up is the idea of double vocation stepping tools in which people may progress along two distinctive professional tracks: an administration track (in which headway is connected to expanding obligation regarding individuals) and a specialized track (wherein progression is connected to progressively modern duty inside a given capacity or subject matter). The organization may individually create unique prizes, motivators, and pay projects to empower progression along double profession tracks (Groves, 2007).

1.7 Alternative Approaches

As stated by Rothwell (2002) experienced administrators realize that there is more than one approach to fill a basic position. Occupation developments, portrayed in the past area, actually represent a conventional methodology, ordinarily connected with SP&M. Elective methodologies are presumably being progressively utilized as chiefs in cost-touchy organizations battle to address SP&M difficulties while ending up confined in the outside recruiting and inside advancing, to make it possible.

One of the elective methodologies may be called hierarchical overhaul. At the moment when an opportunity happens in a key position, chiefs don't immediately "move somebody into that place"; rather, they separate the work obligations and redistribute them across the key positions or individuals. The ideal impact is to decrease headcount while holding results steady. It likewise

builds up the excess key individuals by giving them openness to another capacity, movement, or duty. In any case, if rewards don't coordinate with the developing responsibility, excellent workers who have been approached to accomplish more may become upset (Nyoni, 2019).

There is likewise a breaking point to what amount can be stacked on individuals before they are unequipped for performing adequately. A subsequent elective methodology is measure upgrade. Leaders often do not expect that a key position should be supplanted when it gets empty, and instead of that they audit that work through and through, deciding if it is fundamental by any means and on the off chance that it very well may be done in new manners that require fewer individuals (Pandey & Sharma, 2014).

A third elective methodology is known as exchanging faculty briefly with different organizations. This methodology expands on the possibility that organizations can briefly exchange assets for their shared advantage. The abundance limit in one organization is in this manner tapped briefly by others. A good side or benefit of this methodology is that superior workers or high possibilities that are not promptly required by one organization can be pooled for use by others, who normally balance their pay rates and advantages. An inconvenience is that loaning organizations hazard losing these gifted laborers totally on the off chance that they are taken away by those having more noteworthy need of their administrations and more prominent capacity to reward and propel them (Kavanagh & Thite, 2009).

A fourth elective methodology is known as setting up ability pools. Rather than distinguishing one likely replacement for each basic position, the organization decides to create numerous individuals for some positions across the organizations. That is cultivated by commanded work pivots so high possibilities acquire openness to numerous authoritative zones and are equipped for making multi-layered commitments. While that sounds good in principle, there are common sense troubles with utilizing this methodology. One is that efficiency can decrease as new pioneers play a game of seat juggling and get acquainted with everything in new authoritative settings (O'Brien & Robertson, 2009).

A fifth elective methodology is known as setting up two-in-the-crate plans. Motorola has been known to utilize this methodology. According to the author Hennecke (1991): "*Since most Motorola organizations are controlled by a head supervisor and an associate senior supervisor, the associate opening is utilized to move leaders starting with one business then onto the next for a couple of years so they can acquire an assortment of encounters*". According to the authors Ancona and Nadler (1989) a type of overstaffing, which would not be interesting to certain organizations, this methodology grants singular advancement through work pivots while protecting initiative coherence. It is likened to framing a leader group in which conventional utilitarian senior chiefs are supplanted by a firm group that, all things considered, settle on working choices, adequately working in the spot of a head working official.

A sixth elective methodology is known as building up aggressive ability inventories of high-expected specialists outside the organization. Maybe better than to create authoritative ability over the long run, the organization recognizes unsurprising wellsprings of high-possible laborers and enlisted them without prior warning required. One weakness of this methodology is that it can cause counterattacks by an organization that has been "burglarized" of the ability (Chambers, Foulon & Handfield, 1998).

However, there are also other elective ways by which to address replacement issues in key positions. According to the authors Dychtwald, Erickson and Morison (2004) here is a speedy audit of a couple of them:

- temping - the organization makes it as training to employ people from outside of the organization on a temporary premise to fill in during a quest for a replacement. The "temps" become a competitor for thought. On the other hand, the plan can be cut off without prior warning.
- job sharing - knowledgeable representative who performs a key position briefly shares the work with another person as a method for preparing or surveying how well the applicant can perform the required position.
- part-time employment - potential contenders for key positions are gotten on a low-maintenance premise. They are painstakingly assessed before business offers are created.
- consulting - potential contenders for key positions are acquired as specialists on projects identified with the position obligations. Their presentation is painstakingly evaluated before work offers are made.
- overtime - potential candidates and comers from the inside of the organization are approached to work in different limits notwithstanding their present positions. This means that extra time work is required. The business at that point evaluates how well the people can act in the key positions, considering the uncommon pressing factor under which they are working.
- job rotation - prospective possibilities for key positions are created from inside by pivoting, for an all-inclusive interval of time, into another work or arrangement of occupations in anticipation of things to come.
- retirees - the organization looks to people with demonstrated histories to get back to basic positions briefly or for all time. This is probably going to be a vital focal point of interest later on.

1.8 Key trends influencing succession planning

When talking about key trends that have an influence on SP in the organization, they are listed below (SHRM, 2021):

Trend 1: The desire for quickness

Time is presented as a key vital asset. Splitting the time which it takes to get results is viewed as an objective by its own doing. This includes:

- finding quicker methodologies to change essential investigation process into applied exploration to make new items or administrations and consequently beat contenders to the creation or administration conveyance;
- when talking about the entrance in new business sectors it happens quicker;
- reducing pointless or repetitive strides in the creative interaction through measure improvement;
- improving, through a moment to spare stock techniques, the time match between the requirement for crude materials and their utilization underway to decrease stock holding costs;
- reducing the time which it takes to take care of a request or buy an item from a maker.

Speed is simply liable to turn out to be more significant later on. Most of the organizations keep insights to perceive what amount of time it requires to do the following (Miller, 2018):

- justify a position;
- recruit for and fill an opening;
- find ability to address quick issues or synchronize endeavors;
- train individuals.

Regularly, it may have been adequate to allow a longer lead time within the legitimization and filling of a position or the determination of a certified individual and the acknowledgment of full profitability from that specialist following preparation. However, that is no longer the case on stable occasions. Time is an asset that is effectively squandered, and individuals should be found and arranged with the goal of becoming beneficial as fast as could be expected (Dijk, 2008).

Trend 2: Skills are in high demand, thus it is a seller market

Businesses in the United States, as in numerous different parts of the world, have customarily underestimated laborers. Numerous directors expect that, if their organizations will just compensate enough, they can generally discover individuals they need to fill any position. In any case, that supposition isn't generally legitimate any longer. According to Rothwell (2005), the adjustment of mentality has generated revenue in approaches to give individuals expectation of what's going to come. An SP&M program is one equivalent way. A reevaluated professional planning and advancement program is another, correlated way.

Trend 3: Employer and employee loyalty are declining

Some time ago workers accepted the fact that they would find a new line of work with one organization and stay with that organization till their retirement. A stable business record was viewed as a benefit during new employee screenings. However, businesses frequently expected to be that when they broadened a proposition for employment, they were setting up a drawn-out relationship with the specialist. Indeed, even helpless workers were endured, now and then moved far and removed into innocuous situations to protect laborers' sensations of trust and security with their managers (Malmuz & Yasin, 2006).

According to Stum (1998), a tradition of this change is that representatives have been more intrigued by momentary increases, particularly in compensations, titles, advancement openings, and advantages. They need prompt prizes for great execution since they doubt their bosses' capacities to compensate them later on for difficult work acted in the present. They have been changed from showing a capacity to bear postponed satisfaction to requesting prompt delight. This arrangement of the business contract has significant ramifications for customary SP&M rehearses. Workers presently don't trust their managers to follow through guarantees of future progression. What's also interesting, is that businesses at this point don't depend on high possibilities or praiseworthy workers, they are quietly performing for extensive stretches before getting prizes, progression, or expert turn of events (Noryati, 2006).

According to Densford (1999), speed is presently significant in overseeing succession issues, all things considered in overseeing different parts of hierarchical practice. Chiefs should oversee against a setting with the chance of losing significant ability on the off chance that they don't distinguish it rapidly and offer brief prizes and improvement openings.

Trend 4: Intellectual capital and knowledge management are critical

Land, capital, and data can be instantly taken from different sources and, so often, rented, rethought, or bought the organization's labor force locates a key resource. Without individuals who understand how the organization deals while serving its clients and in which way it does that, no organization could keep on working. In one model there is this inquiry: What might a college be without its personnel, overseers, staff, and understudies? The appropriate response is that it would be just resources prepared for the liquidation of land, structures, hardware, and capital. Without individuals, there would be no real way to accomplish the mission of the college by educating, examining, and administration (Sukayri, 2016).

A comparable rule applies to business organizations. While conventional administrators may see individuals as an expense of working together, thought pioneers understand that individuals address the solitary resource that truly matters in a serious climate. Individuals cook up new items and administrations. Individuals take the jump from the consequences of essential exploration to the commercialization of applied examination. Individuals come up

with innovative headways and utilize those progressions to accomplish improved profitability and quality. Individuals serve the clients, make the items, transport them to purchasers, charge them, store the returns, and deal with the organization's assets (Donner, 2017).

Without individuals, the game is lost (Drucker, 1985). That is an exercise that is sadly too simple to even consider forgetting when numerous individuals are awed by quick innovative progression. Those noteworthy innovative headways are silly except if individuals utilize them. The ramifications of scholarly capital and information the executives are significant for SP&M. It might be said, SP and the board is an unfortunate obligation. It is the machinery of information of the board; a method for guaranteeing that scholarly capital is appropriately adjusted, held, developed, and secured according to the author Rothwell (2005).

Trend 5: Values and competencies play a big role

Individuals in the organization have exclusive standards of their chiefs. These expectations are probably not going to reduce later on. Individuals need pioneers who can get results and can, simultaneously, model fitting morals. Furthermore, qualities and capabilities have arisen as the most important achievements in organizations. According to Hultman and Gellerman (2002), abilities while having various definitions, have additionally arisen as a key part of the executives dynamic, human asset practice, and SP&M programs. Qualities represent an ethical measurement of how the initiative is practiced and work is performed. Skills can address the difference between superior workers and ordinary or less than ideal workers. More adaptable than work exercises or assignments, competency models represent the magic that binds an SP exertion. The utilization of competency models is a distinctive trademark among conventional and bleeding-edge SP&M programs. As work turns out to be more unique and separated from the customary "boxes" found on organization outlines, there should in any case be an approach to depict what execution generally means. Competency models enjoy the benefit of giving that adaptability (Fulmer, Stumpf & Bleak, 2009).

Trend 6: More software is needed to support succession planning

It is important to put more effort into programming since it becomes more accessible to help SP&M. Sometimes it disguises under such elective names as ability board, ability improvement, or HR programming. That represents both a gift and a revile. It is a gift since when all around figured and executed, programming licenses people and gatherings that are scattered geologically to take part. Programming can work with dynamic on competency recognizable proof, values explanation, 360-degree appraisal, singular advancement planning, the ID of formative assets to help assemble capabilities, track singular advancement (and accordingly energize responsibility), and even measure people's advancement and the help given by quick chiefs (Hair, Money, Samouel & Page, 2007).

In any case, it may be a revile because a few groups accept that, when they purchase an innovation arrangement, they are likewise purchasing the answers for their succession concerns. They bear in mind that the product will give them instant, off-the-shelf, one-size-fits-all competency models, 360-degree evaluations, singular advancement plans, global positioning frameworks, and formative strategies. That isn't true. Innovation resembles a vacant glass. HR specialists and ranking directors can't stay away from the obligation of filling the glass with corporate culture-explicit capabilities, regulating singular advancement, giving real-time tutorials and instructions, and offering significantly more than is implanted in the innovation. To put it plainly, innovation can facilitate the work, however, it won't eliminate it (Das, 2020).

Trend 7: The board of directors growing activism

Sheets of chiefs are starting to play a more dynamic job in SP&M. The proof focuses around that. One explanation has been the Sarbanes-Oxley Act of 2002. A critical impact of that act is to build board responsibility in business tasks. Also, discovering qualified replacements for CEOs is a significant issue that corporate sheets should lastingly represent (Cannon & McGee, 2011).

Trend 8: Growing global awareness of succession issues similarities and differences

It is known that one size doesn't fit all. Unfortunately, it is an exercise that some global partnerships or multinational companies (hereinafter: MNCs) have never learned. A regular situation is that the corporate base camp in Europe, the United States, or Japan will build up SP rules and also carry them out around the world, failing to remember the important fact that the world is a major spot and public social contrasts do assume a part in powerful SP rehearses (Chatman, 1991). The outcome is that, whatever the methodology used, it is just incompletely successful. An English-language-just writing search revealed articles about SP&M in Europe, the United States, Asia, the Middle East, and New Zealand.

Objectives might be set up at the corporate base camp. Also, on the off chance that the methodology is to be viable, corporate pioneers should dispatch work with meetings that united provincial pioneers have a contribution on the objectives, catch wind of best practices in Western countries, which may have the most exceptional methodologies, and find what results are to be accomplished by those practices. At that point, the local chiefs should take part and work with conversations where they can "concoct" nearby methodologies that will "work" in their home societies, and will consent to the business laws of every country. These facts confirm that such a methodology requires some serious energy, assets, persistence, and difficult work. In any case, over the long haul, that approach enjoys the benefit of prompting "worldwide objectives" yet utilizing "nearby ways to deal with accomplishing those objectives", it will work (Huynh, 2016).

Option two is to do as numerous organizations do and just "carry out something" from the corporate base camp. Neighborhood individuals will shake their heads in wonderment, stunned that worldwide corporate pioneers know so little about the expansive contrasts in nearby societies, neighborhood real factors, and surprisingly neighborhood work laws. It simply sabotages the validity of corporate pioneers. As globalization applies to expand impact, these "one size fits all" approaches will be progressively conflicted about great business practice. That is particularly obvious when quickly propelling innovation makes it conceivable to have video-conferenced and real-time online conversations diversely to work with thoughts and approaches (Bozionelos, 2001).

Trend 9: Growing recognition of the similarities and differences in succession programs in special venues

Government: There are two key contrasts in SP programs among business and legislative settings. One contrast is that some administrative elements have common assistance frameworks that disallow (by law) the naming of people to fill positions without serious pursuits of employment. In certain views, all positions should be posted. People are then positioned by their capabilities contrasted with the prerequisites recorded on sets of responsibilities (Byham, Smith & Pease, 2002).

