

Strategic Workforce Management Navigating Retention, Succession and Knowledge

Authors:

Fadillah Ismail¹ and Yasmien Bano²

E-mail:

fadillah@uthm.edu.my¹

Abstract: This book provides an insightful guide into strategic workforce management, focusing on retention, succession planning, and knowledge management. It addresses the evolving challenges organizations face, such as demographic shifts and global crises, highlighting the importance of human capital in achieving business objectives. Through a mix of theory and case studies, the book offers strategies for maintaining a skilled workforce, ensuring leadership continuity and managing knowledge for competitive advantage. It emphasizes the critical role of strategic planning in fostering an environment that encourages employee retention, smooth leadership transitions, and innovation, making it a valuable resource for navigating the complexities of modern human resource management.

Keywords: Administration, Engagement, Workforce Analytics, Organizational and Development

STRATEGIC WORKFORCE MANAGEMENT

*Navigating Retention
Succession and Knowledge*

FADILLAH ISMAIL
YASMEN BANO



Penerbit
UTHM

STRATEGIC WORKFORCE MANAGEMENT

*Navigating Retention
Succession and Knowledge*

FADILLAH ISMAIL
YASMEN BANO



Penerbit
UTHM
2025

© Penerbit UTHM
First Published 2025

Copyright reserved. Reproduction of any articles, illustrations and content of this book in any form be it electronic, mechanical photocopy, recording or any other form without any prior written permission from The Publisher's Office of Universiti Tun Hussein Onn Malaysia, Parit Raja, Batu Pahat, Johor is prohibited. Any negotiations are subjected to calculations of royalty.

Author:
Fadillah Ismail
Yasmen Bano

Published by:
Penerbit UTHM
Universiti Tun Hussein Onn Malaysia
86400 Parit Raja,
Batu Pahat, Johor
Tel: 07-453 8698/8529

Printed by:
Attin Press Sdn. Bhd.
No 8, Jalan Perindustrian PP4,
Taman Perindustrian Putra
Permai,
43300 Seri Kembangan, Selangor.
No. Tel: 03-89390660

Website: <http://penerbit.uthm.edu.my>
E-mail: pemasaran.uthm@gmail.com
<https://publisher.uthm.edu.my/omp/index.php/penerbituthm/index>

Penerbit UTHM is a member of
Majlis Penerbitan Ilmiah Malaysia (MAPIM)



Cataloguing-in-Publication Data
Perpustakaan Negara Malaysia

A catalogue record for this book is available
from the National Library of Malaysia

ISBN 978-629-490-178-0

TABLE OF CONTENTS

<i>Preface</i>		<i>vii</i>
<i>Foreword</i>		<i>ix</i>
<i>Abbreviation</i>		<i>xi</i>
Chapter 1:	An Overview on Navigating Workforce Retention, Succession Planning and Knowledge Management.	1
Chapter 2:	Navigating The Complexity of Employee Retention.	17
Chapter 3:	Understanding and Mitigating Employee Turnover	25
Chapter 4:	Employee Retention and Strategies	35
Chapter 5:	The Evolution of Succession Planning	49
Chapter 6:	Succession Planning in The Developing Countries	59
Chapter 7:	Succession Planning Practices in Education Sector	65
Chapter 8:	Navigating The Knowledge Spectrum	81
Chapter 9:	Knowledge Management Models	93
Chapter 10:	Knowledge Management Practices in Education Sector	105

Chapter 11:	Conclusion and Recommendation	113
	<i>Bibliography</i>	119
	<i>Biography</i>	145
	<i>Index</i>	147

PREFACE

In today's fast-paced organizational landscape, human capital management has emerged as a critical factor for success. The ability to effectively manage workforce retention, succession planning, and knowledge management is now essential for organizations aiming to thrive. This volume seeks to explore these areas in depth, combining scholarly insight with practical strategies. For leaders, human resource professionals, and educators who are tasked with steering organizations through complex challenges, this book serves as a valuable resource that bridges theory and practice.

The foundation of this work rests on three core pillars: talent retention, structured succession planning, and knowledge management. These are the driving forces behind organizational growth and resilience. In a world where technology is advancing rapidly, demographics are shifting, and global competition is intensifying, the ability to nurture and maximize human potential is what sets thriving organizations apart from those that falter. By focusing on these pillars, this book provides essential strategies for maintaining a strong, capable workforce.

The link between succession planning and talent retention is intricate. This book carefully examines the importance of building a leadership pipeline and how retaining key employees is crucial to ensuring organizational continuity. Through in-depth analyses, it highlights how effective succession planning not only strengthens leadership transitions but also fosters a culture of stability and growth.

The insights offered here are especially relevant to both public and private institutions, particularly in higher education, where these challenges are increasingly prominent.

Equally important is the role of knowledge management, an often overlooked but vital component of organizational success. In today's knowledge-driven economy, the ability to capture, share, and apply knowledge can be a game changer. This book delves into how well-managed knowledge can drive innovation, enhance decision-making, and create sustainable competitive advantages, providing readers with a fresh perspective on how to leverage intellectual capital for long-term growth.

I am deeply grateful to the distinguished contributors who have enriched this volume with their expertise and insights. Their work not only reflects cutting-edge thought on human capital management but also provides practical tools for organizations looking to retain talent, plan for leadership transitions, and harness knowledge effectively. I hope this book will inspire new approaches and foster innovation, helping organizations to not only survive but thrive in an ever-changing world.

Editor
Fadillah Ismail
Yasmen Bano

FOREWORD

“Strategic Workforce Management: Navigating Retention, Succession, and Knowledge” serves as an essential guide for leaders and human resource professionals seeking to fortify the foundations of their organizations against the backdrop of a rapidly evolving workplace landscape. This book provides a comprehensive analysis and strategic approach to three critical pillars of organizational health: the retention of key talent, the planning of seamless leadership transitions, and the effective management of organizational knowledge. In an era marked by shifting demographics, technological advancements, and increasing global competition, the insights within these pages illuminate the path toward building a resilient, adaptable, and forward-thinking workforce. As you journey through the complexities and challenges of modern human capital management, you’ll find practical advice, thought-provoking analysis, and actionable strategies designed to improve your approach to human capital and ensure the long-term success of your organization.

ABBREVIATION

AKEPT	Akademi Kepimpinan Pendidikan Tinggi
CEO	Chief Executive Officer
CPD	Continuous Professional Development
ER	Employee Retention
HEIs	Higher Education Institutions
HoD	Head of Department
HRM	Human Resources Management
KM	Knowledge Management
MTUN	Malaysian Technical Universities Network
MEB	Malaysian Education Blueprint
MoHE	Ministry of Higher Education
NGO	Non-profit Organisation
SP	Succession Planning
VC	Vice Chancellor
YSP	Young Scholars Programme

CHAPTER 1

AN OVERVIEW ON NAVIGATING WORKFORCE RETENTION, SUCCESSION PLANNING AND KNOWLEDGE MANAGEMENT

Introduction

The discussions on employee retention have been increasing in the literature of human resources planning. Over the years, both public and private sectors are trying to strengthen their workforce due to foreseen challenges and unforeseen challenges. Foreseen challenges include an aging population, and unforeseen challenges include Covid-19 Pandemic, economic downturn, etc. (Mohamad *et al.*, 2021). In recent years, the traditional relationship between employees and employers has transformed in a few fundamental ways (Kamil, 2015). Many organisations are aware that human capital is one of their biggest resources and their contributions are undeniable. Human resource planning is a unique approach taken by employers to identify and select the right employee for the right job within the organisation (Gentiana Kraja and Suela Spahija, 2023).

