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# Mentoring strategy to improve the effectiveness of succession planning in PT Multimas Nabati Asahan - Serang

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**ABSTRACT**

This study focuses on analyzing the influence of mentoring conducted by PT Multimas Nabati Asahan Serang on the effectiveness of succession planning, analyzing mentoring that has a dominant influence on succession effectiveness planning, and developing mentoring strategies to increase the effectiveness. The study involved a total of 22 departments within the organization and will span three months, from September 2024 to November 2024. The results of the Analytical Hierarchy Process (AHP) analysis showed that the employee competency factor is the most influential factor in succession planning. The data from the assessment of the weight and priority of alternative elements of strategies to the objectives showed the highest influence was collaborative learning with a weight value of 0.281 and then the second to fifth were alternative strategies for enrichment and expansion of work, project assignment, work rotation, and formal training.

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## INTRODUCTION

Data from the Ministry of Agriculture (2023) noted that the palm oil industry and its derivatives in 2023 contributed to the country's foreign exchange of USD 25.61 billion. The Indonesian Ministry of Trade in 2022 recorded that Wilmar Group became the largest producer of cooking oil in Indonesia, and has distributed 99.3 million liters of cooking oil from February 14, 2022 to March 8, 2022. One of the largest operating units that is a producer of cooking oil from the Wilmar Group Company in Indonesia is PT Multimas Nabati Asahan Serang. To support the rapid business development of the Wilmar Group and has contributed greatly to the national palm oil industry, PT Multimas Nabati Asahan Serang strives to maintain a balance in its performance by - one of them - implementing an effective human resource management strategy. The strategy is carried out by implementing human resource planning as a key process in managing the workforce.

**Table 1.** PT MNA Serang's Man Power Report in 2023

| 2023 | Total | New | Out | M. Int | M. In | M. Out | Promotion | Termination | Deceased |
|---|---|---|---|---|---|---|---|---|---|
| Jan | 598 | 13 | 5 | 0 | 2 | 1 | 141 | 0 | 0 |
| Feb | 603 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mar | 607 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Apr | 609 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| May | 611 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jun | 616 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jul | 617 | 5 | 4 | 0 | 0 | 0 | 19 | 0 | 0 |
| Ags | 605 | 0 | 12 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sep | 606 | 4 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| Oct | 608 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Nov | 610 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dec | 609 | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |

*Source : PT Multimas Nabati Asahan Serang (2024)*

**Table 2.** PT MNA Serang's Man Power Report in 2024

| 2024 | Total | New | Out | M. Int | M. In | M. Out | Promotion | Termination | Deceased |
|---|---|---|---|---|---|---|---|---|---|
| Jan | 608 | 0 | 1 | 0 | 0 | 0 | 78 | 0 | 0 |
| Feb | 603 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mar | 610 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Apr | 607 | 3 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |

*Source : PT Multimas Nabati Asahan Serang (2024)*

Table 1 above shows that during 2023, the percentage of employee turnover at PT Multimas Nabati Asahan Serang was 5.79%, new employee recruitment was 9.04%, rotation was 0.5%, promotions were 0%, terminations were 0%, and deaths were 0%. Meanwhile, the table above shows that during the beginning of 2024 until April 2024, the percentage of employee turnover was 1.97%, the recruitment of new employees was 1.64%, rotation was 0%, promotions were 0%, pensions were 0%, terminations were 0%, and deaths were 0%. Overall, the data shows low turnover rates, targeted hiring, minimal rotation, internal promotions, and the absence of retirements, terminations, and deaths, as a form of human resource management efforts that have been carried out.

Human resource planning is a systematic planning to forecast the demand and availability of labor in the future both in quantity and type (Werther, 1993). This planning can be done through the process of recruitment, selection, training, and other activities, so that an organization can obtain a competent workforce who can occupy the right position at the right time. Effective human resource planning can also be done with succession planning, which is a proactive approach to ensure that workforce turnover does not have a detrimental impact on the organization. Succession planning is also a systemic and long-term process to determine goals, needs, and roles in an organization, as well as prepare a responsible workforce (Luna, 2012).