According to Rothwell (2002), a subsequent contrast has to do with who might be viewed as the critical clients of the exertion. In business, the CEO estimates the absolute most significant part as a client. Yet, when the look is taken at some legislative elements, the organization chief is a political nominee who completes the desire of a chosen official. In down-to-earth terms, that implies that the main proprietors of the SP&M cycle will be those administration government workers who don't change with the breezes of each political race. They have the aggregate institutional astuteness of the organization in their minds, and they should be engaged on the grounds of heritage if an administration organization SP&M program is going to work (Haire, 1968).

Nonprofit: When we talk about not-for-profit elements they share attributes with business and government. On the other hand, a compelling SP&M program in a charitable organization will without doubt be a crossover of what works in the private and public areas. The most knowledgeable pioneer should take back on the exertion if it is going to succeed, and (around there) the charitable SP&M program resembles the private area. Yet, devoted pioneers who have made their vocations in the organization, and are focused on its advantageous mission, should likewise back the exertion. Also, around there, the SP&M program in a philanthropic organization is similar to that of an administrative element (Kuada, 2010).

Education: Huge colleges represent one of a kind for the basic explanation that a high number of individuals should move to other higher instructive foundations on the off chance that they are to be elevated from office head to senior member, dignitary to executive or chancellor, or chancellor or executive to president. That makes it hard for one establishment to legitimize uses on recognizing and preparing ability for the future since the recipients of such endeavors would in all likelihood be different organizations. Some higher instructive foundations have focused on authority improvement projects to prepare ability, and it is probably going to be seen more later on, for the basic explanation that numerous school educators and college managers are at, or close to retirement age (McQuade, Sjoer, Fabian, Nascimento & Schroeder, 2007).

Small or Family Business: According to Hutcheson (2004), SP in privately-owned companies and SP in independent ventures are different points of view. It should be noticed that not all privately run companies are independent ventures and not all private ventures are privately run companies. As one of the examples, we can take enormous, notable organizations like Ford that were initially privately-run companies.

In Europe or Asia, numerous enormous organizations started and some are family lines that are also additionally obvious in certain organizations in the United States. Furthermore, private ventures might be started by people without families. Family succession has a few issues which are correlated with it. The main problem correlated with it represents a contention between commitment to family and commitment to the business. Authors with experience won't let the commitment to the family win. On the off chance that they do, they may obliterate the business (Interreg, 2018).

Trend 10: Managing a unique situation: CEO succession

President managing or Chief Executive Officer (hereinafter: CEO) succession presents an uncommon topic and examination subject inside the writing of a proper succession plan. According to that, it resembles other extraordinary succession issues, for example, the effect of social contrasts in settling on succession choices, private company succession, and privately-owned company succession (Carey & Ogden, 2000). The uncommon interest in CEO succession should not be a large shock anymore. It now represents an unmistakable theme for examination, conversation, and financial backer interest. The similarity between the main function in a country and the CEO of an organization is especially compared when contemplating the replacements of business people in independent companies, where a CEO's startling and abrupt misfortune can have especially wrecking impacts on the business (Kesner & Sebor, 1994).

1.9 Major Models in Succession Planning and Management

Since SP and the board represent interaction and framework, as another HR exercise, no single model or approach can fit all organizations and all circumstances. Today, in the world, a lot of different models and approaches in SP and the board exist. Among all of them, three of them are models of SP and the executives broadly utilized. The Seven-Pointed Star Model proposed by Rothwell (2010), LPM by Charan, Drotter and Noel (2000), and Acceleration Pool Model by Byham, Smith and Pease (2002).

1.9.1 The Seven-Pointed Star Model

Rothwell points out that to jump from no SP system to a cutting edge program resembles attempting to speed up a vehicle from a standing stop to 100 miles each hour in a second. He proposed eliminating a moving approach. Looking from the perspective of this carryout approach, organizations carry on with a daily existence pattern of improvement in their SP and the board programs. Looking from the various stages, organizations acquire refinement about what to do and how to do it. He portrayed the existence pattern of SP and the board in five ages.

Table 1 : Five Generations of the SP and Management Life Cycle

The life cycle of SP	Typical implementation plan	Major components
Generation 1	A simple replacement plan for the CEO	A simple replacement plan for the CEO
Generation 2	A replacement plan for CEO and his or her immediate reports	<ul style="list-style-type: none"> - a simple replacement plan for the CEO and his or her immediate reports (the senior leaders, the senior executive team) - involvement of senior managers
Generation 3	An SP and management program for middle managers and perhaps their key reports	<ul style="list-style-type: none"> - SP and management program for middle managers - drafts of policies and procedures for SP and management - use of competency model - value statement

(Table Continues)

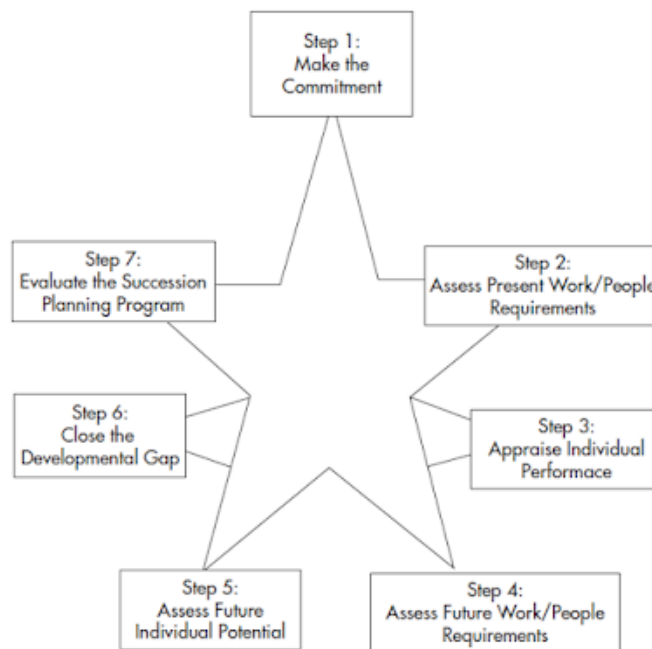
(Continued)

Table 2 : Five Generations of the SP and Management Life Cycle

Generation 4	A talent pool report focused inside the organization	<ul style="list-style-type: none"> - focusing on the development of internal talent pools - everyone in the organization is considered a possible successor for a key position - provide a tool for career development for future - no more organization chart - use of competency model, performance appraisal, individual development plan, full-cycle multi-rater assessment, and other sophisticated methods for development
Generation 5	A proactive talent pool approach focused inside and outside	<ul style="list-style-type: none"> - include external talent pool

Source: Ahmad, Ming and Sapry (2020).

Figure 1 : Seven-Pointed Star Model for efficient SP and the board



Source: Rothwell (2010)

As an initial step, the organization's chiefs should be focused on deliberate SP and the executives and set it up as a program. In the subsequent advance, chiefs should survey to check the current work necessities in key positions. Just in that manner individuals could be able to be ready for headway decidedly grounded in work necessities. In this way, chiefs should explain where the main administrative roles are in the organization and ought to apply at least one way to deal with deciding work or competency prerequisites. In the third step, the base step is to assess how well people perform in their positions because most SP&M programs accept that people should perform well in their current positions to fit the bill for progression (Johnson & Klee, 2007).

As an important component of this progression, the organization should start to build up a stock of ability, consequently to set up a reasonable thought of the accessible HR. As a fourth step, it is important to recognize competency necessities in key administrative roles. To do this, leaders should put effort to attempt and evaluate future work prerequisites and skills. Around there, future pioneers might be set up to adapt to evolving necessities. The fifth step presents the evaluation of people's future potential and its match to their future work prerequisites. The organization needs to set up the interaction for surveying future individual potential. That future situated interaction should not be mistaken for past-or present-arranged representative execution evaluations (Lowan & Chisoro, 2016).

In the sixth step, the organization should build up a proceeding with the program for authority improvement to develop future pioneers inside the organization. Chiefs should for sure investigate options in contrast to customary advancement from-inside techniques for addressing succession needs. And the last step is to improve the SP&M program and it should be exposed to ceaseless assessment to evaluate how well it is functioning. That is the seventh and last advance of the model. The results of this assessment model should, of course, be utilized to make program refinements and to keep a guarantee to orderly SP&M (Johnson & Klee, 2007).

1.9.2. Acceleration Pools Model

With the meaning that substitution planning is now the step behind the new time, Byham, Smith and Pease (2002) recommended different ways to deal with preparing leader ability. However, better than focusing only on a couple of hand-picked individuals for every chief position, an Acceleration Pool represents the advancement of a gathering of high-possible contenders for leader positions by and large. The theory behind this model features the sped up advancement of pool individuals throughout stretch positions and team tasks that offer the best picking up, including tutoring, instructing, preparing, and unique formative exercises, which can be, for example, like college leader programs and in-organization activity learning meetings, and most elevated permeability openings. Byham, Smith and Pease (2002) clarified the cycle of the Acceleration Pool in five phases:

- phase 1: nominating, distinguishing high possibilities - business units or functions designate potential pool applicant - executive asset board screens competitors and settles on official conclusions - pros and cons disclosed to an up-and-comer, who settles on the choice to enter or not to enter the pool.
- phase 2: diagnosing advancement openings - assessment of qualities and improvement needs, utilizing and speed increase focus - feedback of evaluation results and assurance of improvement needs.
- phase 3: prescribing answers for advancement openings - executive asset board settles on pool individuals' tasks, unique preparing or chief training and screens progress and consummation - development objectives on current or new position tasks are outlined comparative with analysis - pool part targets regions and techniques for improvement with the assistance of supervisor and guide.
- phase 4: ensuring that advancement happens/recording improvement - pool part creates required to conduct and information through preparing and chief instructing - pool individuals apply to conduct or information in a task or momentary experience - pool part measures and reports consequences of the utilization of new conduct or information - each pool part begins constructing a lifelong improvement portfolio and meets with director and guide to audit progress and put forward new advancement objectives.
- phase 5: reviewing progress and new task leader asset board reviews pool individuals' advancement and settles on new/next task.

1.9.3. Leadership Pipeline Model (LPM)

The Leadership Pipeline Model gives the main importance to administration advancement as opposed to SP and the board. Administration Pipeline is created as an idea in a model made by Mahler and Graines (1983), who worked on an extraordinary arrangement for human asset planning and SP. His methodology established the framework for the cutting-edge SP approach. The pipeline is not presented as a straight chamber but instead of that, it is presented as one that is bowed in six spots. Each of these entries points out an adjustment of authoritative position and presents an alternate level and intricacy of administration where a critical point must be made. Proposition turns to include significant changes in work necessities, requesting new abilities, time applications, and work esteem.

On the other hand, the organization experiences difficulty in getting enough qualified applicants at the top, which means that they are experiencing considerably more difficulties on a couple of administration levels down. However, even with the time and exertion needed to pick the correct CEO, frequently settling on the correct decision is troublesome. Concerning lower-level pioneers, when less time and energy are used, wrong choices are more probably made. In the point of this view presumption, Charan et al. (2012) proposed an elective definition for SP from the LPM. As described in their definition, SP is propagating the

undertaking by filling the pipeline with high-performing individuals to guarantee that each authority level has a plentitude of propositions employees to draw from.

Likewise, they recommended a five-venture plan for SP. At the basic or initial step, the organization tailors the LPM to accommodate their organization. The subsequent advance is to provide the most important principles for execution into their language. The subsequent stage includes documentation and correspondence of principles set in the past all through the organization. In the fourth step, the organization assesses succession applicants through a consolidated potential-execution lattice. A lattice utilized in this progression is like GE's nine-block graph. The last advance is to audit the plans and progress of the whole pipeline much of the time and genuinely as stated by the author's Charan, Drotter and Noel (2000).

According to Leibman, Bruer and Maki (1996), SP has developed in the course of the last 30 or more years, since its first beginning was as substitution planning. Progressively, the interaction has extended to incorporate more extensive ideas and concepts, from hierarchical audits to initiative turn of events. To point out the difficulties of the present organization, partnerships need to create solid initiative groups for vital errands instead of zeroing in on the opportunistic individuals for the perfect situation at the perfect time. Driving a partnership requires a group of abilities and gifts present in more than one individual and more than one layer of an organization. To re-engineer SP suitably for the present unique climate, which makes SP prosper, a substantially more dynamic direction is required.

1.10 Problems with various approaches to succession planning

The main problems that are correlated with various definitions of various approaches to the SP process, are presented below (Rothwell, 2016):

Problem 1: A lack of assistance

The first problem is presented as a lack of assistance. In the case in which top supervisors from key positions are reluctant to help in a deliberate way to deal with SP, it will for sure fail. On the other hand, if that is the situation, the best methodology to deal with that problem is to attempt to prevail upon at least one believable thought. The most encouraging for those jobs situations are very much regarded top directors who if conceivable, actually encounter the business-related issues that come from having no replacement arranged to expect a fundamentally significant position when an opportunity happens (Byers, 2016).

Problem 2: Politics at work

The second problem associated with SP methodology is that it very well may be influenced by corporate governmental issues. Rather than advancing representatives with the most potential or the best history, top directors may omit the professional politics to give advancement to companions or partners, whilst not paying or paying only a little bit of attention to ability or qualifications that are the most needed ones. If permitted to work unchecked, corporate legislative issues can replace execution and potential as a headway rule (Ballesteros & Fuente, 2010).

Problem 3: Attitudes that can be changed quickly

The third problem correlated with the customary way to deal with the SP process is that it can support handy solution mentalities. Viability is taken away from practicality. That can have far going results since poorly picked or poorly chosen pioneers can provoke higher than ordinary turnover among their adherents, make workers resolve issues, and in the worst-case lead to bankruptcy of a generally stable business (SHRM, 2021). Authority should pay a lot of care to that, and actually, it is known that pioneers can't be developed rapidly or easily. Excellent pioneers must be developed over the long haul period (McCaffery et al., 2015).

Problem 4: The lack of visibility

The fourth problem is known as the lack of visibility. High-level individuals or chiefs don't generally see the quick, direct advantages of SP&M. The further they are taken out from everyday activities and various direct reports the less important SP&M can appear to them. HR chiefs will propose and introduce different theories and plans of SP&M endeavors, however, they will frequently be supplanted when high-level leaders see no more advantages originating from them (Parfitt, 2017).