There are three types of planning to deal with manpower planning such as employee retention. The first category is micro-planning which deals with the prediction of supply and demand for specific groups. The second category is contingency planning which covers the situation before taking any action. The third category

CHAPTER 2

NAVIGATING THE COMPLEXITY OF EMPLOYEE RETENTION

Introduction

Employees are pivotal to an organization's long-term sustainability and growth. The challenge of retaining talent is particularly acute in the higher education sector, exacerbated by an aging workforce and the difficulty in attracting and retaining young, skilled professionals (Erasmus, Grobler, & Van Niekerk, 2015). The issue of employee retention transcends all sectors, with higher education institutions facing significant risks of losing their top talent to the private sector or to other institutions that offer more effective retention strategies (Kurdi & Alshurideh, 2020).

The importance of succession planning and talent retention is recognized across all levels of an organization, from the board of directors to human resources leaders (Setiawan & Prasojo, 2021). In a competitive labour market, finding and retaining qualified talent poses a significant challenge. Okwakpam (2019) argue that managing employee retention involves a systematic approach to understanding why employees join and leave an organization, underscoring the importance of exit interviews as a tool for gathering insights into employee turnover. The benefits of effective retention management include reduced costs associated with hiring and training replacements.

Succession planning, alongside the development and retention of talent, should be a strategic priority for organizations, especially

CHAPTER 3

UNDERSTANDING AND MITIGATING EMPLOYEE TURNOVER: INSIGHTS FROM ORGANIZATIONAL BEHAVIOR

Introduction

The concept of turnover intention has emerged as a critical issue within organizational behaviour and management studies, reflecting the process by which employees consider leaving their current positions (Salleh et al., 2020; Zamanan et al., 2020). According to Price (1977), turnover signifies the extent to which individuals move beyond the boundaries of an organization, suggesting that it encompasses a process rather than an abrupt action. This concept aligns with the theory of planned behavior which posits that human behaviors and attitudes are premeditated, implying that the decision to leave a job is a deliberate process.

Turnover intention is essentially the employee's internal deliberation about quitting their job and seeking employment elsewhere (Kaur et al., 2013; Zamanan et al., 2020). This attitude is predictive of an employee's future actions against certain conditions within the workplace (Wong et al., 2015). This inclination towards leaving an organization is inversely related to job commitment; employees with a high propensity to leave exhibit lower levels of commitment to their job compared to those with a lower propensity.

CHAPTER 4

EMPLOYEE RETENTION AND STRATEGIES IN MALAYSIA EDUCATION SECTOR

Introduction

Today, Malaysian public higher education institutions are in a competitive environment with the Private Higher Education Institutions. Currently, public, and private higher education institutions co-exist within the Malaysian higher education system. Public universities in Malaysia play a crucial role in the country's development. The government has emphasized the importance of higher education in national development. Public universities in Malaysia offer a gateway to knowledge and a world-class education. Private HEIs in Malaysia received international recognition which are the leading players in Malaysia's tertiary education industry. However, the shortage of lecturers is a significant problem in this sector, and Malaysian private HEIs has suffered from high turnover among academic staff for many years (Saraih et al., 2017).

Leaders leave an organization due to death, early retirement, disability, retrenchment, delay retirements, natural disasters and reduced commitment and changed individual desires and interests. Many executives are reaching normal retirement age but at the same time many young executives want to retire early. HEIs can invest money and time to help employees be more willing in the future through either promotion or greater job

CHAPTER 5

THE EVOLUTION OF SUCCESSION PLANNING

Introduction

Succession planning is increasingly popular in the field of human resource development. Succession planning is equal importance both academic and business organizations. The topic of succession planning is timely because organizations are facing challenges for replacement of talented employees. The study of Rothwell (2010) mentioned terrorist attacks as another reason for an intensified interest in succession planning. The collapse of the World Trade Center in New York in 2001 unexpectedly took the lives of 172 Corporate Vice-Presidents (Rothwell, 2010). The importance of succession planning has been mentioned in the previous studies for the corporate world, but studies extended for other sectors such as healthcare, non-profits organizations, and education in the 1990s. In addition to this Richards (2009) has also suggested a few strategies for implementing systematic succession plans in the education sector. In fact, the sustainability and feasibility of organizations for the future and feasibility depends on effective succession planning. Therefore, the topic of succession planning is vital in the education sector. The importance of a formal succession plan is recognized in both education and business sector to support the survival of organization (Rothwell, 2010). Because organizations are facing challenges with competition, economics, accountability, and leadership (Reille & Kezar, 2010).

CHAPTER 6

SUCCESSION PLANNING IN THE DEVELOPING COUNTRIES

Introduction

Succession planning is a critical component of organizational development and sustainability, particularly in the diverse and dynamic environments of developing countries. As nations and their corporate entities strive for economic growth and global competitiveness, the approach to succession planning varies significantly across regions. This variation is influenced by cultural norms, economic conditions, and historical business practices. Countries like Japan, the USA, Australia, Ireland, and Singapore exhibit distinct approaches to succession planning, reflecting their unique challenges and opportunities. Understanding these practices offers valuable insights into the global landscape of human resource strategies, highlighting the importance of adapting succession planning to fit the local context while also considering global standards and trends.

Succession planning best practices in the developing countries

Succession planning is one of the most significant human resources strategies in an organization. It helps organizations with the dynamic change. Different countries implement different succession planning practices in different organizations. succession planning Practices in the UK Succession planning is a critical process

CHAPTER 7

SUCCESSION PLANNING PRACTICES IN EDUCATION SECTOR

Introduction

Historically, corporate procedures have been adopted by higher education institutions more slowly than by the private sector. According to the study, changing jobs inside the institution is the usual method of completing a work cycle in higher education. Universities have a greater advantage when hiring internally rather than outside, according to Long, Cooper, Faught, and Street (2013). However, if the incorrect person is selected, the process might go wrong and harm the university. Gilbert's (2017) study outlined the distinctions and parallels between public and private institutions. The results of this study demonstrated that, in comparison to corporate organisations, HEIs do not sufficiently implement succession plans.

Succession planning has received continuous attention within the literature, however, 21st century events, including the 2007 recession and various corporate scandals, inspired a renewed focus on succession planning (Kariuki & Ochiri, 2017). The for-profit sector was not the only target of the refocused 21st century succession planning approach. The scholarly literature's publication dates reflect the increased attention that succession planning has received in higher education as a result of an increase in the departure of seasoned staff members, particularly institutional

CHAPTER 10

KNOWLEDGE MANAGEMENT IN THE EDUCATION SECTOR

Introduction

The pivotal role of managing knowledge effectively has become an indispensable requirement for organizations worldwide. Knowledge, particularly in the education sector, isn't a novel concept. However, the formal practice of knowledge management (KM) began gaining significant traction around fifteen years ago, marked by an increasing recognition in both the business and education sectors, as noted by scholars such as Wiig (1993), Bhatt (2001), and Metaxiotis et al. (2005). Higher education institutions (HEIs), which are at the intersection of the business and education sectors, play a crucial economic role. Their primary mission extends beyond academic instruction; they are tasked with preparing a workforce ready to navigate the learning cultures of diverse organizations. KM emerges as a strategic tool for HEIs, guiding them in formulating organizational strategies that elevate knowledge-centric activities, aligning closely with their institutional objectives. According to Quarchioni et al. (2022), the main purpose of higher education institutions (HEIs) is to create, employ, and disseminate knowledge, highlighting the importance of knowledge management systems in higher education institutions, despite their often-overlooked role in the corporate sector.