Succession planning was initially considered a risk mitigation strategy aimed at mitigating the negative impact of losing key leadership (Rothwell, 2015). However, the current application of succession planning is not limited to the development of such leadership. The succession planning currently functions as a tool to manage skilled human resources, develop leadership, and maintain and grow other workforce talents (Priyono, 2008). Succession planning can also assist companies in managing and maintaining the talent pool of the workforce (Bolander et al., 2017), as well as saving time and costs associated with hiring and selecting external workers (Adebola, 2018). The succession management is carried out by transferring knowledge to the younger generation, so that it is expected to take over key leadership roles in the future (Appelbaum et al., 2012). This causes the workforce to be more interested in career advancement and opportunities (Fink, 2010), so that there can be an increase in labor loyalty, engagement, work morale, and reduce the impact of workforce reengineering and downsizing.

Successful succession planning requires a mentoring process to the next generation. Mentoring given optimally to successors can create a good succession process (Carlock & Ward, 2001). Mentoring the workforce can also prevent leadership shortages, which will occur due to the large wave of retirements (Kim, 2003). Kim (2003) also advocated the application of workforce assessments before the mentoring process to map the strengths and weaknesses of the workforce, especially those related to the technical aspects of the job. The assessment aspects are used to consider training needs, career development, retirement plans, workforce diversity, and succession planning. The results of the assessment can be a framework for the development of mentoring based on the needs, strengths, and skills of the workforce.

Succession planning and mentoring play an important role in the success of an organization. Organizational goals cannot be achieved without the right workforce. The future demand for labor is mainly influenced by the retirement age of the workforce, the turnover of the workforce, the nature of the current labor force, and the growth rate of the organization (Moustakas, 1990). It is necessary to transfer the skills of senior workers to junior workers through mentoring (Perry, 2006). Mentoring targets the higher skills required for increased career potential. The process requires skills assessment instruments, career assessments, and individual development plans. Development plans are carried out on the workforce with input and perspectives from more experienced superiors and colleagues, so there needs to be value at various levels with all stakeholders of the organization, including the workforce. If a leader sets high goals but the workforce is not committed to achieving them or does not see value in those goals, the success of the organization is often limited (Magretta & Stone, 2002).

PT Multimas Nabati Asahan Serang opens up opportunities for workers with an average age of fresh graduates, who still need more direction and guidance. The movement of labor is carried out to fill vacancies, retirement workforce, business development, turnover, and promotion. The company feels the need to change human resources and determine their availability by developing the potential and abilities of the new workforce to obtain prospective leaders (successors) who are ready to answer the company's needs.