Problem 5: Organizational transformation at a high speed

The fifth problem is called the organizational transformation at a high speed. Customary substitution planning once functioned admirably well in stable conditions and organizations. In those settings, the opening could be anticipated, applicants could be prepared for focused positions, and a homogeneous labor force prompted simple advances and guaranteed progression (Tafti, Mahmoudsalehi & Amiri, 2017).

Problem 6: An excessive amount of paperwork

The sixth problem is known as an excessive amount of paperwork. Key managers in many organizations have a low capacity to bear administrative work. One justification is that top

administrators are frequently overburdened with desk work since they get it from such countless quarters. Innovation, which was once seen as a favored answer for data over-burden, presently gives off an impression of being a significant reason when supervisors adapt to thriving messages by electronic mail, cells, faxes, and different sources (Cambron, 2001).

Problem 7: Too Many Meetings

The seventh problem is known as too many meetings. The same as the customary way to deal with SP can make obstruction attributable to very hard administrative work, so too would it be able to prompt opposition since it can require various and tedious gatherings as stated by the author Rothwell (2005). A lot of organizations are running away from the SP process through and through, with the meaning that it will be an agonizing interaction with hard discussions that bring about hurt sentiments among pioneers. Different organizations consider a succession plan is finished when they've distinguished who the following CEO will be. In the reality, SP doesn't need to be undesirable, hard, or unclear (Caretta, 1992). It should be made of interaction between team members that are returned by organization pioneers frequently, they can be changed sometimes to line up with the general bearing of the organization and painstakingly explored to give direction to pioneers and expected pioneers past the C-suite.

An SP needs to accomplish more than only essentially to decide the way to supplant just a single individual. It should give a proper system for creating capabilities and capacities of possible pioneers to move into new situations, just as building up individuals and places that advance the organization and the organization's culture. Maybe more than only supplanting an organization with individuals it loses today, SPs can also help stack the organization's workforce such that moves the organization deliberately toward what's going to come (Derr, Jones & Toomey, 1988).

1.11 Global succession planning

It is understood that actually, a miniature level planning measure isn't sufficiently expansive to guarantee extensive achievement. It currently takes a large-scale level model to accomplish long-term results. With the definition, a microeconomic succession model is restricted because it is so barely centered around a particular person to fill a particular occupation job (Deloitte, 2015). This limited-centered approach costs organizations time, cash, and assets by disregarding the main function with regards to progress, the skills that are expected to dominate. Whilst the microeconomic succession model talks about pools of ability, it does exclude any relationship among common and varying abilities across pools. It doesn't give knowledge into the ability holes that may be available across an organization. With the usage of this model, it is altogether feasible for an organization to have recognized different

replacements for every one of its key positions, and yet no individual can prevail in those positions (Mehrabani & Mohamad, 2011).

A superior model of SP spotlights on distinguishing overall ability holes across the organization and making ability pools dependent on the expertise holes basic to the organization's prosperity (Mehrabani, 2013). However, to begin with, something important to fill or an individual to supplant, the macroeconomic succession model begins by characterizing the basic abilities the organization needs to flourish, for example, hazard the board, business insight, and vital planning. Therefore, workers are surveyed in contrast to those abilities to recognize singular holes. Then, the information is amassed to an abilities whole framework of the organization. This fact makes it simple to recognize significant holes in the organization and focuses on preparing and improving in the correct places (Bowes, 2008). With a properly engaged improvement plan, a more qualified labor force and more assorted ability pools for succession are made. Relatively better than preparing only a couple of individuals to act in a particular occupation job as characterized by the ability pool, the macroeconomic methodology centers around preparing individuals in basic abilities regions that can traverse various occupation jobs (Maphisa, Zwane & Nyide, 2017).

2 THE CONCEPT AND DEFINITION OF TALENT MANAGEMENT

The idea of “Talent Management” derives from the idea of "battle for ability" that was first utilized by a gathering of McKinsey advisors in 1997. This is reflecting the change that was introduced in HR needs and practices in light of the new aggressive and dynamic climate. "Battle for ability” represents a genuine conflict that firstly begins between organizations to pull in, create, inspire and hold the qualified representatives during the 1990s (Mellahi & Collings, 2010).

TM, as the name introduces is dealing with the capacity, competency, and force of representatives in the organization. The idea isn't limited to obtaining the perfect up-and-comer at the perfect time, however, it develops the covered up and unusual characteristics of the organization’s workers and creates and supports them to get the perfect results. When talking about recruiting the best talent from the business, it might represent a major worry for the organizations today yet hold them and above all, change them as per the way of life of the organization and get the best out of them is a lot greater concern (Davis, Cutt, Flynn & Mowl, 2007).

TM represents the way toward recognizing and creating key people in a business that have proper and important information, abilities, and capacities (Davis & McCallon, 1974). The main goal is to hold fundamental abilities in the labor force to keep up the business concept of

seriousness. TM measure provides key people a chance to strengthen their abilities and experience by taking part in testing obligations, proficient turn of events, and vocation development, which assists with building dependability to the business. The most important thought in the foundation of a TM measure is the conventional system that is used to gauge representative execution (Barton, 2019). Representatives distinguish that a credible approach needs the management of their work execution. Compelling execution management needs to bring about a working environment where all key members are urged and empowered to act as well as could be expected. TM represents stable interaction which includes pulling in and holding excellent workers, working on building up their abilities, and constantly rousing them to improve their presentation. The fundamental role of TM is to make a proper labor force that will remain with the organization over the long term period. The particular method to succeed in doing this will contrast one organization from another (Ahmad, Kaya, Isa, Soon & Omar, 2018).

TM represents a broad sphere, and when it comes to its implementation it can face both advancements and setbacks, and they can be grouped as internal and external (Tafti, Mahmoudsalehi, Amiri, 2017). It is important to mention branding and organizational reputation as it is perceived as an important step for attracting public sector talents. Hence, if that application of TM is to be valuable to the public sector, activities should be in correlation with the organization's strategic objectives of public value to engage current and potential staff. However, inclusive TM supports common good goals through increased involvement of all staff. External factors influencing TM can have political, legal, cultural, and financial perspectives. For example, a look can be taken from a political perspective, changes in political perspective mean changes in budget perspective, etc.(Kravariti & Johnston 2019).

2.1 Identification of talents and recruitment

Recognizing talent should firstly take a look at past executions, experiences, attitudes, and the practices of one person. Whilst this gives a brief view of their history, it does not give a brief view of what they are fit for later on (potentially). Among these lines, attention to the capability of the individual is a crucial point to distinguishing talent. At a significant level, it influences the capacity to work efficiently and effectively at a more senior or complex job later on. This definition doesn't inform anyone so much about the individual components that make up potential. It also doesn't notice adequately the contrast among those people who bring steady outcomes and are particularly esteemed by the organization (superior workers) from the individuals who carry out results and exhibit the abilities, practices, and aspirations important to make a greater exhibit (high possibilities) (Akinyele & Ogbari, 2015).

Organizations often sabotage the expense of enlisting some unsatisfactory talent. Ignoring to choice of the perfect individual at the perfect time can lead to huge expenses for the

organization. Enrollment cycles can be exhausting and specialty profiles might be hard to track down (Dessler, 2005). Due to that fact, the enlistment work among the organization's HR office needs to zero in on its fascination enrollment methodology while looking for explicit profiles with explicit ranges of abilities. With the promotion of imaginative enrolling techniques, it can assist organizations with landing position openings which are seen by applicants who are searching for another job chance. Creative enlistment methodologies additionally make it quicker to employ incredible up-and-comers, all the more reliably and also result in essentially less hard work (Dijk, 2008).

Enlistment techniques should mirror the more extensive scope of abilities that the organization is searching for and need to include (Office of Human Capital, 2018):

- interviews;
- psychometric tests;
- in-plate workouts;
- group conversations or undertakings;
- presentations;
- analytical critical thinking.

2.2 The importance of good talents pool

Whilst the world turns into a more modest point and as organizations keep on going on their worldwide impression, the need for a worldwide way to deal with talent reaching and the capacity to get to quality neighborhood talent represents a key achievement point. In a lot of organizations across the world, the talent pool is showing unavoidable indications of evaporation. However, a lot of talented workers are proposing to leave or have effectively left, compromising the organization's reasonability to manage both present moment and long term period vital objectives.

Boudreau and Ramstad (2005), provide a rationale that can be applied to the arrangement of talent pools. At the point when they talk about talent pools in greater detail they mean for instance occupations, jobs, or capabilities in an organization where a 20% increment in quality or accessibility would have the greatest effect on hierarchical result or achievement. They describe these pools – "essential talent pools" which for the creators should be the focal point of consideration for HR and different pioneers.

Talent pools of enterprises are oriented toward high potential and high-performing people of the organization. The talent pool is a collection of qualified individuals that are prepared to perform certain duties. Individuals who are set in a talent pool may attend with different capacities. A methodology behind this theory is that administrators are responsible to assess and

choose the right people. The other methodology represents utilizing target appraisal techniques, for example, multilateral assessment of people, to distinguish people who probably would be helpful for future duties (Pita, Mafini & Dhurup, 2016).

The properly established talent pool is familiar with supplanting conventional SP. In this framework, chiefs don't stress over who helps them. Presidents, while giving little attention to day-by-day work have more opportunity to follow the abilities of pool individuals - that is, to build up future directors. The size of created talent pool lies upon the number of leaders' positions, and the capacity of the organization to create. In a normal organization, there might be one pool, but in an enormous organization there might be two pools - one in the senior management level base and the other can be positioned in the center management levels (Allen, 2005).

The organization's talent pool, mainly its administrative talents, is frequently presented as the authority pipeline. The initiative pipeline is overseen through different frameworks and cycles to help the organization reward, assess, create, and move workers into different levels and jobs. Generally, organizations are confronting an absence of inside leader talent. This is happening due to the disappointment of the customary SP process, which centers on recognizing as opposed to creating future pioneers. Afterward, one of the objectives of creating a management program is making a talent pool, to finish the particular occupation classes with zeroing in on singular abilities, capacities, and practices. Without the proper creation of future directors, it is difficult to make a TM (Berger & Berger, 2004).

2.3 Talent management framework

A TM system provides design for an organization to match HR with business needs among the organizations. It helps an organization to ensure that everything is set up effectively to properly execute the organization's TM technique and lift the upper organization's labor force's exhibition. The appropriate system diagrams various spaces of TM in the organization. It provides lessons where an organization can be better in every individual part to boost its adequacy in the organization's TM practices. However, it can provide an agenda while making or repeating the organization's system. With the properly created TM system, an organization can create effectiveness among the organization's talent pool. Better than thinking about what is going to occur, a properly managed TM system gives an edge on HR management, the organization knows what it needs and how to achieve it (Pennell, 2010).

Three main structures are correlated with achieving organizational advancement:

1. Identify high potential pioneers dependent on execution, potential, and status.

2. Develop the pioneers' particular adapting needs in an assortment of settings, remembering the work.
3. Support the pioneers with criticism and coaching from a scope of individuals.

2.4 Global talent management

Global TM (hereinafter: GTM) has been described in many terms as the organization's aim to draw in, select, create and hold the leading talented workers on a worldwide scale as stated by Stahl et. al. (2007). The main point of this definition is the emphasis on a vital gathering of center workers, rather than the whole HR pool, globally seen. This definition focuses on a global concentration and highlights the job of worldwide undertaking interior frameworks in guaranteeing that the main representatives are pulled in, held, and conveyed to best meet the organization's crucial needs (Spendlove, 2007).

In the end, there is likewise scope for relative examinations which consider how TM frameworks work in various public settings. Global TM incorporates all authoritative exercises to draw in, choose, create, and hold the best representatives in the most essential jobs (the jobs which are important to accomplish hierarchical vital needs) on a worldwide scale (Atwood, 2020).

2.5 Talent management in BiH

The research conducted in Bosnia and Herzegovina has revealed that the wider public does not have a very good understanding of the term "TM", and it is concluded that education does impact the level of comprehension and familiarity with the term. Although not everyone understands the term very well, the majority of respondents do agree that applying TM practices positively impacts a company by improving its performance, competitive advantage, and overall success, while simultaneously enhancing a single employee's performance, their motivation, and overall satisfaction. As expected, the research has shown that a very small number of respondents is employed in companies that implement TM practices. It seems that TM is still an obscure concept in Bosnian and Herzegovinian companies (Dervić, Mustajbašić, Dervić, 2019).

3 PROCESS OF SUCCESSION PLANNING AND TALENT MANAGEMENT

3.1 Identifying critical positions

The main position or word related to gathering can be defined from different perspectives, yet two significant measures that need to be considered are criticality and maintenance hazard. The fundamental position is the one that, if it was empty, would completely affect the organization's capacity to perform regular business. The significance of this effect could be considered as far as security, the activity of hardware, monetary activity, productivity, popular assessment, etc. Maintenance hazard implies locating where the flight of a representative is normal (for example retirement) or likely (for example history of turnover). With the evaluation of these models on a low to high scale, the organization can sum up which positions depend upon short or long-term planning (Austin, 2010).

Apart from the examination of criticality, maintenance challenges and other labor forces information, it can be a real advantage to think about the accompanying types of inquiries (Newfoundland Labrador, 2008):

- which profession, if empty, can keep the organization running?
- which profession directly affects general society?
- which profession would be hard to fill as a result of required skills or because the leaving officeholder has an abundance of interesting or potentially corporate information?
- is there a projected work market deficiency for certain professional competences?
- is there a necessity to get ready for demanded positions that don't presently exist?

3.2 Identifying critical resources

The essential resources represent the main point of SP and management endeavors. For example, SP training might be needed for creating talent for specific resources which present more danger or effect of misfortune. Chiefs and administrators should assume an essential point when it comes to recognizing the main resources and terms in your talent pool because they are correlated with operational training and the main goals of the organization (Azura, 2009). Nevertheless, attaining your talent and enrollment groups can consider a strong part by giving models to help directors. It is crucial to differentiate the abilities that are needed for key resources and talent pools, so it can manage the improvement plans for the organization's current position strength. These abilities may even fill in as the reason for self-evaluation devices. Besides, realizing the crucial capacities is base for setting clear execution assumptions (Reba, 2015).