Brewer & Brewer (2010) emphasize the necessity for educational environments to adapt to the complexities introduced by globalization, preparing students to thrive in an increasingly

CHAPTER 11

CONCLUSIONS AND RECOMMENDATIONS

A succession event is either planned or unplanned. Therefore, succession planning encourages individual advancement. Leaders and employees leave an organization due to death, early retirement, disability, retrenchment, delayed retirements, natural disasters and reduced commitment and changed individual desires and interests. Many executives are reaching normal retirement age but at the same time many young executives want to retire early. Organizations can invest money and time to help employees be more willing in the future through either promotion or greater job responsibilities. Therefore, retaining the best talent is the focus on attracting, developing and keeping the best employees within the organization.

The selection of a successor is crucial for the survival of the organization. This process is dependent on several factors such as employee performance record, requirements for leadership positions, track record of individuals and the reward system. Employee's rewards system can be described as an external agent administered when performing a desired act or task which has controlling and knowledge properties. Organizational incentives such as rewards were found to be more successful if implemented in organizations with a good identity (Nguyen, 2019). Performance appraisal is a link to succession planning practices during the selection of a successor for job rotation and promotion and internal development of employees. Performance appraisal is an

BIBLIOGRAPHY

- Abdullahi, M. S., Raman, K., & Solarin, S. A. (2022). Mediating role of employee engagement on the relationship between succession planning practice and employee performance in academic institutions: PLS-SEM approach. *Journal of Applied Research in Higher Education*, 14(2), 808-828.
- Adewale, O. O., Abolaji, A. J., & Kolade, O. J. (2011). Succession planning and organizational survival: Empirical study on Nigerian private tertiary institutions. *Serbian Journal of Management*, 6(2), 231-246
- Ahmad, A. R., & Keerio, N. (2019). The Culture-Succession Model: The Factors Affecting Implementation of Succession Planning in Malaysian Public Universities. *International Journal of Engineering and Advanced Technology (JEAT)*, 4(1), 213-220.
- Ali, Z., Mehmood, B., Ejaz, S., & Ashraf, S. F. (2014). Impact Of Succession Planning on Employee's Performance in Commercial Banks of Pakistan. *European Journal of Social Sciences*.
- Ali, Mehmood, Ejaz, and Ashraf (2014) Argued That Employee Performance Can Be Enhanced by Succession Management Practices Such as Training and Development. *Australian Journal of Career Development*, 28(2) 112-121.
- Ali, Z., & Mehreen, A. (2019). Understanding succession planning as a combating strategy for turnover intentions. *Journal of Advances in Management Research*, 16(2), 216-233.
- Atwood, Christee. *Succession planning basics*. American Society for Training and Development, 2020.
- Asimiran, S. & Hussin, S. *University Governance: Trends and models*. University of Malaya Press. 2012.

- Armstrong, M., & Taylor, S. *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers. 2017.
- Afterschool, (2017) SETARA University Rankings Out Now, 2018. <https://afterschool.my/find-university-in-Malaysia/2017-setara-university-rankings-out-now>. (Accessed on 20th December 2019).
- Azizan (2005), July 10. Moving towards the knowledge management. *News straits times*, p.4.
- Bano, Y. (2017). A Conceptual Model of Succession Planning for Public Higher Learning Institutions in Malaysia. *Journal of Techno Social*, 9(2).
- Burke, W. W. (2017). *Organization Change: Theory and Practice: Sage Publications*
- Burke, M. J., & Sarpy, S. A. (2003). Improving worker safety and health through interventions. *Health and safety in organizations: A multilevel perspective*, 56-90.
- Business Consultants Johannesburg. Kuwait Chapter of the Arabian Journal of Business and Cloutier, O., Felusiak, L., Hill, C., & Pemberton-Jones, E. J. (2015). The importance of developing strategies for employee retention. *Journal of Leadership, Accountability & Ethics*, 12(2).
- Byham, William C., Audrey B. Smith, and Matthew J. Paese. *Grow Your Own Leaders: How to Identify, Develop, and Retain Leadership Talent*. Upper Saddle River, NJ: Prentice Hall PTR, 2002.
- Carnazza, J. P. (1982). *Succession/replacement planning programs and practices: A report: Center for Research in Career Development*. Columbia University: Ph.D. Thesis.

- Cavanaugh, J. C. (2017). Who will lead? The Success of Succession Planning. *Journal of Management Policy and Practice*, 18(2), 22-27.
- Chia, C. K., Ghavifekr, S., & Razak, A. Z. A. (2021). Succession Planning Practices and Challenges in Malaysia's Public Universities: A Systematic Review. *International Online Journal of Educational Leadership*, 5(1), 44-60.
- Chatzinikolaou, d., & vladou, c. (2019, may). university-industry-government linkages and the helix theory on the fourth industrial revolution. in 6th international conference on applied economics "institutions & the knowledge economy.
- Chong, Khor, Lee, J. L., Ooi, S. Y., & Tan, Y. K. (2013). *The impact of HRM practices on employee turnover intention in UTAR*. Universiti Tunku Abdul Rahman: Doctoral dissertation.
- Chavez, J. (2011). The case for succession planning. *Strategic Finance*, 92(8), 15-17.
- Charbonneau, D. H., & Freeman, J. L. (2016). Succession planning for libraries. *Journal of Library Administration*, 56(7), 884-892.
- Choong, Y. O., Keh, C. G., Tan, Y. T., & Tan, C. E. (2013). Impacts of demographic antecedents toward turnover intention amongst academic staff in Malaysian private universities. *Australian Journal of Basic and Applied Sciences*, 7(6), 46-54.
- Coleman, B. P. (1970). An integrated system for manpower planning. *Business Horizons*, 13(5), 89-95.
- Eshiteti, S. N., Okaka, O., Maragia, S. N., Odera, O., & Akerele, E. K. (2013). Effects of Succession Planning Programs on Staff Retention. *Mediterranean Journal of Social Sciences*, 4(6), 157.

- Erasmus, B. J., Grobler, A., & Van Niekerk, M. (2015). Employee retention in a higher education institution: An organizational development perspective. *Progressio*, 37(2), 33–63.
- Fadeyi, O., Oladele, K., Imhonopi, D., & Nwachukwu, C. (2019). Analyzing Succession Management Practise in the Context of Organizational Survival: A Qualitative Approach. *International Journal for Quality Research*, 13(2).
- Friedman, S. D. (1984). *Succession systems and organizational performance in large corporations*. University of Michigan: Doctor of Philosophy.
- Frigo, M. L., & Ubelhart, M. C. (2016). Human capital management: The central element of all risk. *People and Strategy*, 39(1), 42.
- Fulmer, R. M., & Conger, J. A. (2004). *Growing Your Company's Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage*. AMACOM/American Management Association.
- Gan, E. (2020). *Leadership Style and Job Satisfaction: Their Impact on Non-Academic Staff's Turnover Intention in Self-Accrediting Universities in Malaysia*. Swinburne University of Technology. Doctoral dissertation.
- Gilmore, D. C., & Turner, M. (2010). Improving executive recruitment and retention. *The Psychologist-Manager Journal*, 13(2), 125–128.
- Gilbert, S. A. (2017). *Succession Planning Relating to the Millennial Generation in Private Four-Year Universities*. Pepperdine University.
- Golden, C. C. (2014). Increasing the Diversity Pipeline in Higher Education Leadership through Succession Planning. *Journal of Higher Education Management*, 29(1), 22–32.

