



A MENTORING STRATEGY FOR UTILIZING TO THE NEED A SUCCESSION PLAN AS CAPITAL FOR THE DEVELOPMENT OF HUMAN RESOURCES FOR THE MILLENNIAL GENERATION

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Abstract

This research focuses on the challenges posed by the millennial generation's need for competent human resources in the corporate environment. Millennials possess distinctive attributes that differentiate them from preceding generations, necessitating companies to adopt a novel approach to harness this cohort's potential fully. The primary aim of this study is to examine the role of mentoring as a supportive mechanism in the context of succession planning. The objective of this initiative is anticipated to offer resolutions that cater to the requirements of the millennial workforce and align with the organisational needs.

The present study was carried out utilising a qualitative case study design, employing an exploratory methodology. This methodology enables researchers to comprehend prevailing phenomena and investigate potential resolutions and inferences that can be derived. This study uses a triangulation technique, which collects data and information from various sources and situations. The findings of this research indicate that there are different mentoring models that businesses can use as part of a strategy to support succession planning. Businesses can implement these models. The management of companies' investments in their human resources can be improved by adopting a mentoring approach that considers employees' various ages as they progress through their careers. By taking advantage of this strategy, the process of employee regeneration will be able to function in a more effective and efficient manner.

Keywords: Mentoring, Succession Plan, Development, HR, Millennial Generation

INTRODUCTION

Companies are up against significant obstacles in managing their human resources (HR) in this era of rapid and dynamic change, particularly when dealing with millennial generation members. The Millennial generation, which includes people born between the years 1980 and the early 2000s, brings new perspectives, values, and requirements to the working world. The emergence of information technology and social change has shaped the mindset and behaviour of those who change the landscape of work and organizational dynamics. Therefore, the right strategy is needed to manage and develop millennial generation HR, especially in the context of succession planning.

For businesses to ensure their continued success and growth over the long term, they must have a succession plan. However, for companies to effectively implement succession plans, they must consider generational differences, particularly in how different generations approach development and coaching. Millennials have unique characteristics, such as a desire for rapid growth, continuous feedback, and high involvement in work that has a positive impact. Therefore, the use of a mentoring strategy as part of a succession plan can be an important capital in developing the potential of millennial generation human resources.

However, despite the significance of mentoring in the growth of millennials, there has yet to be a great deal of in-depth research on how mentoring utilisation strategies can be effectively incorporated into succession plans for millennials. The link between mentoring and succession planning as capital for developing millennial generation human resources needs to be explored further. Therefore, this study aims to fill this knowledge gap through an in-depth analysis of mentoring utilization strategies in the context of the need for succession planning for the millennial generation.

This research is anticipated to provide new insights to companies in developing HR development strategies that align with the millennial generation's characteristics and requirements. These new insights will be provided by analysing how mentoring can become an important instrument in succession planning for the millennial generation. In addition, the findings of this research will provide companies with actionable guidance that can assist them in developing an efficient mentoring strategy that can be incorporated into succession planning.

In 1923, Karl Mannheim from Hungary introduced the theory of generations through his essay "The Problem of Generations". Through this thinking, Mannheim paved the way for the development of terms that refer to generational groups such as baby boomers, generations X, Y, and Z. Generation Y, which is often referred to as the millennial generation, refers to individuals born between early 1980s to early 2000s (Horovitz, 2012). Due to their unique characteristics and experiences, the millennial generation has taken a central role in today's world of work. They bring a fresh perspective, especially regarding technology, creativity, and social interactions that differ from previous generations. Along with global developments,

According to a report from *db.com* (2018), the millennial generation has taken over the dominant rank in the Indonesian workforce. Out of a total of around 160 million workforce in the country, almost 40% or around 62.5 million people fall into the millennial generation category. Their presence significantly impacts how companies operate and adapt in a modern, ever-changing era. With the great potential possessed by the millennial generation, the right strategy to integrate their values with the company's goals will be the key to achieving long-term success.

In their journal, Luntungan et al. (2014) revealed that the millennial generation's characteristics are formed due to interactions between the legacy of previous generations and technological advances. This view is supported by the results of a study conducted by Kirkman et al. (2006), who analyzed 182 journals in business and psychology from 1980 to 2002 regarding the application of Hofstede's theory. From this analysis, it was concluded that the combination of characteristics from previous generations with developments in the era of globalization and technology has shaped the culture and ideals of the millennial generation.

The millennial generation can be distinguished from the generation that came before it in a number of significant ways. The generation that came before the millennials had a greater propensity to be loyal to their place of employment; however, the millennial generation prefers a place of employment

that caters to their individual requirements, such as providing for a personal lifestyle, having flexible rules, and having clear opportunities for career advancement. The millennial generation also focuses on achieving high positions in organizational hierarchies (Rocky, 2009). Because of these differences, companies and organizations are required to adapt various aspects, including human resource management (HR).

From July to August 2017, JobStreet.com conducted a Happiness Index Survey involving 35,513 respondents in Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam. This survey aims to identify the factors that affect employees' happiness levels and influence their decision to join, stay or leave the company where they work. The results of this survey reveal three main factors that cause employee unhappiness and encourage them to leave the company: lack of career development opportunities, ineffective leadership, and lack of training.