3.3 Assessing and developing the talent pool

A talent pool represents a collection of high potential and high performing members who will fill the essential positions. To make that happen, HR experts need to differentiate the talented individuals inside the organization. Additionally, not all representatives represent superior workers, so not all representatives will be individuals from the talent pool. It doesn't mean that the less capable workers should leave the organization despite they won't possess any vital functions. Conducting an investigation inside the organization isn't enough to produce the talent pool. Creators perceive the capability of the external work market to have new comers who present new challenges and better approaches to work (Richards, 2009). Correlating with that issue, Mellahi and Collings (2009) introduce the possibility of "boundaryless vocations", which is something contrary to authoritative professions and cultivates the representative versatility between various organizations, permitting them to build up an expansive scope of talents. At the time when the proper individuals from the talent pool have been chosen the organization needs to begin with developing them into ideal representatives for that organization. With taking everything in consideration, all talent pools will be made of directors of that organization, to ensure that the eventual fate of the business is in the best hands.

As pointed out by Davis, Cutt, Flynn and Mowl (2007), the apparatus, called an animating working environment means unique workplaces, kind tones, clean air, and characteristic of light, yet in addition, it implies a collaboration loaded with a variety of professions, age variety, and variety of societies, since it stimulates the production of novel thoughts. As pointed out by Stewart (1999), the assortment or variety of individuals in the organization represents a very advanced system, just as the different collaboration is the most ideal approach to discover the arrangement or new cycles, and it assists individuals with creating themselves and to become individuals that they need, that implies the complete fulfillment of the worker.

There are two sorts of advancements. Right off the bat, the information advancement implies outfitting the representative with expert and specialized abilities, and corporate information to do a particular job. The idea behind it is to set up the person for the following position before being advanced and take more duties, and consequently, they can keep away from the definition of certainty that this sort of advancements can incite when the worker isn't spurred. One kind of this information advancement, which is exceptionally regular, is the point at which the organization pays the prevalent schooling of a talented representative; it tends to be a scholastic vocation or a specific expert program (Richardson, 2014).

That sort of training is typically costly, that is the reason the organization needs to guarantee that the reversal on this representative is beneficial, which implies that it needs to guarantee

that the worker has the limit of catching on quickly and of applying the information imaginatively. However, it needs to be clear that the worker is focused on the organization and will abuse the information acquired in improving business. Nevertheless, there is a need to explore the issue, if this class of qualities is not born in an individual or it tends to be created with preparation. Everyone has a few unique characteristics in the character or created during adolescence, these attributes can be created and improved with preparing yet, just if they exist in the character of an individual, it is accepted that they can't be made from anything (Sivapregasam, Selamat & Muhammad, 2019).

3.4 Reasons talented employees exit organizations

Talent channel represents one of the main issues of SP. Subsequently not every representative can be recognized as a replacement. So those chiefs who are not allocated for advancement training may feel neglected and along these lines leave the organization. This turnover may lessen the number of talented administrators that the organization has at the lower, and center levels of the order. Because of this, talented directors may work for a contending organization or go into business, along these lines making expanded rivalry with their previous organization (Abraham, Karns, Shaw & Mena, 2001).

3.4.1 Defining employee turnover and its cost

Together with the SP system, the interest for HR is met among the organizations. It brings down the expense of the organization as the time, cash, energy needed to enroll workers from outside. With the SP process, development freedom is given to workers among the actual organization. It extends to give opportunity for employment and to train workers to take up higher jobs in the future. The representative feels meaningful and important, as the organization looks into their vocation and self-improvement. In this way, it lowers the pace of worker turnover and assists in withholding a skilled labor force (ASL, 2016).

3.4.2 Causes of employee turnover

There are a few causes of employees' turnover:

1. Size of the organization – some organizations have scarce in some place if they might not offer freedoms for headway. Representatives with high potential may move to bigger organizations.
2. Absence of financial resources – employees may leave for better pay rates and advantages offered in different working environments.

3. The Nature of Funding – More and more organizations today rely upon subsidizing instead of center financing, so due to that fact, there are fewer center staff individuals accessible to take up positions in the organization.
4. Steady loss– Staff travel everywhere and may not believe to be essential for the talent pool accessible to organizations.
5. Nonappearance of Young Talent – Sometimes, ranking directors are remaining in their regular positions, regardless of the way that the abilities required for the work may have changed or they need to be done making a significant and gainful commitment to the organization.
6. Bad SP – Indiscriminate incorporation of representatives in the SP which includes individuals who are unengaged, demotivated or need the ability to progress in their calling.
7. Insufficient Training and Development – This results in a worker needing to be in an advanced position, however, the person isn't ready for more demanding work.
8. A plan without Promotional Avenues – An arrangement that doesn't advance individuals on schedule.
9. Helpless Communication – This outcomes in disharmony and strife inside the organization as staff individuals guess about what the SP truly is?

3.5 Reasons talented employees stay in the organization

SP stimulates the representatives to make a valuable effort for the achievement of the main goals of the organization. Workers are pushed and also connected when they can see a lifelong way for their prospect of development and advancement. At the time when a compelling SP is done in the organization, the supervisors should recognize the organization. Over the process of SP measure, the organization likewise holds predominant workers since they know the right time, consideration, and advancement of the organizations (SIGMA, 2020).

SP cooperates with HR management to set up professional success plans for qualified workers. The assessment of abilities and interests helps in giving the right preparation to qualified representatives. It furthermore assists with choosing proper workers for specific occupation jobs. The possibility that the organization provides for the representative to expose or express themselves, moving them to improve and to build up their abilities, considering that talented individuals have a high desire about their development which must be centered to satisfy their capacities (TalentGuard, 2021). This variable is orientated by setting these workers in the fundamental positions, from which more specific and harder obligations and harder decisions are required, and by offering them the opportunities to have boundaryless vocations or a hierarchical profession. The idea behind this represents the power, exercises, and the climate that drives the worker to work in a specific way and it let them feel great with that job, and they are very well focused on the organization. The hierarchical responsibility is achieved

when the workers are included and distinguished inside the organization (Mellahi & Collings, 2010).

The non-talented worker doesn't have the aim to take the organization duties and to be advancing. Taking in mind that this type of representative plays out the operational duties in the organization, it can be said that they will for sure move the machine of properly created plans that talented individuals made. Because of this reason, the organization should keep them persuaded it isn't important to do an enormous venture, however, there is a need to establish a decent climate, a decent work environment, to keep them informed about how the organization is going on, and to give them some sorts of benefits. Furthermore, a decent arrangement is needed to make an urgent position where a talented individual takes the part of the head of those representatives. That individual should keep them propelled, educated, and of course, he should organize the work and motivate them to accomplish it.

3.6 Job satisfaction

Hoppock (1935) in detail explained work fulfillment, as a combination of general climate factors that lead a person to give their opinion, for example, he/she is happy with his/her work. Occupation accomplishment is comprised of how representatives feel about their positions from various perspectives. It defines a blend of good and adverse sentiments that the workers have towards their positions. Occupation accomplishment represents the main point of study for a long time, due to its significance as a variable influencing numerous relations among the representative and his/her work. For example, work accomplishment can influence and be affected by a scope of factors (Folami, Asare, Kwesiga & Bline, 2014):

- employee's presentation;
- commitment;
- engagement;
- loyalty, etc.

SP represents the basis for a hierarchical life span and can be a main driver of commitment, as key representatives who approach vocation improvement openings will be more connected with, and less inclined to leave the organization. Organizations that support significant learning openings have the most drawn-in labor forces. Moreover, organizations with top-notch improvement plans experience lower turnover and accomplish twofold the income per laborer. Both variables represent a base to better worker commitment and achievement. Freshly recruited workers can make significant commitments to their work. Incorporating workers' objectives and authoritative objectives, with learning and improvement openings, and

execution management represents one of the main components of compelling SP. However, it will bring advanced achievement (Kessler, 2002).

In the end, it is important to mention that representative commitment decidedly corresponds with work realization. In an example of Portuguese representatives, (OECD, 2018), described a critical positive relationship between's work commitment and occupation achievement. In the wake of breaking position achievement into a few sub-measurements, they found that advantages anticipated 30.5% of progress in representative commitment. Advantages were trailed by organization arrangements, occasional input, and love that is correlated with their work.

3.7 Employer of choice

A business of decision describes and connects with talent through performance that addresses physical assets and intangibles, which are positioned over the long term period just from the present moment and are customized to the organization. A few factors that influence making the organization to be a business of decision are stated underneath (Stride, Renukappa & Suresh, 2021):

- remuneration - it might incorporate compensation and advantages that are similar to or above market standards.
- motivators should introduce things that will motivate workers, such as rewards, benefit-sharing plans, limited stock units, and confined investment opportunities.
- freedom to professional success should be given across inner enrollment programs or inside work postings. Allowing workers to exhibit the new abilities across mastering and advancement shows devotion.
- preparing and development learning can be achieved through new duties or improving their current abilities. For freshly added team members, learning can be tied in, by helping them to get a real picture of the organization's strategies, culture, vision, mission, values, etc. This could be possible through a fresh recruit member preparing. For old workers, learning can be for gaining new abilities or honing their current abilities. This could be achieved through masterminding instructional classes or sending workers to workshops or gatherings.
- prizes and recognition - this goes inseparably. Representatives need to be remunerated in acknowledgment of the commitment to the work done. These prizes should be equivalent to or over the market level.
- admittance to data and representative correspondence - employees need to understand what's truly going on like any organization rebuilding, consolidation, or securing,

monetary advancement like a year-on-year organization income, consumption, etc. Correspondence represents a basic part of any organization.

- responsibility - employers of decisions are focused on workers. This is reflected in everything directly from approaches to business procedures.
- the organization is recognizable proof with one's work. Representatives who are satisfied with their positions are happy with what they do and they feel responsible for their nature of work.
- positive associations with colleagues - successful organizations try to convince individuals to help one another and to function as a team to fulfill the organization's goal(s).
- work/life balance programs - a lot of representatives need a sensible harmony between their work and their individual life. Progressively, organizations are purposing to turn out to be touchier to the individual or family needs of the representatives.
- employer stability - employees like to remain with organizations where they feel safe, for example, that they will have some work if they accomplish decent work. Performers with professional stability are more able to face challenges for the organization.

4 IMPROVEMENT OF SUCCESSION PLANNING AND TALENT MANAGEMENT IN A PUBLIC SECTOR ORGANIZATION

4.1 Successors identification and task determination

Besides interviews, capturing the proper or correct applicant among the SP program should depend on more distinctive measures. Organizations need to work with evaluation of focuses of contextual analyses, or work preliminaries, to decide the best fit. When we consider all of these things, a specialized fit isn't generally a social fit. For SP to be effective, it regularly boils down to how somebody fits inside an organization's unmistakable culture. The motivation behind this Succession Candidate designation measure represents the base to build up a stock of the talent accessible to move into a basic job sooner or later. To distinguish the Succession Candidates who would be able to do such, your SP group will go to the chiefs in the useful territory, the key job falls under (for instance, money or promoting).

Nevertheless, the SP group should likewise think about looking among their capacities, divisions, and groups to see whether representatives in various territories may likewise be acceptable with possible replacements (Clifford, 2008). Significant variables which should distinguish expected replacements are as follows:

- determine quantifiable rules to assess each applicants potential;
- identify possible replacements;

- is the competitor positioned on the future job;
- develop a talent improvement plan for every expected replacement;
- follow the up-and-comer's progress.

Still, the organizations should consider the following to evaluate a competitor's fit:

- meet with possible friends to check whether their network is well.
- a contextual analysis straightforwardly identifies their delicate abilities (maybe giving or getting criticism).
- scheduling a more easy going meeting setting (like lunch) for a possibility to show a greater amount of their character.

4.2 Challenges, methods, and assessments

In the following are presented the main challenges correlated with SP and TM. The difficulties are:

1. Size of the organization – Some organizations have scarce in some places, and due to that fact, they might not offer freedoms for progression. Key members with high potential may not be satisfied and need to move to bigger organizations.
2. Absence of monetary assets – Employees may leave the organization because of better compensations and advantages offered in different working environments.
3. Weakening – Staff travel everywhere and may not have the feeling that he/she is important for the talent pool accessible to the organization.
4. Non-presence of youthful talent – Sometimes, ranking directors are relying on their knowledge and experience, and due to that fact they forget the fact that some things that are crucial and required for the work may have changed.
5. Terrible SP and TM organization – Chaotic incorporation of workers in the SP and TM, who are unengaged, demotivated, or need the ability to progress in their calling.
6. Lack of preparation and advancement – This results in a worker getting advanced, however, he or she isn't ready for higher work.
7. A plan without special roads – An arrangement that doesn't advance individuals as it is scheduled.
8. Helpless correspondence – This results in confusion and unrest among the organization employees assumption about what the SP and TM aim truly is?
9. The pith of time and authoritative requirements – Potential possibility for advancement can't be ensured that they will be advanced; a great deal relies upon timing and need of organization.

If these difficulties happen, in succession planning or the TM sphere inside the organization, and in numerous times we track down that these difficulties become hindrances and they take

control among the whole interaction of SP and TM, at that point what is the exit plan? The exit plan is to build up a guide for creating SP and TM and executing it without errors.

4.2.1. Methods

The key methods for a properly designed SP program and TM program:

STEP 1. Recognize key areas and positions

Key, zones, and positions are those that represent the base to the organization's operational exercises and the main destinations:

- identifying which positions, whenever left empty would make it extremely hard to achieve current and future business objectives.
- identify which positions, whenever left empty, would be inconvenient to the well-being, security.

STEP 2. Distinguish capacities for the main regions and positions

To set up determination measures it is important to first center worker improvement aim, and set execution assumptions, then you should decide about capacities needed for the key territories and positions recognized in Step 1:

- identify appropriate information, abilities, capacities, and skills that are expected to achieve business objectives;
- use the Key Leadership Competencies profile;
- inform representatives about key territories and positions and required capacities.

STEP 3. Recognize intrigued representatives and evaluate them against capacities:

- determine who is the key function and can fill key territories and positions;
- discuss professional plans and interests with workers;
- identify the key zones and places that are helpless, and the competitors who are prepared to progress or whose abilities and capabilities could be created inside the necessary period;
- ensure that an adequate number of bilingual applicants and individuals from assigned gatherings are in feeder bunches for key zones and positions.