- Grapragasem, S., Krishnan, A., & Mansor, A. N. (2014). Current Trends in Malaysian Higher Education and the Effect on Education Policy and Practice: *An Overview. International Journal of Higher Education*, 3(1), 85-93.
- Grossman, C. S. (2014) *Succession Planning and Knowledge Transfer in Higher Education*. Northcentral University: Doctor of Philosophy.
- Grubbstrom, A., Stenbacka, S. and Joose, S. (2014) 'Balancing family traditions and business: Gendered Strategies for Achieving Future Resilience Among Agricultural Students', *Journal of Rural Studies*, 35, pp.152-161.
- Grühn, B., Strees, S., Flatten, T. C., Jaeger, N. A., & Brettel, M. (2017). Temporal change patterns of entrepreneurial orientation: A longitudinal investigation of CEO successions. *Entrepreneurship Theory and Practice*, 41(4), 591-619.
- Gupta, B., Iyer, L. S., & Aronson, J. E. (2000). Knowledge management: practices and challenges. *Industrial management & data systems*. Vol. 100, No. 1. 2000, 17-21
- Harun, s., Shahid, s. a. m., Othman, a. k., Rahman, m. k. b. a., & Gumbri, d. t. (2021). The influence of hrm practices on employee behavioural intentions: do generational differences matter. *International journal of academic research in business and social sciences*, 11(4), 284-294.
- Hall, D. T. (1986). Dilemmas in linking succession planning to individual executive learning. *Human Resource Management*, 25(2), 235-265.
- Hall-Ellis, S. D. (2015). Succession planning and staff development—a win-win combination. *The Bottom Line*.28(3),95-98
- Harun, S., Shahid, S. A. M., Othman, A. K., Rahman, M. K. B. A., & Gumbri, D. T. (2021). The Influence of HRM Practices on Employee Behavioural Intentions: Do Generational

- Differences Matter. *International Journal of Academic Research in Business and Social Sciences*, 11(4), 284-294.
- Hawthorne, P. (2011). Succession planning and management: A key leadership responsibility emerges. *Texas Library Journal*, 87(1), 8-12.
- Heuer, J. J. (2003). *Succession Planning for Key Administrators at Ivy-Plus Universities*. University of Pennsylvania: Doctoral dissertation.
- Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International Journal of Business Research and Management*, 3(2), 60-79.
- Hossain, S. (2019). *Factors affecting succession planning in an organization*. United International University: Master Dissertation.
- Hewitt, A. (2015). *Trends in global employee engagement: Making engagement happen*. Aon Empower Results. New York: Aon Plc.
- Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International journal of business research and management*, 3(2), 60-79.
- Ilmi, S., Qi, H. X., Gheda, M., & Liza, M. (2019, October). Employee turnover of quantity surveying firms in Malaysia. *Proceedings of In IOP Conference Series: Materials Science and Engineering*, 636(1).
- Inwood, S. M. and Sharp, J. S. (2012) 'Farm Persistence and Adaption at The Rural-Urban Interface: Succession and Farm Adjustment', *Journal of Rural Studies*, 28:1, pp. 107-117.

- Ishak, A. K., & Kamil, B. A. M. (2016). Succession planning at HEIs: Leadership Style, Career Development and Knowledge Management Practices as Its Predictors. *International Review of Management and Marketing*, 6(7S), 214-220.
- Ismail, N. A., Ramzi, N. I., Mohamed, S. E. N., & Razak, M. S. H. (2021). Webometric Analysis of Institutional Repositories of Malaysian Public Universities. *DESIDOC Journal of Library & Information Technology*, 41(2).
- Javed, Basit, and Muhammad Jaffar. (2019). *Impact of Succession Planning on Employee Retention*. Jönköping University: Master Thesis.
- Kamil, B. A. M. (2015). *The Relationship of Talent Management and Succession Planning with Employee Retention in Higher Education Institutions: Roles of Career Development and Employee Engagement as Mediators*. Kulliyah of International Islamic University Malaysia: Doctoral dissertation.
- Kamil, B. A. M., Hashim, J., & Hamid, Z. A. (2016). Managing talents in higher education institutions: how effective the implementation of succession planning?. *Sains Humanika*, 8(4-2).
- Kariuki, S. N., & Ochiri, G. (2017). Strategic Succession Planning Strategies on Organizational Productivity: A Case of Githunguri Dairy Cooperative Society. *International Academic Journal of Human Resource and Business Administration*, 2(3), 179-200.
- Kaya, K. A. M., Isa, K., Soon, N. K., & Omar, S. S. (2018). Succession Planning Strategy for Non-Academic Staff at Malaysian Public Universities. *The Journal of Social Sciences Research*, Special Issue (2) ,600-604.

- Kesner, I. F., & Sebor, T. C. (1994). Executive succession: Past, present & future. *Journal of management*, 20(2), 327-372.
- Kilian, C. M., Hukai, D., & McCarty, E. C. (2005). Building Diversity in The Pipeline to Corporate Leadership. *Journal of Management Development*, 24(2), 155-168.
- Kim, S. (2012). The impact of Human Resource Management on State Government IT Employee Turnover Intentions. *Public Personnel Management*, 41(2), 257-279.
- Kim, Y. (2010). Measuring The Value of Succession Planning and Management: A Qualitative Study of Multinational Companies. *Performance Improvement Quarterly*, 23(2), 5-31.
- Klein, M. F., & Salk, R. J. (2013). Presidential Succession Planning: A Qualitative Study in Private Higher Education. *Journal of Leadership & Organizational Studies*, 20(3), 335-345.
- AKEPT and USIM (2017). Leader. Issue 2/newsletter21
- Lira, M. (2015). Satisfaction with a Performance Appraisal in The Portuguese Public Sector: The Importance of Perceptions of Justice and Accuracy. *Review of Applied Management Studies*, 12, 1-8.
- Luna, G. (2010). Succession planning: A Doctoral Program Partnership for Emerging Community College Leaders. *Community College Journal of Research and Practice*, 34(12), 977-990.
- Lynch, D. (2007). *Can higher education manage talent*. Retrieved June 11, 2009.
- Mackey, J. A. (2008). *Community College Leadership Succession: Perceptions and Plans of Community College Leaders*. North Arizona University: Doctoral dissertation.

- Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55.
- Manogharan, M. W., Thivaharan, T., & Rahman, R. A. (2018). Academic Staff Retention in Private Higher Education Institute--Case Study of Private Colleges in Kuala Lumpur. *International Journal of Higher Education*, 7(3), 52-78.
- Mahler, W. R., & Graines, F. (1983). *Succession planning in leading companies*. Midland Park, NJ: Mahler.
- Mateso, P. E. (2010). *Understanding Succession Planning and Management Efforts at Midwestern University: A Mixed Methods Study*. Bowling Green State University: Doctoral dissertation.
- Marvin, J. (2015). When past no longer predicts future. *People & Strategy*, 38(2), 12-13.
- McCann, J. E., & Buckner, M. (2004). "Strategically Integrating Knowledge Management Initiatives." *Journal of Knowledge Management*, Vol. 8, No. 1: 47-63
- Metcalf, H., Rolfe, H., Stevens, P., & Weale, M. (2005). Recruitment and retention of academic staff in higher education. *National Institute of Economic and Social Research*.
- Metcalf, A. S. (2010). *Knowledge Management and Higher Education: A Critical Analysis*. London, United States of America: *Information Science Publishing*
- Ministry of Higher Education Malaysia. (2017). *Strengthening academic career Pathways and leadership development: Universities transformation programme, orange book*. Putrajaya, Malaysia: Ministry of Higher Education

- MoHE.(2012).MinistryofHigherEducation,website,https://www.mohe.gov.my/Malaysia-Educational-Statistics
- Mystarjob. (2015, May 25). *Salary to increase for Malaysians in 2015 - Career Guide*. Retrieved November 30, 2019. http: myStarjob.com.
- Nair, B. V., & Munusami, C. (2019). Knowledge management practices: An exploratory study at the Malaysian higher education institutions. *Journal of Research in Innovative Teaching & Learning*.
- Najam ul Hassan, S., & Siddiqui, D. A. (2020). Impact of Effective Succession Planning Practices on Employee Retention: Exploring the Mediating Roles. *International Journal of Human Resource Studies*, Macrothink Institute, vol. 10(2), p. 2155-2155.
- Nakutis, K. V. (2016). *Collegiate Leadership: A Case Study of Succession Planning and Selection Strategies for Effective University Presidential Selection*: Doctoral Thesis.
- Nikpeyma et al. (2013) Explained That Managers Should Integrate the Organizational Context In Performance Appraisal So That Employees Would Perceive the Appraisal Process To Be Reasonable. *Academy of Management Journal*, 20, 74-88.
- Nikpeyma, N., Saeedi, Z. A., Azargashb, E., & Majd, H. A. (2013). Problems of Clinical Nurse Performance Appraisal System: A Qualitative Study. *Asian Nursing Research*, 8, 15-22.
- Okwakpam, J. A. (2019). Effective succession planning: A roadmap to employee retention. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 8(2), 1-10.
- Omotayo, F. O. (2015). Knowledge Management as an Important Tool in Organisational Management: A Review of Literature. *Library Philosophy and Practice*, 1(2015), 1-23.