The phenomena observed in this study are related to how companies are currently facing challenges in managing the human resources of the Millennial Generation in the context of implementing mentoring utilization strategies in the Succession Plan needs. The Millennial Generation's unique characteristics, expectations and values are a key concern in developing an effective HR management and development strategy. This research identifies how companies accommodate this generational difference through a mentoring approach in succession planning and to what extent this is an important capital in developing and maintaining millennial generation human resources.

In this research, we investigate the perceptions, experiences, and expectations of members of the Millennial Generation regarding strategies for using mentoring in the context of the need for a Succession Plan as capital for developing Human Resources. Through a comprehensive survey and in-depth data analysis, we seek to understand how mentoring in succession planning influences the perception and involvement of the millennial generation in the work environment. The data we collect from respondents will provide valuable insights into developing an effective approach to integrating mentoring as capital for developing millennial generation human resources, which will support the company's success in managing generational turnover and optimizing employee potential.

Training development and planning for the next generation of leadership are two of the most important aspects of human resource management when viewed in the context of talent management. According to Stahl (2007), these two components are inextricably linked and cannot exist independently. As a result, the authors argue, as a starting premise, that mentoring as a form of training and development in the succession planning process will positively contribute to the smooth running of these talent management activities. Mentoring is a form of training and development that focuses on long-term career development, and it is anticipated that this strategy will meet the needs of the millennial generation and the company's needs in forming and maintaining competent millennial generation human resources as a long-term investment because both sets of needs are expected to be satisfied by this approach.

LITERATURE REVIEWS

Millennial Generation

Generation Y, often also known as the Millennial Generation, refers to a group of young individuals born between the early 1980s and early 2000s (Horovitz, 2012). The emergence of the Millennial Generation was formed in the context of strong influences from external factors such as globalization, outsourcing practices, foreign investment flows, and the rapid development of digital technology. The era of globalization has significantly influenced shaping the character, behaviour and traits inherent in this generation (Luntungan et al., 2014). Therefore, the Millennial Generation has very different characteristics when compared to its predecessor generations.

The era of globalization has been a leading force in shaping the thinking and views of the world of millennials. External influences such as the development of digital technologies, easy access to global information, and broader interconnectivity through the Internet have given them a more open and inclusive view. Millennials are growing in an increasingly globally connected environment, which means they have unlimited access to cultures, ideas, and information. The positive impact of globalization is reflected in the inclusive and tolerant nature of millennial generations. They tend to understand and appreciate differences and accept diversity as rich and valuable. They also tend to prioritize social and environmental values and be more sensitive to global issues such as climate change, human rights, and gender equality.

Succession Plan

According to Cadieux et al., as cited in Hnatek (2012), succession planning is defined as a dynamic process in which the roles and responsibilities of the two main groups of individuals involved, namely predecessors and successors, develop with the ultimate goal of transferring knowledge and business ownership to generations to come. Meanwhile, in his book "Business Succession Planning," Aljeemaz (2017) defines succession planning as an approach that focuses on leadership development, emphasising developing employees and creating a strong foundation of talent. In addition, succession planning is also seen as a way to increase employee loyalty and ensure business continuity through providing appropriate replacements in leadership roles.

Within the scope of talent management activities, this research focuses on two main activities: succession planning and training and development. In this context, mentoring is identified as a variant of training and development programs. As was discussed earlier, mentoring is an important factor that plays a part in determining whether or not the succession plan will be successful. In addition, mentoring is defined as a form of programme intended to supplement an employer's efforts to train and develop their employees.

Mentoring

Within the scope of this study, mentoring was an important component, particularly when considering its application within the framework of training and development endeavours as well as succession planning. In the workplace context, mentoring is a strategy that can significantly positively affect professional advancement, learning, and individual development. In the context of this study, mentoring is analysed as an instrument that has the potential to play an important part in ensuring the success of the succession plan and the growth of the millennial generation.

Mentoring is considered a tool that can speed up the human resource (HR) development process and is an easy way to invest in HR. This process can ensure the company retains its key talents by investing time to help internal employees develop their potential. Thus, the mentoring process is a very effective solution for investing in human resource development within the company (Martoredjo, 2015). Through mentoring, companies provide opportunities for employees to grow, develop, maintain and maximize the potential of individuals—talent in the organization.

METHOD

The purpose of this research is to investigate different approaches that can be taken to use mentoring to fulfil the requirements of succession planning as an investment in the development of human resources (HR) for the millennial generation. A qualitative approach with only one case study was used as the methodology, which made it possible to gain an in-depth understanding of how mentoring can be incorporated into succession plans for millennial generation members.

Through applying a qualitative research methodology in the form of a case study, this research aims to achieve the anticipated outcomes. Qualitative research aims to understand the phenomena experienced by research subjects, such as behaviour, perceptions, motivations, and actions, in a more comprehensive manner than quantitative research. The results of this study will be described through words and language by the views of Anindhita (2012).