STEP 4. Create and carry out succession, TM, and information move plans

Fuse procedures for getting the hang of, preparing, advancing, and the exchange of corporate information into your SP and TM:

- define the picking up, preparing, and improvement encounters that your organization needs for administrative roles and other key territories and positions;
- link representatives' learning plans to the information, abilities, and capacities needed for current and future jobs;
- discuss with representatives how they can pass on their corporate information.

STEP 5. Assess viability

Assess and screen your SP and TM aims to guarantee the accompanying:

- SPs and TM plans for every single key territory and position are created;
- key positions are filled rapidly;
- new representatives in key positions perform adequately and;
- members of assigned gatherings are enough addressed in feeder bunches for key territories and positions.

4.2.2. Assessments

Although a model of execution, for the SP and TM measure for the specific organization requires evaluations that would give target data about an up-and-comer's qualities, shortcomings, and openings for development and improvement. In the following are presented three kinds of evaluations:

A big five-based personality inventory that measures the following characteristics:

- emotional stability;
- extroversion;
- agreeableness;
- conscientiousness;
- openness to experience.

A method that is correlated with the cause why people fail in their career is presented below.

Although administrative disappointment is the main issue that organizations are faced with, there are a predetermined number of mental apparatuses intended to recognize problematic spheres before they make issues for the organization. The instrument suggested by the group in this specific case was the Hogan Development study. Even though the appraisal battery was clear enough, it gave the administration the data they expected to distinguish every competitor with criticism depicting what he/she progressed nicely, how to use qualities, defeat inadequacies, and where there was space for improvement.

4.3 Channels, methods, and talent gaps

4.3.1. Talent gaps

The talent gap represents the contrast between the abilities that are needed for a particular work and the adjustment of abilities that the representative possesses. As the outcome of the talent gap, key members probably won't have the choice to finish a task properly. In conclusion of this, a talent gap represents a contrast between the thing the business is anticipating from the labor force and what the representatives are advertising. Leading a talent gap analysis will help the organization in identifying possibilities or the correct talent that the organization needs to meet its business needs and objectives. With different talent gap analysis layouts and insights, an organization can sequentially raise its representative learning and advancement and recruiting programs.

4.3.2. Benefits of Talent Gap Analysis:

In the following are presented the benefits that can be reached by doing Talent Gap Analysis (Davis, Cutt, Flynn & Mowl, 2007):

- identifying talent gaps stimulate organizations because it guarantees that the organization's labor force is very much prepared, learned, and better prepared to play out the specific occupation regarded to them. Talent gaps are analyzed over the strategy for talent gap investigation.
- helps to improve and characterize an individual's abilities according to the corporate necessities.
- points to the basic abilities representatives had the opportunity to deal with.
- helps inside the enrolling interaction because it characterizes the need for abilities or interests which current representatives don't have.

A talent gap analysis has been perceived as fundamental apparatus to realize the organization's recruiting needs. To recognize a real talent gap in the organization, the HR department should pursue some essential advances. It helps organizations in creating proper answers for managing the talent gap. Following are the means to properly identify the talent gap:

- it is essential to Know the Knowledge, Skills, and Abilities (hereinafter: KSAs) that are required for the positions or opening;
- it is needed to recognize key territories where capability requires;
- it is needed to look around for individuals with adequate KSAs among the business or market;
- it is needed to define and choose qualified personnel with the required capability;

- it is needed to prepare proper plans to reduce the ability gap;
- it is needed to provide preparation and reward to the recently recruited workers;
- it is needed to periodically evaluate individual execution and distinguish the territories where additional preparation or specific consideration is required.

4.4 Talent identification and talent gap

4.4.1. Talent Identification

If there is a will to differentiate talent from improvement it requires not just an exact assessment of their current performance, yet their capability to satisfy requirements of supplementary requesting positions. It is very hard for organizations to understand estimating execution, not to mention potential. Sometimes, execution and potential are mixed-up or viewed as almost the same (Deb, 2005). There are many ways to test high potentials. The most used measurements of high potential include:

- competency model turn of events;
- multi-rater (360) studies;
- assessment Centers reenactments;
- psychometric testing;
- interviews with the key workforce;
- comprehensive assessments.

4.5 Training and development

Preparing individuals or training, and development represent a subsystem of an organization that emphasizes the improvement of people and gatherings. Training represents an educative method of communication which mostly includes: defining abilities that individuals possess, ideas, change of mentality, and obtaining of information to upgrade the presentation of the key representatives. With great and proficient preparation of key representatives, their abilities will be improved, which results also with improvement of an organization. With the method of training, the organization will know where it is in the current moment, and where it will be if it reaches its capacities. With training, individuals can learn for sure some new things, learn about new data, new approaches, and fill the current knowledge with new dimensions. Due to this fact, there is a lot of progress in today's world, and it also includes satisfaction at work. The idea behind the method of training is to make key representatives refreshed with new and fresh ideas. Training can be perceived as an improvement of abilities for people and gatherings. The development represents a phase that has the aim to put together, the ability to achieve, and also to help another ideal express that will bring benefit to the organization.

Employee development is widely known as a strategic tool that is needed for the success and growth of the organization (Bowes, 2008).

4.5.1. Importance of Training and Development

For organizations that have the aim to continue and improve, it is most important for organizations to have proper and clear preparation and advancement programs for their workers. Competitors and the business climate persist to change, and due to that fact, it represents a base to continue to achieve and get new abilities. The significance of preparing and improvement is presented per the following:

- optimum use of Human assets;
- development of abilities like time management, authority, group management, and so on;
- to build profitability and improve worker inspiration;
- to give the energy of camaraderie;
- for the development of the organization culture;
- to improve quality, wellbeing;
- to expand productivity;
- improve the resolve and corporate picture.

4.5.2. Need for Training and Development

Training and development of key members represent costly development because it needs quality improvement from mentors such as workers. Nevertheless, it is basic that the organization reconstructs its objectives and efficiencies with the emerging climate. In the following are presented some of the fundamental reasons why the organizations propose training and development:

- the moment when key members of management realize that improvement of the performance of workers is needed;
- to set up the measure of progress;
- to prepare the list of criteria that is correlated with specific duties and abilities;
- to analyse the way for expanding the efficiency;
- to build and assess productivity;
- to improve the assurance and corporate picture.

4.5.3. Advantages of training and development

Training and development are very important for organizations over the long term period, and with these improvements, key members will be prepared to perform the needed activities better. Benefits that come with training and development are presented as follows:

- support workers with the advancement of new abilities and build their insight;
- proficiency and efficiency improvement of the people, just as the groups;
- relevant training and development can reduce bottle-necks in performance;
- new and advanced positions can be made to make back up in the organization and to improve its performance;
- stimulate workers, and strengthen their objectives, desires, etc.

4.5.4. Disadvantages of training and development

Although there are a few benefits, a few disadvantages of preparing and advancement are referenced beneath:

- it represents a costly process that incorporates masterminding the right mentors and connecting with key members for non-income exercises.
- there is a danger that after the training and development meeting, the key member can leave the organization.

4.5.5. Training and Development Process

Training and development represent continual interaction as the abilities, information, and nature of work need steady improvement. Since organizations are evolving quickly, organizations must position themselves around preparing their key members after continually observing them and building up their general character.

Steps for training and development measures are:

- determine needs which are necessary for training and development process for people or groups;
- set up specific place and objectives which needs to be achieved;
- select the ways or techniques for preparing;
- direct and execute the projects for key members;
- continue observing and assessing the exhibitions and again check whether more training and development is required or not.

4.5.6. Relation between Training and Development

As we can see the network between training and development surely exists, and also there is a distinction that can separate these two dependent variables and their objectives which should be achieved.

Development is created to answer the training issues:

Table 3 : Difference between Training and Development

Training	Development
Training is designed for non-managers as well for managers	It involves only managerial personnel
It is a short term process	Long term in nature
Managerial personnel learn technical knowledge and skills	Managerial personnel learn conceptual and theoretical knowledge
The objectives of the training are specific job-related purpose	The objectives have a broader overview and consider general knowledge
Training is concerned with the immediate improvement of the employee, i.e. the ways to make the employee more effective in his current role	Development is a process to make the employee efficient enough to handle critical situations in the future, i.e. how well he can equip himself for the future demands.
Training means learning new things and refreshing the old ones	Development means implementing the learned session and finding new ones.

Source: Thomas (2015).

4.6 Rewards system

When talking about the reward system, it is very important to mention it as a significant tool where the key managers use it to direct inspiration of the worker. As a result of this method or this reward system, there are individuals within the organization with a desire to work in that specific organization and its good ambient, to come to work with inspirations and with motivation, and their performance will have better-achieved goals. The prize framework contains all organization parts including individuals measure rules and dynamic exercises engaged with the portion of pay and advantages to representatives in return for their commitment to the organization. Inspiration represents the main factor that is correlated with work and performance. Inspiration is a gathering of various cycles which impact and direct our conduct to accomplish some particular objective as stated by (Ali & Ahmad, 2009).

However for the organization to meet its commitments to investors, representatives, and society, its top management representative needs to create a connection among the organization and workers that will satisfy the requirements of both players. Like management, representatives regularly hope for something else, the strength of their requirements for security, status, inclusion, challenge, force, and duty. Award frameworks in organizations are applied because of a few reasons. It is by and large concurred that reward frameworks impact the following:

- occupation exertion and execution;
- participation and maintenance;
- worker obligation to the organization;
- occupation fulfillment.

Lawler (1976), a notable specialist on worker remuneration, has recognized four ends concerning the connection between remunerations and fulfillment: (1) fulfillment with a prize is an element of both what amount is gotten and how much the individual feels that should be gotten, (2) fulfillment is affected by examinations with what befalls others, particularly one's associates, (3) individuals vary regarding the prizes they're worth, and (4) a few prizes are fulfilling because they lead to different prizes as stated by the author (Lawler, 1976). In the end, the choice of an occupation by a person, just as the choice to join a specific organization inside that occupation, is affected by the prizes that are believed that could be achieved in the organization.

5 RESEARCH ON “SUCCESSION PLANNING AND TALENT MANAGEMENT IN A PUBLIC SECTOR ORGANIZATION”

5.1 Context of research

Regarding its political and administrative organization, Bosnia and Herzegovina is unique. It has the most complex political system and administration, consisting of multiple levels and authorizations. Bosnia and Herzegovina gained independence in 1992 after the referendum and its government has been functioning in the current form since the 1995's Dayton peace agreement. Regarding its constitution, it is a republic, but with specific territorial organization and division into entities and cantons. Bosnia and Herzegovina's constitution has proven to be ineffective and extremely costly, with a huge number of official staff, and divisions according to ethical principles. The administrative and political apparatus of Bosnia and Herzegovina consumes almost 3/4 of the state budget, being highly expensive even for much more developed countries.

The political system is divided into several levels:

- the presidency is consisted of three representatives (one representative for Serbs, one for Bosniaks, and one for Croats), elected directly by all three constitutional nations on the 4 years terms, and performs functions of state's defense, and for state's foreign policy;
- the parliament of Bosnia and Herzegovina consists of two decision making bodies:
- house of representatives – it consists of 42 representatives (1/3 from each constitutional nation), with the task of enacting and accepting laws (at least 2/3 of votes must be present for the law to be accepted and enacted);
- house of nations – it is another, more regulative decision-making body, consisting of 15 members (5 members from each constitutional nation), with the task of potential rejecting the laws enacted in the House of Representatives, if it is found to be harmful to the vital national interest of any of the three constitutional nations of Bosnia and Herzegovina;
- council of ministers – it is the highest executive body of the country, being its Government, consisting of 10 ministers, and this body recommends the laws to the Parliament, and executes Parliament's decisions;
- high representative office – according to the Dayton peace agreement, The High Representative of the international community has the task of overseeing the work of the civil institutions in Bosnia and Herzegovina and co-ordinate the work of international organizations in this country.

In the administrative sense, Bosnia and Herzegovina is divided into three entities:

- The Republic of Srpska;
- Federation of Bosnia and Herzegovina;
- Brčko District.

Each entity has its parliament, legislative, law, and executive government. The next level of administrative division of the Federation of Bosnia and Herzegovina is its cantons. There are 10 cantons altogether, with each having its cantonal government, all being under the rule of the federation. After this level, municipalities and cities follow.

As it can be seen, the public institutions of Bosnia and Herzegovina have difficult tasks of satisfying the needs of all three constitutional nations, with frequent obstruction of law enactment and enforcement. There are multiple levels of decision-making, starting from the local administration, then the cantons, then entities, and then the administration and political bodies of Bosnia and Herzegovina in total. It requires huge amounts of funds and time, making it rather ineffective. It is one of the most pertinent obstacles to Bosnia and Herzegovina's road to European integration.

5.2 Methodology

This section of work is going to deal with the primary data obtained via semi-structured interviews and processed according to guidelines for qualitative data processing. There are two basic forms of empirical research, qualitative and quantitative. Quantitative research mostly comes down to categorical values and numerical values and is carried out mostly via questionnaires on a larger number of subjects. This approach to research and data gathering, analysis, and presenting has advantages, such as the possibility to acquire information on larger samples, the possibility to establish general and generalizable theories, etc. However, quantitative research is mostly more superficial, whereas qualitative research can make more meaningful and in-depth analyses of certain problems and topics. Qualitative research is mostly done on fewer subjects, but with a more profound approach, yielding richer data and information about subjects' attitudes and thoughts on some matters. Of course, there is always the possibility of combining qualitative and quantitative research.

The interview is one of the most frequent methods of gathering qualitative data. It is performed individually with representatives of particular organizations and institutions in the approximately determined time frame, with a previously prepared set of questions. A semi-structured interview gets its name from being defined by those questions, but by allowing the interviewee to give more open and free questions.

Considering how complex the public sector of Bosnia and Herzegovina is, the qualitative research using semi-structured interviews was chosen to get more data and information about the SP, hoping to be more productive than more simple questionnaire-based research. The primary goal of this research is to gain insights into the practice of succession in public institutions in Bosnia and Herzegovina and to find out what are the main drivers and barriers for the successful TM and succession in public institutions in this country.