- Othman, N., & Mohamad, K. A. (2014). Thinking Skill Education an Transformational Progress I Malaysia. *International Education Studies*, 7(4), 27–32. doi:10.5539/ies.v7n4p27
- Grusky, O. (1961). Corporate size, bureaucratization, and managerial succession. *American Journal of Sociology*, 67(3), 261–269.
- Othman, F. (2012). *Succession planning effectiveness: A case study of UKM*. Universiti Utara Malaysia: Doctoral dissertation.
- Pattan, J. E. (1986). Succession planning. 2. Management selection. *Personnel*, 63(11), 24.
- Paillé, P. (2013). Organizational citizenship behaviour and employee retention: how important are turnover cognitions? *The International Journal of Human Resource Management*, 24(4), 768–790.
- Pandey, S., & Sharma, D. (2014). Succession planning practices and challenges: study of Indian organisations. *Procedia Economics and Finance*, 11, 152–165.
- Phillips, L. K. (2021). Succession Planning in Nursing Education. *Nursing Outlook*, 69(1), 32–42.
- Ponis, S. T., Vagenas, G., & Koronis, E. Exploring the Knowledge Management Landscape, 1–25.
- Pooja, B. (2013). English for employability-A challenge for ELT faculty. *Research Journal of English Language and Literature*, 1(3), 350–353.
- Prabhakar, N. P., & Gowthami, C. (2013). Succession planning-ready, willing but not able: A global perspective. *Global Vision Publishing House*, 234–243.
- Reille, A., & Kezar, A. (2010). Balancing the pros and cons of community college “grow-your-own” leadership programs. *Community College Review*, 38(1), 59–81.

- Richards, R. C. (2016). *Succession Planning in Higher Education: The Influence of Culture on The Succession Process in A Community College*. Mercer University: Doctoral Dissertation.
- Rosemann, M. (2000). Structuring and Modeling Knowledge in The Context Of Enterprise Resource Planning. *The Pacific Asia Conference on Information Systems*.
- Rothwell, W. (2010). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. Harper Collin Publisher.
- Rothwell, W. J. (2004). *Knowledge Transfer: 12 Strategies for Succession Management*. IPMA-HR NEWS, 10–11.
- Rhodes, D. W., & Walker, J. W. (1984). Management Succession and Development Planning. *Human Resource Planning*, 7(4).
- Schmalzried, H., & Fallon, L. F. (2007). Succession planning for local health department top executives: reducing risk to communities. *Journal of Community Health*, 32, 169–180.
- Sambrook, S. (2005). Exploring succession planning in small, growing firms. *Journal of small business and enterprise development*, 12(4), 579–594.
- Seniwoliba, J. (2015). Succession Planning: Preparing the Next Generation Workforce for the University for Development Studies. *Research Journal of Educational Studies and Review*. Vol. 1 (1), pp. 1-10
- Shamsuddin, A., Chee-Ming, C., Wahab, E., & Kassim, A. S. M. (2012). Leadership Management as an Integral Part of Succession Planning in HEIs: A Malaysian perspective. *International Journal of Business and Social Science*, 3(3).
- Sheibar, P. (1986). succession planning, senior management selection. *Personnel*, 63(11), 16–23.

- Sirat, M., Ahmad, A. R., & Azman, N. (2012). University Leadership in Crisis: The Need for Effective Leadership Positioning in Malaysia. *Higher Education Policy*, 25(4), 511-529.
- Sigler, K. J. (1999). Challenges of employee retention. *Management research news*, 22(10), 1-5.
- Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431.
- Sundiman, D., Idrus, M. S., Troena, E. A., & Rahayu, M. (2013). The Role of Knowledge Management on Individual, the Community and the Organization. *Journal of Business and Management (IOSR-JBM)*, 47-54.
- Tanwar, K., Exploring the relationship between employer branding and employee retention. *Global Business Review*, pp. 1-21, 2016.
- Tetteh, S., Wu, C., Opata, C. N., Asirifua Agyapong, G. N. Y., Amoako, R., & Osei-Kusi, F. (2020). Perceived organisational support, job stress, and turnover intention: The moderation of affective commitments. *Journal of Psychology in Africa*, 30(1), 9-16.
- Tunje, G. S. (2014). *Relationship between succession planning practices and employee retention in large media houses in Kenya*. University of Nairobi: Doctoral dissertation.
- Tucker, C. A. (2020). Succession Planning for Academic Nursing. *Journal of Professional Nursing*.
- Trading Economic. (2014). Malaysia GDP Growth rate from 2011- 2014, website, <http://www.tradingeconomics.com/malaysia/gdp-growth-annual>.
- Ulrich, D. (1997). Measuring human resources: an overview of practice and a prescription for results. *Human Resource*

- Management. *Society of Human Resources Management*, 36(3), 303-320.
- Wen, Y. F. (2009). An effectiveness measurement model for knowledge management. *Knowledge-based systems*, 22(5), 363-367.
- Wheeler, S.; Bjornlund, H.; Zuo, A. and Edwards, J. (2012) 'Handing down the farm? The increasing uncertainty of irrigated farm succession in Australia', *Journal of Rural Studies*, 28:3, pp.266-275.
- Wolfe, R. L. (1996). *Systematic Succession Planning: Building Leadership from Within*. Thomson Crisp Learning.
- Zajac, E. J. (1990). CEO selection, succession, compensation, and firm performance: A theoretical integration and empirical analysis. *Strategic Management Journal*, 11(3), 217-230.
- Zaich, L. L. (1996). *Executive Succession Planning in Select Financial Institutions (Human, Resource, Planning)*. Pepperdine University : Doctoral dissertation.
- Arifha Mohamad, Normy Rafida Abd Rahman, Kamarull Bahar Ghazali, Wan Anis Aqilah Megat Zambri. (2021). How private sector remains sustainable during pandemic covid-19? a case study in Malaysia. *Journal of Academia*. 9(2), 166 – 172.
- Chi-Kuan Chia, A.Z. Abdul Razak, Simin Ghavifekr. (2023). Grounded theory approach in university leadership succession planning model development: from the methodological perspective. Emerald Publishing. 9(1), 119-139. DOI: 10.61211/mjqr090110.
- Gentiana Kraja and Suela Spahija. (2023). Human capital and performance management in the Albanian public organizations. *Interdisciplinary Journal of Research and Development*. 10(1 S1), 232. DOI: 10.56345/ijrdv10n1s134.