According to Bandur (2014), I explained that qualitative research requires researchers to be able to interpret and conclude findings based on the participants' perspectives. As a qualitative research model, the case study has a detailed, comprehensive, and in-depth nature, aiming to explore contemporary phenomena. Case studies embody an empirical inquiry that examines phenomena in real-life contexts, according to the concept described by Herdiansyah (2015). One characteristic of the case study approach is the existence of a bounded system.

As mentioned, Herdiansyah (2015) explains that an interrelated system refers to the existence of a relationship in terms of time, place, and elements such as programs, events, activities, or research subjects. It is expected to understand the phenomenon of using mentoring in succession planning as a capital for developing millennial generation human resources in depth and holistically.

RESULTS AND DISCUSSION

Karya Sejahtera is a company engaged in the sugar industry and its employee structure. With more than 700 employees, the company has several employee categories: permanent employees, campaign employees, HL (Lepas Daily), and HKB (Japan Berjangka). Permanent and campaign employees are categories of employees who work throughout the year, not tied to a particular season. In the case of Karya Sejahtera, there are 435 permanent employees and campaign employees. Of this number, 230 people are permanent employees, and 205 people are campaign employees. It shows that the company has many dedicated employees to carry out its operations throughout the year.

The provided data offers insightful knowledge into the HR situation at Karya Sejahtera of the millennial generation. Only 37 people, or approximately 7.82%, out of a total of 435 non-seasonal employees are members of the millennial generation (people who are between the ages of 21 and 40). Compared to the percentage that one might anticipate based on the number of millennials who have recently entered the workforce, this percentage is significantly lower than what one might have anticipated. This circumstance raises concerns about employee regeneration, particularly because employees of Generation X will soon begin retiring and need to be replaced.

Attention to the millennial generation, especially in terms of their aspirations for clear career paths, is something that companies need to pay attention to observing the personnel department. It was found that the millennial generation seeks clear career paths as one of their main motivations at work. Lack of a clear career path can have an impact on reducing their motivation.

Taking this into account, the company feels the need to change the career path system that has existed so far. This effort is important to maintain the motivation and involvement of the millennial generation in the organization. Through these changes, it is hoped that the company will be able to attract and retain more competent millennials, as well as accelerate employee regeneration so that they can fill positions that will be left by the retired Generation X. The improvement plan described above (RJP) is an important step in the company's efforts to improve the ongoing succession planning system. A succession plan system's success requires attention to various aspects, including training and development activities, which are part of talent management.

It is widely acknowledged that there is room for development in the area of putting talent management strategies into practice. On the other hand, it is acknowledged that the limitation of the available funds presents a problem for the personnel department. Therefore, taking into consideration the current state of the company's finances is an essential step in the process of planning to improve the talent management process. This improvement process must be by the company's ability to allocate funds. One important step in training and development activities that is considered key in investing in millennial generation human resources is mentoring. Mentoring is a form of training for the millennial generation and has a significant role in the overall succession plan. By involving mentoring in the succession plan,

Thus, improvements to the succession planning system must be accompanied by improvements in talent management, including optimizing the use of mentoring as an important instrument in developing and preparing the millennial generation to play an important role in the company's future. Consistency and continuity in the process are very important to achieve the desired results in improving the succession planning and talent management systems. The age cycle is a valuable instrument in regulating the roles and functions of each generation so that they can work together and support each other in achieving organizational goals.

Within the framework of the career plans that have been developed, the roles of each generation need to complement one another for the plans to be successful. Younger members of the millennial generation may benefit from the guidance of older members of generations with more life experience, such as Generation X. Mentoring younger employees and passing on one's expertise to those of a more senior generation will help to ensure that continuity is maintained within the organisation and that valuable knowledge and experience are not lost.

It is important to understand that each generation has different characteristics and skills. By harnessing the strengths of each generation and building harmonious cooperation, companies can create an inclusive and productive environment. The age cycle is a guide that helps direct the roles and responsibilities of generations in improving the succession planning system and talent management. Through this approach, companies can better integrate younger generations into succession plans, ensure continuity in leadership, and maximize the potential of each generation for organizational growth and success.

CONCLUSION

According to what has been described, the participation of millennial generation members in the workforce has prompted businesses and other organisations to alter their approaches to managing human resources (HR). For instance, Karya Sejahtera has placed a significant emphasis on enhancing human resource management by instituting training and development programmes and succession plans to cater to the requirements of both the company and the millennial generation. To maintain and improve the company's capabilities, be sensitive to external changes. The presence of the millennial generation in a company can be an asset or a risk, depending on how the company handles it. To achieve positive development, companies must also engage in employee training and development programs. However, the program must not only suit the needs of the company but must also pay attention to the characteristics and needs of employees, especially the millennial generation. The importance of running these programs is also a factor that is no less important in creating an adaptive and progressive environment.

Therefore, businesses need to realise that dealing with millennial generation members calls for a methodical and adaptable strategy, which includes incorporating training and development programmes tailored to this generation's characteristics. By taking this action, businesses can capitalise

on the millennial generation's potential, foster positive developments, and ensure the company's continued existence and continued success over the long term.

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