This thesis' empirical research is dedicated to answering the before given research questions:

RQ1: *Are succession planning and talent management practices applied in a public sector organizations of Bosnia and Herzegovina?*

RQ2: *What are the main drivers and barriers for the implementation of succession planning and talent management practices in a public sector organization of Bosnia and Herzegovina?*

RQ3: *How can succession planning be improved in public organizations of Bosnia and Herzegovina?*

Since this thesis aims to analyze SP and TM practices applied in public sector organizations in BiH, the primary research was carried out via semi-structured interviews. The semi-structured interview does not impose the need for a concrete answer to the question, but it leaves space and freedom to the interviewee to add additional information, thoughts, ideas, and observations, giving more information about the relevant topic and problem.

The interviews that were conducted within the public organization were, to present the research findings, translated to the English language. Authorization for sharing information from the interview was obtained by the author and granted by each person interviewed. This is very important due to the fact, that there is a necessity that the author provides points of discussion and also convenient findings from the literature review.

5.3 Characteristics of semi-structured interviews

The qualitative research is based on the primary data obtained via semi-structured interview questions for the 10 (ten) respondents from the following institutions of Tuzla Canton, Bosnia, and Herzegovina:

- the community health center;
- center for social work;
- veterinary station;
- traffic and communications;
- university clinical center;
- water supply and sewage;
- city pharmacy;
- health insurance institution;
- the central heating facility;
- city administration (Table 3.).

Table 4: Characteristics of the sample

	Age	Gender	Institution	Function
Person A	45	Male	Community health center	Chief administrator
Person B	36	Male	Center for social work	Chief administrator
Person C	55	Male	Veterinary station	Chief administrator
Person D	43	Male	Traffic and communications	Institution's lawyer
Person E	41	Female	University clinical center	Institution's economist
Person F	54	Male	Water supply and sewage	Chief administrator
Person G	47	Male	City pharmacy	Institution's economist
Person H	49	Male	Health insurance institution	Chief administrator
Person I	38	Female	Central heating facility	Chief engineer
Person J	39	Male	City administration	Chief administrator

Source: Own work.

For the research questions to be answered, and to find out in what conditions are the succession process and TM in Bosnia and Herzegovina carried out, the qualitative method, via semi-structured interview (comprised of 15 questions) was used (Table 4.)

Table 5 : Research questions and research method

RESEARCH QUESTION	RESEARCH METHOD
Are succession planning and talent management practices applied in public sector organizations of Bosnia and Herzegovina	Semi-structured interview (qualitative method)
What are the main drivers and barriers for the implementation of succession planning and talent management practices in public sector organizations of Bosnia and Herzegovina?	Semi-structured interview (qualitative method)
How can succession planning be improved in public sector organizations of Bosnia and Herzegovina?	Semi-structured interview (qualitative method)

Source: Own work.

Interview questions:

1. To what extent is the process of succession successful in your organization?
2. Has the issue of succession planning and talent management been given sufficient attention within your organization?
3. Has your organization/department developed the strategy for effective and efficient succession planning?
4. Do your employees have insight into the basic features of that strategy?
5. Is the talent management of your organization directed to a successful succession of the employees and managers?
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
8. In your opinion, what is the number one driver for a successful succession process in BiH organizations?
9. In your opinion, what is the number one barrier to successful succession process in BiH organizations?
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?
11. What is your attitude toward corruption generally, and especially toward the corruption in the BiH public institutions?
12. Do you consider corruption to be the main obstacle for the successful succession in BiH organizations?
13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones can be a factor that impairs succession process?
14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to successful succession?
15. To your mind, what can be done to enable successful, effective, and efficient succession in BiH public institutions?

5.4 Findings from interviews

What follows is the interpretation and summary of the information obtained using semi-structured interviews, for each person that has been interviewed in this work.

Person A

The first interviewee states that the institution has paid enough attention to succession planning, and claims, fully confident, that the institution has successfully implemented a succession plan. The most competent employees and managers have been put in charge, and the succession was done by taking into account skillfulness and expertise, as the main criterion for selection. Person A is a little bit reserved regarding the organization's strategy for SP but firmly claims that the TM is directed toward successful succession. Person A gives the concrete figure of the number of managers and employees replaced with cadre from within the organization. Person A claims those were 15 out of twenty managers, with satisfaction with their performance at the given positions. However, Person A does not seem to be overly satisfied with additional education and improvement of those substitutes. Regarding the main driver of successful succession in public institutions, Person A thinks those are the high-quality leaders of those organizations and institutions, giving them the key role in the management of talents and succession of the employees. Regarding the main barrier and obstacle to the successful succession in the public institutions, Person A thinks it is politics. The politicians and their interests interfere with the processes of public institutions, disturbing the normal process of TM and the succession of managers and employees. The answer of Person A to the question regarding co-operation with more advanced states, economies, and institutions to establish better succession practices has slightly drifted away from the topic. Person A replied that co-operation is one of the most important drivers for economy, i.e. in a more general sense. However, it can be applied to the aspect of SP as well. Among other things that interfere with the process of succession, Person A points out corruption and overcrowding in public institutions. Corruption is a significant problem, and Person A shows repulsion towards it, showing zero tolerance towards it as well.

Also, Person A admits that the injustice in the process of succession can impair the normal succession of workers and managers, pointing out that persons who experience the injustice, when less talented workers get an advantage in career and improvement, have a lesser motive for high-quality work and performance. When it comes to the measures for the improvement of succession in BiH's public institutions, Person A points that the managers should be appointed not according to the political determination, but according to their competencies and that the rewarding system should be fairer and improved.

Person B:

Person B has also responded similarly to the first question from the semi-structured interview, being satisfied, but was a little bit reserved, and not so over-satisfied. The same goes for his

response to the second question, regarding giving sufficient attention to the SP on behalf of Person B's organization. Person B has given short and simple answers to the following questions related to the strategies for succession, stating that the succession plans do exist and that the personnel has insight into them, adding that the goal of the given institution is the replacement of employees by the workforce of that institution. Regarding the exact figures of the replacements in the institution of Person B, there weren't any. Person B stated that most of the replacements came from within the ranks of the given institution and that younger employee that had replaced workers performed well, with satisfactory outcomes. As the most potent driver for successful succession, Person B has denoted a well-placed, high-quality manager, who will deal with the process of succession. As the most important obstacle for a successful succession process, Person B has denoted an interference of state authorities into the management of the given institution, which disturbs the process of succession. Regarding co-operation with other institutions, particularly from well-developed countries, Person B thinks that without such co-operation and exchange of experiences, there can be no efficient management of the enterprises and institutions, which pertains to the process of succession as well. Regarding corruption and its influence on the institutions and business processes, Person B thinks that it is widely spread in BiH's society, interfering with normal socio-economic processes, and is realistic regarding the corruption in the given institution, stating that it is kept at a minimum level. Person B considers injustice in the institution as the obstacle to the normal succession process, since it demoralizes workers, and considers overcrowding a significant problem as well, although pointing out that the institution where Person B is the manager has no overcrowding problem. Regarding the recommendations for improvement of the succession in BiH's public institutions, Person B's attitudes are in line with answers to previous questions. Person B considers well-placed managers to be the most important link in the chain of SP, adding that they should be given more autonomy, being by the attitude toward the main obstacle to successful succession.

Person C

Person C states that the institution has dealt with the succession process most effectively and efficiently, with sufficient attention being directed to this problem, and TM is the basis of successful succession. There is a well-developed strategy for the succession process, and the employees are being informed of it. Person C does not have the actual, precise data on the number of managers and employees substituted, but is convinced that the majority of them were replaced by the institution's workforce, and the substitutes have proven to be responsible and performed well. Person C emphasizes enthusiasm in the process of succession as the number one driver for it and states that the strategy for this process must be based on research and scientific proof. For the poor succession process in BiH's public institutions, Person C blames the leaders and people in the leading positions who, according to the opinion of Person C, have been imprudently managed human and other resources. Person C's opinion,

succession can only be achieved through co-operation with other institutions, especially from more developed countries, whereby the experience acquired by workers increases the quality of work, bettering chances for efficient succession. Person C considers corruption to be one of the top problems in BiH's society, affecting succession too, and the authorities are to be blamed for it. Regarding the injustice and its influence on the succession, Person C states that it is minimized in the given institution, with fair treatment of employees. Although many institutions in BiH have overcrowding problems, Person C states that the given institution does not have that problem. Motivation is the key component in the succession process, for the leading managers. Their motivation for conducting a successful succession process is realized through the good allocation of HR and a fair system of rewarding.

Person D:

Person D's institution considers the succession process a priority, which is well taken care of, and key managers have been replaced with quality cadre, thanks to a good TM system. The organization has the strategy for the succession of the employees, and the employees are superficially acquainted with the succession plan. The majority of the workers in the institution have been replaced by the workers from the institution's cadre, performing well in the given positions. According to Person D, the main factors, contributing to the good SP and realization are the good political atmosphere and low level of corruption. The interference of political parties into the institution's business seems to be the main culprit for poor SP. The corruption in BiH's society is one of the worst social phenomena and undermines social processes, including succession in public institutions. The injustice in the workplaces and the overcrowding of institutions are also a problem that can lead to poorer employment policy and succession in public institutions. Person D thinks that by decreasing the level of corruption and political influence, better results can be achieved.

Person E:

Person E claims that the institution has a good TM system, whose primary goal is to produce highly qualified workers and the succession process is conducted well to keep them. The strategy for succession is developed, and the employees and managers do have basic insights into this plan. The majority of the workers and managers have been replaced by employees from within the ranks of the given institution, and the replacements have performed well. As the main driver for a successful succession process, Person E denotes good leadership, stating that the honest leader usually implies a good employment policy and good SP. As the main barrier to effective and efficient succession, Person E denotes external interference in the institution's business, mostly by the political parties and authorities. As the representative of the healthcare institution, Person E thinks that no good employment and policy and succession can be done without co-operation with other institutions, particularly ones from more

developed regions and countries. This co-operation ensures a better quality of workforce which, in turn, guarantees better chances for good succession in public institutions. The corruption in society and especially in public institutions is, according to the opinion of Person E, a great problem, leading to decreasing of quality of the workforce, hindering many socio-economic processes, including the process of succession. The injustice in public institutions is also a great problem, including over-crowding as well, making business and other processes harder to conduct, lowering the chances for successful succession. The most fruitful measures are increasing the education and skills of workers and managers, and it's up to state authorities to ensure the environment for institutions to be able to perform well and conduct efficient succession plans.

Person F:

Person F considers TM a priority in the given institution, and the primary goal of the TM is the efficiently conducted succession process. The succession process is well conducted in the organization, the organization has the strategy for succession, with which the employees are familiar. The majority of the workers have been replaced from within the ranks of the given institution, and they have performed well in the given positions. Person F thinks that good TM must be developed, and it must run in the long term, to become a tradition and practice of substitution of workers from within the ranks of the same institution. Person F thinks that the main barrier to the successful succession process is a poor rewarding system, lacking stimulation for the managers to perform well, which has repercussions on the process of succession. Regarding corruption, Person F thinks that there is no corruption-free state, but the overly present corruption is a barrier to many socio-economic processes, including the process of succession. The injustice in public institutions is also a huge problem, demoralizing the workers and managers, and overcrowding is a great problem, too. As regards the measures for improvement of the succession in BiH's public institutions, Person F thinks that the best move is to improve economic status, enabling better income and rewards for keeping the talented and skillful workers.

Person G:

Person G's institution has a good TM system, which is considered as the basis of the institution's stability and success. The succession process is conducted well, with the intention to keep the best workers and enable them to substitute retired ones. The strategy has been devised, with which the workers are well acquainted. As with previous interviewees, Person G states that the majority of managers and workers in the organization have been substituted by the skillful and capable workers of the same institution, and they have done their duties well in those positions. Person G gives the shortest and most direct answer to the question concerning the main driver of successful succession, and that is good management. As the main barriers,

Person G denotes several negative social phenomena, such as corruption, interference of political parties into the institution's processes, etc. Person G accentuates the role of education in the succession process, stating that it must be present to acquire a better and more skilled workforce, which is the basis of successful succession. Person G expresses rather a negative attitude toward corruption in public institutions and society generally. Also, Person G thinks that over-crowding in public institutions deteriorates the quality of the workforce and managers, making the process of succession less successful. As it follows from previous answers, Person G's recommendations for improvement of the succession process in BiH's public institutions include decreasing corruption, bettering the working conditions for workforce and managers, etc.

Person H:

Person H states that the institution has taken the succession process seriously, it is one of the institution's priorities, and the process is conducted successfully. The answers to the questions regarding the strategy for succession are rather short, and Person H states that the strategy is in existence and the employees do have knowledge of its basic features. As with the majority of the interviewees in the study (and their corresponding institutions), the majority of the managers and workers have been replaced from within the institution's ranks, where Person H gives the approximation (80%). Also, the institution is satisfied with the replacement workers' performance. As the main driver for successful succession, Person H denotes good management, and for the biggest obstacle to successful succession, Person H denotes corruption in public institutions. Corruption is the main obstacle, one of the biggest problems, and requires serious combating of the whole society. Person H is a little bit reserved about the injustice and overcrowding of the public institutions but puts them on the list of potential problems and barriers to successful succession. Regarding the co-operation, Person H considers them a helpful tool for improvement of workers' qualifications and skills, making better conditions for the efficient succession. As the main recommendations for bettering the succession process, Person H gives a short answer, pointing to the establishment of good management and combating corruption.

Person I:

The person I's public institution has managed to conduct the process of succession only partially, making it clear that the succession process is not a priority (*'In the extent to which the circumstances allow'*), although the TM is directed to the replacement of the workers from the institution. In accordance with the previous characteristics of the succession process in this institution is devising the strategy for succession, which is not of long-term traits, and the employees are being acquainted with the strategy only in part. Although being satisfied with the replacement workers, according to Person I's statement, only about half of the employees have been recently substituted with workers and managers from within the given

institution's ranks. The main driver for successful succession is good management, and the main obstacle, although coupled with slightly less intense temporal determinant ('*sometimes*'), is the political interference with the institution's processes and business. Corruption, injustice, and overcrowding are equally important obstacles and threats to the succession process, according to interviewee I. The co-operation with other institutions and subjects may be helpful, according to Person I, not putting this factor among the most pertinent ones. The best practice for bettering the succession is to create a favorable political environment.