- Morshidi Sirat & Chang Da Wan. (2022). Higher Education in Malaysia. *International Handbook on Education in South East Asia*. 1-23.
- Nik Rosnah Wan Abdullah, Nor Azami Rosli, Ravindran Ramasamy. (2021). Private higher education institutions (PHEIS) in Malaysia: an assessment of service quality and students' satisfaction. *International Journal of Management, Accounting, Governance and Education*. 1 (2), 46-54.
- Nur Syafiqah Binti Zainal, Walton Wider, Surianti Lajuma, Mohd Wafiy Akmal B. Ahmad Khadri, Nasehah Mohd Taib, and Asong Joseph. (2022). Employee retention in the service industry in Malaysia. *National Library of Medicine*. 7, 928-951. Doi: 10.3389/fsoc.2022.928951.
- Rio Rinaldy, Siti Hapsah Pahira, Evi Lativah. (2023). Talent management strategies to face the challenges of changing workforce demographics. *Emerald Publishing*. 2(8), 310-315. DOI: 10.58631/ajemb.v2i8.53.
- Yasmeen Bano, Siti Sarah Omar, Fadillah Ismail. (2022). Succession planning best practices for large and small organizations. *Mediterranean Journal of Social Sciences*. 13(2), 11. DOI: 10.36941/mjss-2022-0013.
- Al-Suraihi, W. A., Samikon, S. A., & Ibrahim, I. (2021). Employee Turnover Causes, Importance and Retention Strategies. *European Journal of Business and Management Research (EJBMR)*.
- Alhמוד, A., & Rjoub, H. (2020). Does generation moderate the effect of total rewards on employee retention? Evidence from Jordan. *Sage Open*, 10(3), 2158244020957039.
- Aman-Ullah, A., Aziz, A., & Ibrahim, H. (2020). A systematic review of employee retention: what's next in Pakistan?. *Journal of Contemporary Issues and Thought*, 10, 36-45.

- Elsafty, A., & Oraby, M. (2022). The impact of training on employee retention: An empirical research on the private sector in Egypt. *International Journal of Business and Management*, 17(5), 58-74.
- Hawkins, J. E., Higgins, K., Martin, J., Wiles, L., Mahoney, I., Hawkins, R., & Tremblay, B. (2022). A comparison of factors that impact retention of nursing students with and without military experience: A mixed method study. *Teaching and Learning in Nursing*, 17(4), 357-363.
- Keller, S. B., Ralston, P. M., & LeMay, S. A. (2020). Quality output, workplace environment, and employee retention: the positive influence of emotionally intelligent supply chain managers. *Journal of Business Logistics*, 41(4), 337-355.
- Khan, U. (2020). Effect of employee retention on organizational performance. *Journal of Entrepreneurship, Management, and Innovation*, 2(1), 52-66.
- Kumar, S. (2022). The impact of talent management practices on employee turnover and retention intentions. *Global Business and Organizational Excellence*, 41(2), 21-34.
- Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 10(16), 3981-3990.
- Murtiningsih, R. S. (2020). The Impact of Compensation, Training & Development, and Organizational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research*, 19(1), 33-50.
- Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: Role of organizational commitment and person-organization fit as mediators. *Sage Open*, 10(2), 2158244020924694.

- Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. *Job Satisfaction and Job Performance on Young Employee Retention (May 1, 2020)*.
- Setiawan, I., & Prasajo, S. (2021). Effect of Talent Management and Employee Engagement on Turnover Intention with Employee Retention Mediation. *Journal of Business, Management, & Accounting*, 3(2), 55-63.
- Sorn, M. K., Fienena, A. R., Ali, Y., Rafay, M., & Fu, G. (2023). The effectiveness of compensation in maintaining employee retention. *Open Access Library Journal*, 10(7), 1-14.
- Tirta, A. H., & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business and Retail Management Research*, 14(3), 88-98.
- Ushakov, D., & Shatila, K. (2021). The impact of workplace culture on employee retention: An empirical study from Lebanon. *The Journal of Asian Finance, Economics and Business*, 8(12), 541-551.
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employees' turnover intention. *Management Science Letters*, 10(3), 641-652.
- Chung, H., Quan, W., Koo, B., Ariza-Montes, A., Vega-Muñoz, A., Giorgi, G., & Han, H. (2021). A threat of customer incivility and job stress to hotel employee retention: do supervisors and co-worker supports reduce turnover rates?. *International Journal of Environmental Research and Public Health*, 18(12), 6616.
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship

- between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102-120.
- Hur, H., & Abner, G. (2024). What makes public employees want to leave their job? A meta-analysis of turnover intention predictors among public sector employees. *Public Administration Review*, 84(1), 115-142.
- Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics*, 14(3), 279-292.
- Le, L. H., Hancer, M., Chaulagain, S., & Pham, P. (2023). Reducing hotel employee turnover intention by promoting pride in job and meaning of work: A cross-cultural perspective. *International Journal of Hospitality Management*, 109, 103409.
- Salleh, A. M. M., Omar, K., Aburumman, O. J., Mat, N. H. N., & Almhairat, M. A. (2020). The impact of career planning and career satisfaction on employee's turnover intention. *Entrepreneurship and Sustainability Issues*, 8(1), 218.
- White, A., & Littlepage, G. (2021). Engagement, perceived leadership effectiveness, and performance as predictors of voluntary and involuntary turnover among nurses.
- Yuan, S., Kroon, B., & Kramer, A. (2024). Building prediction models with grouped data: A case study on the prediction of turnover intention. *Human Resource Management Journal*, 34(1), 20-38.
- Zamanan, M., Alkhaldi, M., Almajroub, A., Alajmi, A., Alshammari, J., & Aburumman, O. (2020). The influence of HRM practices and employees' satisfaction on intention to leave. *Management Science Letters*, 10(8), 1887-1894.
- Abbas, J., Zhang, Q., Hussain, I., Akram, S., Afaq, A., & Shad,

- M. A. (2020). Sustainable innovation in small medium enterprises: The impact of knowledge management on organizational innovation through a mediation analysis by using SEM approach. *Sustainability (Switzerland)*, 12(6). <https://doi.org/10.3390/su12062407>
- Amsler, S. (2023). *knowledge management*. Techtarget. <https://www.techtarget.com/searchcontentmanagement/definition/knowledge-management-KM>
- Chadha, A. (2023). *The importance of knowledge base security and access control*. Phpkb. <https://www.phpkb.com/kb/article/the-importance-of-knowledge-base-security-and-access-control-322.html>
- Chen, G., Wang, J., Liu, W., Xu, F., & Wu, Q. (2022). Knowledge is power: toward a combined model of knowledge acquisition and knowledge application of enterprises. *Nankai Business Review International*, 13(2), 220–245. <https://doi.org/10.1108/NBRI-09-2021-0062>
- Di Vaio, A., Palladino, R., Pezzi, A., & Kalisz, D. E. (2021). The role of digital innovation in knowledge management systems: A systematic literature review. *Journal of Business Research*, 123(October 2020), 220–231. <https://doi.org/10.1016/j.jbusres.2020.09.042>
- Ferasso, M., Velloso Saldanha, J. A., & Medeiros Vieira, L. M. (2020). The Process of Knowledge Conversion in Institutions of Superior Education: The Case of the Catarinian Association of Educational Foundations-ACAFE/Brasil. *The International Journal of Knowledge, Culture, and Change Management: Annual Review*, 6(11), 41–44. <https://doi.org/10.18848/1447-9524/cgp/v06i11/50303>
- Hidayat, D. S., & Sensuse, D. I. (2022). Knowledge Management Model for Smart Campus in Indonesia. *Data*, 7(1). <https://doi.org/10.3390/data7010007>

- Hock D., M., Clauss, T., Kraus, S., & Cheng, C. F. (2021). Knowledge management capabilities and organizational risk-taking for business model innovation in SMEs. *Journal of Business Research*, 130(March 2019), 683–697. <https://doi.org/10.1016/j.jbusres.2019.12.001>
- Kaba, A., & Ramaiah, C. K. (2020). Predicting knowledge creation through the use of knowledge acquisition tools and reading knowledge sources. *VINE Journal of Information and Knowledge Management Systems*, 50(3), 531–551. <https://doi.org/10.1108/VJKMS-07-2019-0106>
- Latif, K. F., Afzal, O., Saqib, A., Sahibzada, U. F., & Alam, W. (2021). Direct and configurational paths of knowledge-oriented leadership, entrepreneurial orientation, and knowledge management processes to project success. *Journal of Intellectual Capital*, 22(1), 149–170. <https://doi.org/10.1108/JIC-09-2019-0228>
- Ode, E., & Ayavoo, R. (2020). The mediating role of knowledge application in the relationship between knowledge management practices and firm innovation. *Journal of Innovation and Knowledge*, 5(3), 210–218. <https://doi.org/10.1016/j.jik.2019.08.002>
- Raut, S. K., Alon, I., Rana, S., & Kathuria, S. (2024). Knowledge management and career readiness: a review and synthesis. *Journal of Knowledge Management*, February. <https://doi.org/10.1108/JKM-02-2023-0140>
- Rehman, U. U., & Iqbal, A. (2020). Nexus of knowledge-oriented leadership, knowledge management, innovation and organizational performance in higher education. *Business Process Management Journal*, 26(6), 1731–1758. <https://doi.org/10.1108/BPMJ-07-2019-0274>
- Ritala, P., Kianto, A., Vanhala, M., & Hussinki, H. (2022). To protect or not to protect? Renewal capital, knowledge protection

- and innovation performance. *Journal of Knowledge Management*, 27(11), 1-24. <https://doi.org/10.1108/JKM-11-2021-0866>
- Sahibzada, U. F., Latif, K. F., Xu, Y., & Khalid, R. (2020). Catalyzing knowledge management processes towards knowledge worker satisfaction: fuzzy-set qualitative comparative analysis. *Journal of Knowledge Management*, 24(10), 2373-2400. <https://doi.org/10.1108/JKM-02-2020-0093>
- Sahibzada, U. F., & Mumtaz, A. (2023). Knowledge management processes toward organizational performance – a knowledge-based view perspective: an analogy of emerging and developing economies. *Business Process Management Journal*, 29(4), 1057-1091. <https://doi.org/10.1108/BPMJ-09-2022-0457>
- Tozzi, C. (2019). *Keeping Organizational Knowledge within the Organization*. Stack Over Flow. <https://stackoverflow.blog/2019/09/27/keeping-organizational-knowledge-within-the-organization/>
- Zieba, M. (2022). Knowledge management and knowledge security—Building an integrated framework in the light of COVID-19. *Journal of Corporate Transformation*, 29(2), 10. <https://doi.org/https://doi.org/10.1002/kpm.1707>
- Amsler, S. (2023). *knowledge management*. Techtarget. <https://www.techtarget.com/searchcontentmanagement/definition/knowledge-management-KM>
- Borah, P. K., Phukan, B. R., & Raj, S. (2021). Practical Application of Knowledge Management Models: Assessing Existing Km Models From the Perspective of Private Hospitals of North East India. *Journal Of Archaeology Of Egypt/Egyptology*, 18(10), 818-834.
- Carvalho, S. de P. (2021). *SENSE-MAKING IN AMBIGUOUS*

- AND UNCERTAIN ENVIRONMENTS. Medium. <https://paulosoeirodecarvalho.medium.com/sense-making-in-ambiguous-and-uncertain-environments-1-705203d10065>
- Cole, N. L. (2020). *Understanding Socialization in Sociology*. ThoughtCo. <https://www.thoughtco.com/socialization-in-sociology-4104466>
- Cristofaro, M. (2022). Organizational sensemaking: A systematic review and a co-evolutionary model. *European Management Journal*, 40(3), 393–405. <https://doi.org/10.1016/j.emj.2021.07.003>
- Gorbachenko, P. (2023). *What is the Rapid Application Development Process?* Enkonix. <https://enkonix.com/blog/rapid-application-development/>
- Mohammed, H. Z., Rouhani R., S., Rouhani R., S., Mivehchi, L., & Abasaltian, A. (2021). The Effect of Nonaka and Takeuchi Knowledge Management Cycle on Organizational Performance from the Perspective of Organizational Commitment: by Using a Case Study of an Organization with a Bureaucratic Culture. *Journal of Economics and Administrative Sciences*, 4(July).
- Oragui, D. (2023). *Tacit Knowledge: Definition, Examples, and Importance*. Helpjuice. <https://helpjuice.com/blog/tacit-knowledge>
- Pathak, K. (2023). *Learn Everything About Knowledge Management Framework*. Knowmax. <https://knowmax.ai/blog/knowledge-management-framework/>
- Sahibzada, U. F., & Mumtaz, A. (2023). Knowledge management processes toward organizational performance – a knowledge-based view perspective: an analogy of emerging and developing economies. *Business Process Management*

- Journal*, 29(4), 1057–1091. <https://doi.org/10.1108/BPMJ-09-2022-0457>
- Suherman, U. D. (2020). ANALYSIS OF KNOWLEDGE MANAGEMENT APPLICATION IN PT. BANK MANDIRI, Tbk. *Satuan Tekad Menuju Indonesia Sehat*, 1(2), 1–10.
- Traboulsy, O. R. (2023). The Role of Resource Acquisition in Achieving Sustainable Competitive Performance for SMEs in an Emerging Market: A Moderated Mediation Analysis. *Sustainability (Switzerland)*, 15(16). <https://doi.org/10.3390/su151612302>
- Urquhart, C., Lam, L. M. C., Cheuk, B., & Dervin, B. (2020). Sense-Making/Sensemaking. In *Aberystwyth University* (p. 29). Oxford University Press.
- Viera, C. (2023). *What is Knowledge Management?* AJE. <https://www.aje.com/arc/what-is-knowledge-management/>
- Weick, K. E. (2012). Organized sensemaking: A commentary on processes of interpretive work. *Sage Publication*, 65(1). <https://doi.org/https://doi.org/10.1177/0018726711424235>
- Abubakar Mohammed Abubakar and Hamzah Elrehail and Maher Ahmad Alatailat and Alev Elçi (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge*. Vol.4 (2), pp.104–114. <https://doi.org/10.1016/j.jik.2017.07.003>. <https://www.sciencedirect.com/science/article/pii/S2444569X17300562>
- Acevedo-Correa Y., Aristizábal-Botero C. A., Valencia-Arias A., Bran-Piedrahita L. (2020). Formulation of knowledge management models applied to the context of higher education institutions. *Inf. Technol.* 31, 103–112. doi: 10.4067/S0718-07642020000100103

- Aljanazrah, A., Yerosis, G., Hamed, G., & Khlaif, Z. N. (2022). Digital transformation in times of crisis: Challenges, attitudes, opportunities and lessons learned from students' and faculty members' perspectives. *Frontiers in Education*. Vol. 7. <https://doi.org/10.3389/feduc.2022.1047035>
- Bekova, S. K., Terentev, E. A., and Maloshonok, N. G. (2021). Educational inequality and COVID-19 pandemic: relationship between the family socio-economic status and student experience of remote learning. *Vopr. Obrazovaniya Educ. Stud. Moscow* 1, 74–92. doi: 10.17323/1814-9545-2021-1-74-92
- Lamm, K. W., Sapp, L. R., Randall, N. L., & Lamm, A. J. (2021). Leadership development programming in higher education: an exploration of perceptions of transformational leadership across gender and role types. *Tertiary Education and Management*. 27(4), 297–312. <https://doi.org/10.1007/s11233-021-09076-2>
- Leal Filho, W., Wall, T., Rayman-Bacchus, L., Mifsud, M., Pritchard, D. J., Lovren, V. O., et al. (2021). Impacts of COVID-19 and social isolation on academic staff and students at universities: a cross-sectional study. *BMC Public Health* 21:1213. doi: 10.1186/s12889-021-11040-z
- Quarchioni, S., Paternostro, S., and Trovarelli, F., (2022). Knowledge management in higher education: a literature review and further research avenues. *Knowledge Management Research & Practice*. Vol.20, No. 2, pp. 304-319. <https://doi.org/10.1080/14778238.2020.1730717>.
- Rahman Ahmad, A., A/P Govinda Raj Segaran, V., and Rizad Md Sapry, H. (2020). Academic staff and industry revolution 4.0: knowledge, innovation and learning factor. *J. Educ. Elearn. Res.* 7, 190–194. doi: 10.20448/journal.509.2020.72.190.194