Person J:

The last person in this qualitative study sounded rather optimistic and determined, stating three times that the primary goal and priority of the given institution is care for the future. It is reflected in the developed strategy, good TM system for the preservation of good workers and, the well-conducted process of succession, and ultimately with the majority of workers and managers being replaced with workers and managers from within the given institution's ranks, with their good performance on those positions. The main driver is good management, and the main obstacle for the succession process is exactly the opposite – poor quality and competencies of managers. Person J also puts corruption, injustice, and overcrowding into the category of great threats for successful succession. The co-operation with others is of great importance, and the main recommendations for improvement of the succession process include good allocation of highly skilled and well-situated managers.

5.5 Talent management system and success of the succession process

In Table 5., the summary of interviewees' opinions on the TM system and succession process is given. It can be seen that the succession is mostly fully successfully planned and the attention to this problem is substantially given. The majority of workers and replacements come from within the institution's ranks, and they perform well in the new positions.

Table 6 : Interviewees' opinions on the TM system and succession process

	A	B	C	D	E	F	G	H	I	J
The talent management system direction is toward a successful succession of employees and managers in the institution	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sufficient attention is paid to the succession process	Partly	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Partly	Yes
The succession process is successfully conducted in the institution	Yes	Partly	Yes	Yes	Yes	Yes	Yes	Yes	Partly	Yes
Most of the workers and managers have been replaced by employees from within the organization	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Partly	Yes
The replacement workers and managers have performed well in the positions in which they had replaced previous workers and managers	Partly	Yes	Yes	Partly	Yes	Yes	Yes	Yes	Partly	Yes

Source: Own work.

When it comes to the TM system, all participants have agreed that the only purpose of the TM is to support effective and efficient succession in the institution, implying that the BiH public institutions have good TM practices. The great majority of the participants stated that the workers were replaced only from within their ranks, implying that the philosophy and strategy of BiH public institutions are directed toward replacement and succession by the workers who are well acquainted with the firm's practice and aims.

5.6 Strategy for the process of succession

In Table 6, the interpretation of data is given on strategy for succession process in the given institution. It must be noted that the public institutions do have strategies for succession, but they are frequently only partly developed and established. This may be the area to work on in the future.

Table 7 : Interpretation of data regarding the strategy for the TM and succession process in the given institutions

	A	B	C	D	E	F	G	H	I	J
There is a well-developed strategy (plan) for the process of succession	Partly	Yes	Yes	Yes	Partly	Yes	Partly	Yes	Partly	Yes
The employees and managers are well acquainted with the strategy for the succession	Yes	Yes	Yes	Partly	Partly	Yes	Yes	Partly	Partly	Yes

Source: Own work.

It can be concluded that the strategy for succession in BiH public institutions is mainly partly developed and that it requires more work to develop such strategies for successful succession. The same situation is with the statement that the replacement managers are aware of the strategy, which implies that BiH public institutions should be more transparent with their employees.

5.7 The main drivers and barriers to the successful succession process

The summary of main drivers and barriers for the succession process, according to the interviewees is given in Table 7.

Table 8 : Main drivers and barriers for the process of succession in BiH's public institutions

	The main driver for successful succession	The main barrier for successful succession	Corruption is a great problem for the succession	Injustice is a great problem for the succession
A	High-quality leaders and managers	Interference of politics	Yes	Yes
B	High-quality leaders and managers	Interference of politics	Yes	Yes
C	Well-developed strategy and good motivation	Poor leadership	Yes	Partly
D	The good political atmosphere, low level of corruption	Interference of politics	Yes	Yes
E	High-quality leaders and managers	Interference of politics	Yes	Yes
F	Good management	Poor rewarding system for managers	Yes	Yes
G	Good management	Corruption	Yes	Yes
H	Good management	Corruption	Yes	Partly
I	Good management	Interference of politics	Yes	Yes
J	Good management	Poor management	Yes	Yes

Source: Own work.

As the main driver for successful succession, the majority of the participants stated that those are good management and good leadership, which may imply the need for good education and training of the managers in BiH public institutions.

As the main barrier to the successful succession process, the interference of politics is pointed out, implying that public institutions should work on the creation of a more democratic society in general, with greater freedom in the decision making process on behalf of the institution's manager, who usually knows best what is good for the given institution.

5.8 The recommendations for the successful succession process

The main recommendations for a successful succession process, according to the interviewees, are given in Table 8. The majority of the participants think, when it comes to the recommended measures for SP improvement, that the good corruption fight, good manager rewarding, and fair allocation of the staff is crucial for good succession, pointing out that co-operation with foreign institutions and organizations is important too.

Table 8: The main recommendations for a successful succession process

	The co-operation with other institutions and organizations yields great benefits for the talent management and success of the succession process in BiH's public institutions	Main recommendations for increasing the success of the succession process
A	Yes	Best allocation and autonomy of managers
B	Yes	Best allocation and autonomy of managers
C	Yes	Motivation and rewarding of the managers
D	Yes	Decreasing the corruption and political interference
E	Yes	Improving the education
F	Yes	Improving the education
G	Yes	Decreasing the corruption
H	Partly	Decreasing the corruption
I	Partly	Good political environment
J	Yes	Motivation and rewarding of the managers

Source: Own work.

The majority of the participants agree that co-operation with other institutions is essential for successful succession, meaning that the exchange of expertise and experience in management and leadership is crucial for good worker replacement. It can be said that the recommendations from the participants are to decrease the corruption and political interference to improve succession, although other things could be done as well.

CONCLUSION

In the context of this topic, which is TM and the process of succession, it is advisable to conduct additional research with regards to the phenomena and salient social occurrences that were found to be of the highest importance. This study has focused on the SP, in the context of the research questions, which were formulated to find out is the SP implemented in Bosnia and Herzegovina's public institutions and how well it is applied, which are the main drivers and barriers, and what could be done to improve this important aspect of the public institutions' functioning.

This study has found that negative socio-economic phenomena, particularly corruption, political interference and less favorable working conditions (compared to more developed countries) are the main barriers to a successful succession process. These occurrences lead to increased loss of highly qualified workforce, either by departure to the countries with better standards of work and living (the negative phenomenon known as 'the brain drain') or by a high level of injustice during the employment process, with coercion on the public institution to hire particular individuals, although there may be better options within the ranks of the given institution.

The empirical part of this research contains the information produced via the processing of data obtained using a semi-structured interview. The purpose of data analysis was to give better insights into the problem of SP and its application in Bosnia and Herzegovina's public institutions and to give answers to previously formulated research questions.

In short form, the findings of the empirical research are as follows:

- when it comes to public institutions in Bosnia and Herzegovina, generally, there is sufficient effectiveness and efficacy of the SP and realization, whereby sufficient attention has been given to this aspect of institutions' functioning;
- the majority of public institutions has developed a strategy for the succession process, and there is a sufficient level of employees' awareness of this strategy and conditions in which the succession is carried out;
- this study has concluded that the retired (or in other ways lost employees) employees are mainly replaced with workers from the ranks of the same institution, and the replacement employees have mostly justified given trust and chance;
- when it comes to the most important driver for successful succession process in Bosnia and Herzegovina's institutions, the majority of participants in the study have denoted high-quality management and good leadership in public institutions;

- as the most important barrier to a successful succession process, the participants have denoted a high level of political interference;
- besides corruption, there is general recognition that the injustice during the distribution of the workplaces (e.g. less talented workers receiving better positions) is also a very important factor in determining the quality of the succession process;
- yet another problem is the overcrowding of public institutions with the workforce, which, when coupled with previously mentioned factors, can seriously decrease the level of the succession process quality.

As the most important things that should be done to improve the quality and success of the succession process, the participants have denoted combating corruption, decreasing the political pressure on the public institutions, enabling better working conditions in the domestic institutions' frame, etc.

Regarding the previously formulated research questions, it can be stated:

RQ1: Succession planning is applied in public sector organizations in Bosnia and Herzegovina

RQ2: The main driver for the successful succession process is high-quality management and good leadership in public institutions, and the main barrier is a high level of political interference and corruption.

RQ3: The main measures for improving the succession process in Bosnia and Herzegovina's public institutions are consisted of decreasing corruption, decreasing the political pressure on the public institutions, enabling better working conditions for employees and managers, etc.

In the final statement of this master thesis, the cardinal recommendations for Bosnia and Herzegovina's society and its public institutions are to combat corruption and political interference, to establish a fine line of capable, honest, and well-situated managers, and to improve the economy generally to keep the talented and skilful workforce. One of the main problems is the political situation and relatively high influence of the state authorities and political parties on the public institutions, with interference in the institutions' processes, affecting the succession process as well. This may be the hardest problem to solve since the same set of political leaders is in power for a longer period of time. Perhaps that should be the entire new topic for some future, particular research, since the significance of it is immense.

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APPENDICES

Appendix 1: Povzetek (Summary in Slovene language)

Proces globalizacije je spodbudil podjetja in vodstvo podjetij po vsem svetu, da začnejo razmišljati in celo delovati globalno, da bi dosegli konkurenčno prednost. Da bodo globalno konkurenčne organizacije uspešne, bodo odvisne od edinstvenosti svojih človeških virov in učinkovitosti sistema upravljanja s človeškimi viri. Načrtovanje nasledstva je načrt, ki ga organizacija uporablja za zapolnitev svojih najbolj kritičnih vodstvenih in strokovnih položajev (Huang, 2001). Zamisel o načrtovanju nasledstva je že dolgo tema, o kateri se razpravlja v zasebnem sektorju, ne pa tudi v javnem sektorju. Danes se o tem vse pogosteje razpravlja v javnem sektorju in predstavlja nevarnost, da nimamo ustreznega mehanizma načrtovanja nasledstva, kar pravzaprav pomeni tekmovanje za kompetentne, obveščene in nadarjene delavce.

V zadnjih dveh desetletjih postaja vprašanje upravljanja talentov vse pogostejša tema razprav v znanstvenih in poslovnih krogih. Današnja družba je vse bolj kritična do dela in upravljanja talentov. Upravljanje talentov je tesno povezano s stilom vodenja, močjo, naravo delodajalca in sestavinami organizacijske kulture organizacije. Pomembno je omeniti blagovno znamko in organizacijski ugled, saj se to dojema kot pomemben korak za privabljanje talentov v javnem sektorju. Da bi bila uporaba upravljanja talentov dragocena za javni sektor, morajo biti dejavnosti v korelaciji s strateškimi cilji organizacije javne vrednosti za vključevanje sedanjega in potencialnega osebja.

Bosna in Hercegovina je država, ki doživlja stalno gospodarsko nestabilnost, povezano s slabim političnim vodenjem. Bosna in Hercegovina ima zelo zapleten sistem vlade. To državo sestavljata dve entiteti: Federacija Bosne in Hercegovine in Republika Srbska, vključno z okrožjem Brčko, ki predstavljata večetnično samoupravno upravno enoto. Ta zelo kompleksen politični sistem pravzaprav predstavlja zunanji dejavnik, ki lahko vpliva na razvoj ustreznega načrtovanja nasledstva in sistema upravljanja talentov.

Cilj magistrskega dela je ugotoviti, ali obstajajo prakse upravljanja nasledstva v organizacijah javnega sektorja v Bosni in Hercegovini in v kolikšni meri se te prakse izvajajo. Poleg tega želi ugotoviti posledice, ki jih imajo takšne prakse na zadrževanje zaposlenih v organizacijah javnega sektorja. Raziskava v magistrskem delu bo določila dejavnike, ki so v korelaciji z načrtovanjem nasledstva, skupaj z dojemanjem zaposlenih in različnimi načini dojetanja načrtovanja nasledstva, vključno s strategijami, s katerimi lahko ustrezne ljudi postavimo na pravo mesto. Namen magistrskega dela je določiti potrebne dejavnike, ki so povezani z načrtovanjem nasledstva in upravljanjem talentov. Ni dovolj imeti obveščeno in dobro usposobljeno delovno silo, pomembno je, da sta ti dve kvaliteti v povezavi z dobrim vodenjem nasledstva, kjer je treba identificirati naslednike, kritične položaje in tudi individualno karierno pot.

Pri obdelavi podatkov bo uporabljen postopek kvalitativne analize. Razgovori bodo potekali v okviru organizacij javnega sektorja. Raziskava je vključevala kritičen pregled obstoječih študij, pregled knjig, člankov, revij, raziskovalnih člankov, pa tudi globalno načrtovanje nasledstva in trende upravljanja talentov.

Empirični del te raziskave vsebuje informacije, pridobljene z obdelavo podatkov, pridobljenih s polstrukturiranim intervjujem. Namen analize podatkov je bil dati boljši vpogled v problematiko SP in njeno uporabo v javnih ustanovah Bosne in Hercegovine ter dati odgovore na predhodno oblikovana raziskovalna vprašanja.

Glede predhodno oblikovanih raziskovalnih vprašanj lahko rečemo:

1. Načrtovanje nasledstva se uporablja v organizacijah javnega sektorja v Bosni in Hercegovini.
2. Glavno gonilo uspešnega procesa nasledstva je visokokakovostno vodenje in dobro vodenje v javnih institucijah, glavna ovira pa je visoka stopnja političnega vmešavanja v korupcijo.
3. Glavni ukrepi za izboljšanje procesa nasledstva v javnih institucijah Bosne in Hercegovine so zmanjševanje korupcije, zmanjševanje političnega pritiska na javne ustanove, omogočanje boljših delovnih pogojev za zaposlene in vodje itd.

APPENDIX 2: Transcriptions of interviews (persons A-F)

Person A:

1. To what extent is the process of succession successful in your organization?
In our organization, the succession process is successfully implemented, and the most competent and skillful persons are in the leading positions.
2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?
Yes, in the extent which is enabled by the circumstances and conditions.
3. Has your organization/department developed the strategy for effective and efficient succession planning?
Yes, in the extent that is possible and in accordance with existing conditions.
4. Do your employees have the insight into the basic features of that strategy?
Yes, they do.
5. Is the talent management of your organization directed to successful succession of the employees and managers?
By all means, yes.
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
15 out of 20 managers and executives have been replaced from within our ranks.
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
The persons in these positions have responded and performed well, based on the practical experiences. The education is not so much present.
8. In your opinion, what is the number one driver for successful succession process in BiH organizations?
The main drivers are the authorities, in terms of high quality leaders of the organizations.
9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?
The number one barrier is too high involvement of politics in the government process of public institutions.
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?
Of course, co-operation with the developed countries and economies is one of the most important drivers for development and success of BiH economy.