- Tejedor, G., Segalàs, J., Barrón, Á., Fernández-Morilla, M., Fuertes, M. T., Ruiz-Morales, J., et al. (2019). Didactic strategies to promote competencies in sustainability. *Sustainability* 11:2086. doi: 10.3390/su11072086
- Wang, Q., Hou, H., & Li, Z. (2022). Participative Leadership: A Literature Review and Prospects for Future Research. *Frontiers in psychology*, 13, 924357. <https://doi.org/10.3389/fpsyg.2022.924357>
- Waqas, Z., & Saleem, S. (2014). The Effect of Monetary and Non-Monetary Rewards on Employee Engagement and Firm Performance. *European Journal of Business and Management*, 6(31), 73–83.

BIOGRAPHY



Fadillah Ismail is a native of Johor Darul Ta'zim. She holds a Doctorate in Management and a Master's degree in Industrial Relations and Human Resource Development. She began her service as a lecturer in Human Resource Management, Industrial Relations, and Managing Human Capital at Universiti Tun Hussein Onn Malaysia (UTHM) in January 2016, and from 2019 to September 2023, she was appointed as the Head of the Department of Volunteering. She actively contributes her expertise in research and publication, consultancy, and community service both within and outside the university through collaboration and networking with strategic partners. Her areas of expertise include Good Governance, Industrial Relations and Employment Issues, Regional Development and Social Transformation, as well as Volunteering. For more information about her, you can visit this link or contact her via email: fadillah@uthm.edu.my.



Dr. Yasmeen Bano holds a Doctor of Philosophy in Technology Management from Universiti Tun Hussein Onn Malaysia. She has a Master Degree in Business Administration from Limkokwing university of Creative Technology. Her academic research focuses on succession planning practices, talent retention, and knowledge management. During her doctoral studies, she has contributed significantly to academic literature in the context of Higher education in Malaysia. She has published more than 10 papers in international and national journals including WOS, Scopus , ProQuest , My Cite and My Journal. . She is actively participating in academic activities as a conference co-chair, secretary, reviewer, and advisory board member. Currently ,she is working as an Academic Advisor for international students with several Malaysian Public and Private universities. Her Academic Advisor plays a crucial role in a student's educational journey by offering guidance and support.

INDEX

A

Academic 8, 13, 36, 124, 125, 127,
131, 143
Accountability 120
Acquisition 84, 141
Administration 121, 125, 136
Advancement 78
Analytics 136
Appraisal 126, 128

B

Benchmarking 85
Benefits 42
Business 120, 121, 124, 125, 128, 130,
131, 133, 134, 135, 137, 139, 141,
143

C

Career 76, 114, 119, 120, 125, 128
Change 120, 137
Commitment 140
Communication 27
Compensation 134
COMPLEXITY 17
Continuity 130
Corporate 49, 126, 129, 139
Culture 43, 119, 130, 134, 136, 137,
140

D

Data 13, 82, 136, 138
Decision 88
Development 53, 55, 73, 75, 119,
120, 125, 126, 130, 134, 140
Diversity 61, 122, 126

E

Education 2, 4, 6, 9, 10, 13, 14, 15,
22, 27, 35, 37, 38, 73, 75, 76,
79, 108, 111, 119, 122, 123, 125,
126, 128, 129, 130, 133, 137,
142
Engagement 125, 135, 136, 143
Evolution 53

F

Fourth Industrial Revolution 79, 80
Framework 140

G

Governance 119, 133

H

HEIs 2, 4, 6, 7, 8, 11, 13, 14, 22, 35,
38, 65, 68, 74, 80, 105, 110,
125
Hiring 67
Human resource 1

I

Implementation 119
Influence 123, 130
Information Technology 81, 125
Innovation 134, 138, 141
Innovative 128
Internal 72

J

Job 44, 122, 134, 135

K

- KM 83, 84, 86, 88, 90, 92, 94, 96, 98, 102, 105, 107, 137
- Knowledge 4, 27, 81, 82, 93, 95, 98, 99, 103, 107, 115, 116, 125, 127, 130, 137, 138, 140, 142
- L**
- Landscape 129
- Leadership 37, 73, 74, 77, 120, 121, 126, 130, 132, 143
- Learning 120, 128, 132, 134
- Logistics 134
- M**
- Malaysia Madani 108
- Malaysian Education Blueprint 2, 14, 79
- Malaysian Employee Federation (MEF) 11, 28
- Management 27, 37, 38, 64, 93, 98, 103, 107, 119, 120, 122, 127, 129, 131, 132, 135, 137, 140, 142
- Ministry of Education 108
- Modeling 130
- Motivation 41
- MTUN 6, 77
- N**
- Ninth Malaysian Plan 109
- P**
- Partnership 126
- Performance 113, 119, 126, 135, 140, 143
- Planning 45, 50, 53, 54, 56, 70, 77, 115, 119, 121, 123, 125, 129, 132
- Practices 37, 59, 70, 77, 115, 119, 121, 125
- Productivity 125
- Professional 75, 131
- Programs 121
- Protection 90
- Q**
- Qualitative 36, 68, 122, 126, 128
- Quantitative 36, 37, 68
- R**
- Recruitment 127
- Resilience 123
- Resources 38, 127, 132
- Retention 18, 19, 36, 40, 125, 127, 133, 135
- Rewards 143
- Roles 125, 128
- S**
- Satisfaction 44, 122, 126, 134
- Selection 72, 128
- Social 121, 124, 125, 127, 130, 133
- Steers and Mowday's Model of Turnover 29
- Strategies 40, 123, 125, 128, 130, 133
- Succession 2, 5, 8, 9, 17, 23, 45, 46, 49, 51, 52, 54, 56, 57, 59, 60, 62, 64, 65, 67, 70, 71, 73, 75, 77, 114, 119, 120, 121, 123, 125, 127, 129
- Sustainability 136, 141, 143
- T**
- Talent 18, 120, 125, 130, 133, 135
- Technology 78, 81, 114, 119, 125, 131
- Tenure 53
- The knowledge-based view (KBV) theory 102
- The Malaysian Education Blueprint 79
- The Weick Sense-Making Model 102
- Training 119, 134

Trends 53, 55, 119, 123, 124
Turnover intention 25, 26

U

University 6, 41, 119, 120, 122, 124,
125, 126, 128, 130, 131, 141

V

Value 126
Vision 107, 109, 111, 129

W

Workforce 130

STRATEGIC WORKFORCE MANAGEMENT

Navigating Retention Succession and Knowledge

This book provides an insightful guide into strategic workforce management, focusing on retention, succession planning, and knowledge management. It addresses the evolving challenges organizations face, such as demographic shifts and global crises, highlighting the importance of human capital in achieving business objectives. Through a mix of theory and case studies, the book offers strategies for maintaining a skilled workforce, ensuring leadership continuity and managing knowledge for competitive advantage. It emphasizes the critical role of strategic planning in fostering an environment that encourages employee retention, smooth leadership transitions, and innovation, making it a valuable resource for navigating the complexities of modern human resource management.



PENERBIT
UTHM