11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?
The general attitude is – zero tolerance, and there should be no tolerance for corruption in BiH’s public institutions.
12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?
Yes, corruption interferes significantly with the succession process at all levels.
13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?
Yes, it can hinder the succession process in the sense that more talented employees lose the will for advancement and improvement in career due to the obvious injustice in acquiring positions in institutions, etc.
14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?
Yes, of course, exceeding number of employees can hinder and hamper the development of the public institutions.
15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?
Employing the most competent managers instead of politically convenient managers, adequate system for rewarding managers not only through salaries, but through education as well, making contacts with more developed and more advanced organizations in the region and beyond, enabling equal opportunities for improvement, etc.

Person B:

1. To what extent is the process of succession successful in your organization?
The succession process in our organization is relatively well done, with satisfying results.
2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?
The attention has been paid to this area of organization governance and management.
3. Has your organization/department developed the strategy for effective and efficient succession planning?
Yes, we have developed plans for future replacements and succession.
4. Do your employees have the insight into the basic features of that strategy?
Yes, they do have insights into our short-term and long-term plans.
5. Is the talent management of your organization directed to successful succession of the employees and managers?

Indeed it is. We care for successful process of employment and replacement of our employees from within our own ranks.

6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?

The majority of our employees and managers have been replaced with our younger colleagues over the past decade.

7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?

Over the past few years, we haven't had any difficulties with replacements, they were mostly good replacements.

8. In your opinion, what is the number one driver for successful succession process in BiH organizations?

The most potent driver, to my mind, is setting a good example by the managers on leading positions.

9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?

In my opinion, the biggest obstacle is centralized state, and over-interference by other powerful authorities outside of our organization.

10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?

We intend to deepen our co-operation with other healthcare and biomedical institutions and educational institutions from well developed countries. The experience must be always exchanged.

11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?

All I can say is that corruption is wide spread and is one of the most prominent problems faced by BiH's public institutions. Luckily, in our organization, we do not tolerate corruption and have all intentions to keep it minimal.

12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?

It certainly fall in the category of the most important obstacles, yes.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

Well, if an employee sees the less gifted and less hard working individuals get better conditions, salaries and positions, it certainly lowers the moral and will to work and contribute to the organization.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

We do not have such problem, but yes, it may cause disorders in normal processes of succession.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

The most competent managers should be placed on key positions in organizations, and more autonomy should be given to them in terms of decision making. Also, the labour market should be better regulated.

Person C:

1. To what extent is the process of succession successful in your organization?

We have taken care of it in the most effective and efficient way.

2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?

Yes, it has.

3. Has your organization/department developed the strategy for effective and efficient succession planning?

We do have well-developed strategy, yes.

4. Do your employees have the insight into the basic features of that strategy?

We keep them informed of our plans and intentions, yes.

5. Is the talent management of your organization directed to successful succession of the employees and managers?

Yes, it is.

6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?

I'd say, a lot of them. As a matter of fact, I think majority of them have been replaced by our own workers.

7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?

They did well, we're satisfied.

8. In your opinion, what is the number one driver for successful succession process in BiH organizations?

Well developed, evidence based strategy and huge will for advancement and improvement. Enthusiasm is required as well.

9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?

I think loss of tradition and enthusiasm among top leaders. The leadership has come down to not so prudent governance of resources. It goes for human resources as well.

10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?

Yes, it can yield benefits for the organization. Knowledge and experience are shared, and employees get better at what they do, so the succession is also better.

11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?

We should all do our best to decrease the level of corruption. The authorities share the largest part of the responsibility on that issue.

12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?

It certainly tops the list.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

We do take care to handle the process of succession in the fairest way possible.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

We take good care of that too, but I believe that there are many institutions with that problem that hinders their succession process, and management generally.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

Motivation is the key. Motivation for hard and honest work on bettering the organization at each level. Also, managers must be allocated in the best possible way, put on right positions and rewarded according to the performance they give.

Person D:

1. To what extent is the process of succession successful in your organization?

We have applied necessary measures to ensure that our cadre is adequately replaced, especially on key positions.

2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?

It is one of our priorities.

3. Has your organization/department developed the strategy for effective and efficient succession planning?
Yes, we have adequate plan.
4. Do your employees have the insight into the basic features of that strategy?
Yes they do, any short- and mid-term is discussed at least superficially, so they know what to expect.
5. Is the talent management of your organization directed to successful succession of the employees and managers?
Yes. I don't see any other point of talent management but to serve as a production of high quality successors on key positions in the institution.
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
In short, most of them.
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
We didn't have any problems with replacement managers and employees.
8. In your opinion, what is the number one driver for successful succession process in BiH organizations?
I'd argue those are good political atmosphere and general low level of corruption that yield best results in any aspect, including the succession.
9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?
I'd say too large interfering in the organization's business and processes, mostly by political parties and authorities.
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?
The co-operation can yield benefits, such as adoption of proven strategies and methods for succession and talent management.
11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?
The corruption is a bad social and economic phenomenon that must be decreased in any society, including ours.
12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?
It is certainly among most important factors determining any process, including succession process.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

Yes it can, it can demoralize managers and employees.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

It can be an obstacle. Too many workers, frequently with not so necessary workplaces can lead to problems in succession planning.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

Decrease of corruption, overcrowding and political influence on the decision making in the public institutions.

Person E:

1. To what extent is the process of succession successful in your organization?

In our public institution, we have managed to conduct successful succession.

2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?

We do care about this problem, so yes, we paid sufficient attention to it.

3. Has your organization/department developed the strategy for effective and efficient succession planning?

We have plans, mostly mid-term ones, for succession of our managers and employees.

4. Do your employees have the insight into the basic features of that strategy?

We do let them know what is coming, regarding succession and replacement, so yes, they do have basic insights.

5. Is the talent management of your organization directed to successful succession of the employees and managers?

Yes, that is the whole point of having talent management system. We want highly talented workers and managers, and wish to keep them in our institution.

6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?

Most of them. As I have already said, when the time comes we want them to be replaced with our talented managers and employees.

7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?

We are healthcare institution, and we do provide good healthcare services. All of our workers have been performing well, I cannot recall any bad experience.

8. In your opinion, what is the number one driver for successful succession process in BiH organizations?

Good leadership. Yes, the honest and fair leaders.

9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?

There may be more than one barrier, but I would accentuate the interference from outside, by the state authorities and political interference.

10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?

The healthcare system cannot be improved without the co-operation with other institutions from the region and abroad. It applies to the succession system as well. We have to provide our workers a good education and professional improvement, for them to be able to replace our workers.

11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?

It hinders almost every function. It interferes with the succession process as well, leading to injustice, demoralization, etc. It is in everybody's interest to have as low corruption as possible.

12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?

Personally, I consider it to be obstacle for many socio-economic processes, not only succession planning. So yes, it is a great problem.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

As I have already said, injustice and corruption lead to demoralization of employees and skillful workers and managers. It is a problem, definitely.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

Yet another problem encountered by many public institutions in the country where there is strong statism and influence of the state on decision making in almost any organization.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

We could all contribute, as a society, by improving our education and skills. Of course, it is up to authorities of the state to conduct appropriate measures to ensure conditions of good succession.

Person F:

1. To what extent is the process of succession successful in your organization?
It is sufficiently well conducted. We have done a lot in that area.
2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?
We do consider it an imperative, yes.
3. Has your organization/department developed the strategy for effective and efficient succession planning?
Yes, we have.
4. Do your employees have the insight into the basic features of that strategy?
We keep them informed about things that concern them, yes.
5. Is the talent management of your organization directed to successful succession of the employees and managers?
Yes, that is the primary goal of our talent management system
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
The great majority of the workers have been replaced from within our ranks, that was our goal from the beginning.
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
We have good experience with our replacement workers.
8. In your opinion, what is the number one driver for successful succession process in BiH organizations?
I think it is a good management. Good management practices, developed over the years, that grow into tradition of replacing retired or in other way lost workers with workers from our own ranks.
9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?
A lack of stimulative income and poor rewarding system in BiH's institutions. It must be better for the succession process to work well.
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?

It could certainly improve our workforce professionally. In a concrete case, healthcare workers and managers of healthcare institutions could have large benefits from it, making the succession more successful as well.

11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?

There is no country without it, but if it is too high and rampant, it impairs each and every process in country. It applies in the public institutions as well, deteriorating the succession too. Corruption must be stopped.

12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?

It is one of the main factors that hinders succession planning, among others.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

It can definitely disturb succession process. People get disappointed and less willing to commit to work. It is a problem too, yes.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

The public institutions must have sufficient cadre, but if there are many unnecessary workplaces, as is going on in many institutions in our country, then it is not good. Talent management and succession planning are affected by it.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

We must work on establishing an evidence-based talent management system, and we must improve economy, so we can keep talented and skillful workers here. There is no point in good management, when the income is low, and when rewarding system is poor. We must keep talented people.

Person G:

1. To what extent is the process of succession successful in your organization?

We did well in that field, that is all I can say.

2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?

We take care of our workers, and intend to keep them with us, to be able to replace retired employees.

3. Has your organization/department developed the strategy for effective and efficient succession planning?

Yes, we have devised the strategy, in accordance with possibilities and existing conditions.

4. Do your employees have the insight into the basic features of that strategy?
We keep them well informed.
5. Is the talent management of your organization directed to successful succession of the employees and managers?
Yes, we nurture our talents well, the workers, either experts or administration ones, are there to keep our institutions stable and successful.
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
The majority of our workers and employees have been substituted and succeeded by our own younger and skillful employees over the years.
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
They did well on those positions.
8. In your opinion, what is the number one driver for successful succession process in BiH organizations?
Good management.
9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?
Corruption, nepotism, political interference.
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?
The education is the continuous process, and co-operation with other institutions, both locally and from abroad, can do only good. More educated employees mean more possibilities for successful succession process.
11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?
One of the greatest calamities of any country, and any institution is faced with. Normally, there is no corruption-free environment, but too much of it means poorer possibilities for talent management.
12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?
It is certainly one of the most important ones.
13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

Injustice in the employment and on the labour market do decrease the moral and quality of work. If people are not satisfied with the treatment they get in their institutions, then nothing good can be expected.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

Overcrowding and poor employment management can dilute the quality and cause problems in this process. The process of talent management and succession.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

Decrease the corruption, increase the income of workers, enable them to professionally improve and excel...just a few suggestions.

Person H

1. To what extent is the process of succession successful in your organization?

The succession has been taken seriously, and we have managed to conduct this process successfully.

2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?

It is one of our top priorities.

3. Has your organization/department developed the strategy for effective and efficient succession planning?

We have a plan, so yes.

4. Do your employees have the insight into the basic features of that strategy?

They do have basic insights.

5. Is the talent management of your organization directed to successful succession of the employees and managers?

Yes, it is.

6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?

Cannot recall the exact number, but at least 80% of our managers have been substituted by our workers.

7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?

They fulfilled our expectations.

8. In your opinion, what is the number one driver for successful succession process in BiH organizations?

Good, honest and fair management.

9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?

Corruption. I'd say it is the corruption in the society generally.

10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?

It may lead to better qualifications of our employees, so yes, it may help.

11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?

Unavoidable occurrence, but we all must give our best to decrease it.

12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?

Certainly tops the list.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

It can be a significant issue, yes. It disturbs the normal inter-personnel relations, and may disrupt other processes in the institution as well.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

It may be.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

Good combating of corruption and good management.

Person I

1. To what extent is the process of succession successful in your organization?

We managed to partially replace our retired workers.

2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?

In the extent to which the circumstances allow.

3. Has your organization/department developed the strategy for effective and efficient succession planning?

We do have a short- to mid-term strategy.

4. Do your employees have the insight into the basic features of that strategy?

We reveal the most important things related to the succession of workers and managers.

5. Is the talent management of your organization directed to successful succession of the employees and managers?
Yes, it is.
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
Approximately half of them have been replaced by the workers from our ranks.
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
We did not have problems with their performance.
8. In your opinion, what is the number one driver for successful succession process in BiH organizations?
Good management.
9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?
Sometimes, the political interference in the institution's business.
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?
It may be helpful, yes.
11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?
It is a problem in majority of modern societies, unfortunately.
12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?
It is certainly one of the greatest obstacles for many processes in society, including efficient replacement of workers and managers.
13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?
It certainly hinders the will of workers and decreases their contribution to the system.
14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?
It is a big problem, I agree.
15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?
Good political environment, less corruption, among others.

Person J

1. To what extent is the process of succession successful in your organization?
I can say, rather successful.
2. Has the issue of the succession planning and talent management been given sufficient attention within your organization?
It is among our top priorities, we think about our future.
3. Has your organization/department developed the strategy for effective and efficient succession planning?
Yes, we have.
4. Do your employees have the insight into the basic features of that strategy?
We keep them well informed, yes.
5. Is the talent management of your organization directed to successful succession of the employees and managers?
As I said, we care about the future plans, so we tend to keep our good workers, and let them be good replacements.
6. Over the past years, how many retired (or in other ways replaced) employees and managers have been replaced at those positions from within the ranks of your organization?
Most of them.
7. How well have the replacement employees and managers at those positions performed in terms of the obligations and increase in the organization's performance?
They did rather well.
8. In your opinion, what is the number one driver for successful succession process in BiH organizations?
Good and honest management and clear and far-sight vision for the future.
9. In your opinion, what is the number one barrier for successful succession process in BiH organizations?
I think it is poor management of the institution, low capability of managers and authorities of the given institution.
10. Do you think that cooperation with more advanced and disciplined countries (in terms of information exchange, additional education of managers and employees, etc.) can be a potent driver to more efficient and successful succession in BiH institutions and firms?
It is important, especially in our field of work, and we tend to practice this co-operation.
11. What is your attitude toward the corruption generally, and especially toward the corruption in the BiH public institutions?

I think it is very bad for the society in general, including public institutions and the succession process.

12. Do you consider corruption to be main obstacle for the successful succession in BiH organizations?

Certainly, of course.

13. Do you think that the injustice, during the succession, in terms of some less talented employees acquiring better positions instead of more talented ones, can be a factor that impairs succession process?

Injustice is at the same level as the corruption, when it comes to impairment of social processes.

14. Do you think that overcrowding of the public institutions in BiH (the state is, basically, the main employer) is an obstacle to the successful succession?

Yes it is, unfortunately.

15. To your mind, what can be done to enable successful, effective and efficient succession in BiH public institutions?

To establish a line of highly capable, honest, and well situated managers that will govern the process of succession in the public institutions.