**Table 3.** Age and Working Period of PT MNA Serang Employees in 2024

| DEPT. | Age (Years) | | | Working Period (Years) | | | Remaining Working Time | |
|---|---|---|---|---|---|---|---|---|
| | ***HoD*** | ***x̄ TM*** | ***Difference*** | ***HoD*** | ***x̄ TM*** | ***Difference*** | ***HoD*** | ***x̄ TM*** |
| E&I | 43 | 27,60 | 15,40 | 18,76 | 4,19 | 14,57 | 14 | 29 |
| Mechanical | 54 | 26,05 | 27,95 | 29,61 | 3,99 | 25,62 | 3 | 31 |
| Utility | 42 | 26,54 | 15,46 | 15,40 | 4,19 | 11,21 | 15 | 30 |
| PPIC | 32 | 29,00 | 3,00 | 6,92 | 4,18 | 2,74 | 25 | 29 |
| QC | 48 | 27,13 | 20,87 | 19,18 | 4,69 | 14,49 | 9 | 30 |
| Ref. & Fract. | 42 | 27,33 | 14,67 | 14,37 | 4,34 | 10,03 | 15 | 30 |
| Texturing | 47 | 26,08 | 20,92 | 17,40 | 3,84 | 13,56 | 10 | 31 |
| WH & Text. | 47 | 25,66 | 21,34 | 17,40 | 3,46 | 13,94 | 10 | 31 |
| Tank Farm | 45 | 29,00 | 16,00 | 18,77 | 4,36 | 14,41 | 12 | 28 |
| Refinery SF | 46 | 27,80 | 18,20 | 18,85 | 5,31 | 13,54 | 11 | 29 |
| Biodiesel | 42 | 26,26 | 15,74 | 19,18 | 3,85 | 15,33 | 15 | 31 |
| QA | 48 | 29,60 | 18,40 | 17,37 | 5,85 | 11,52 | 9 | 27 |
| Shipping | 45 | 25,20 | 19,80 | 18,77 | 2,36 | 16,41 | 12 | 32 |
| HRGA | 54 | 32,15 | 21,85 | 2,65 | 5,46 | (2,81) | 3 | 25 |
| Security | 63 | 61,60 | 1,40 | 5,42 | 1,75 | 3,67 | (6) | (5) |
| DCS | 45 | 30,33 | 14,67 | 4,15 | 4,90 | (0,75) | 12 | 27 |
| Finance | 36 | 29,00 | 7,00 | 12,18 | 4,90 | 7,28 | 21 | 28 |
| EHS | 31 | 26,41 | 4,59 | 8,63 | 2,63 | 6 | 26 | 31 |
| Weight Bridge | 45 | 32,8 | 12,20 | 18,77 | 8,04 | 10,73 | 12 | 24 |
| CPC | 46 | 36,44 | 9,56 | 18,85 | 9,64 | 9,21 | 11 | 21 |
| **Average** | 45,05 | 30,10 | 14,95 | 15,13 | 4,60 | 10,54 | 11,95 | 26,95 |

*Source : PT Multimas Nabati Asahan Serang (April, 2024)*

Based on Table 3, the average age of department heads at PT Multimas Nabati Asahan Serang is 45.05 years with an average work experience of 15.31 years and an average remaining working period of 10.54 years. Meanwhile, team members with positions ranging from assistant managers, supervisors to foremen or group leaders are 30.10 years old on average, with an average work experience of 4.60 years and an average remaining working period of 26.95 years. The average age range between department heads and team members is quite far at 14.95 years and the work experience range is 10.54 years. PT MNA Serang Hiring Rate 2019 – 2024

**Table 4.** PT MNA Serang Hiring Rate in 2019 - 2024

| Year | TK Fulfilled | Number of Applicants | Hiring Rate (%) |
|---|---|---|---|
| 2019 | 110 | 1420 | 7,75 |
| 2020 | 100 | 2545 | 3,93 |
| 2021 | 150 | 3500 | 4,29 |
| 2022 | 130 | 4798 | 2,71 |
| 2023 | 68 | 7334 | 0,93 |
| April - 2024 | 14 | 4028 | 0,35 |

*Source : PT Multimas Nabati Asahan Serang (2024)*

PT Multimas Nabati Asahan Serang in the last six years has opened up new workforce opportunities. Based on Table 4, in 2019 it received 110 new workers, in 2020 it was 100 workers, in 2021 it was 150 workers, in 2022 it was 130 workers, in 2023 it was 68 workers, and in 2024 it was 14 workers. The need for labor is met due to the business expansion of adding 5 utility plants, 19 production plants, and 1 ship dock or jetty.

The process of workforce regeneration needs to be accompanied by efforts to select, educate, and train the new generation to prepare the process of transferring skills from the senior generation to the next generation. However, PT Multimas Nabati Asahan Serang faces a fairly wide gap between the senior generation and the new generation both in terms of technical skills and managerial skills, so a mentoring or mentoring process is needed. Mentoring has extraordinary organizational value in succession planning, organizational knowledge transfer, and employee retention (Subyantoro & Suwarto, 2020). Corporate organizations need to help new workers adjust and develop relationships with the organization. These relationships can create bonds that allow employees to adapt and commit to the organization's mission, values, and goals.

Based on the above background, this study focuses on analyzing the influence of mentoring conducted by PT Multimas Nabati Asahan Serang on the effectiveness of succession planning, analyzing mentoring that

has a dominant influence on succession effectiveness planning, and developing mentoring strategies to increase the effectiveness of succession planning. This study contributes to the understanding of succession planning by examining the influence of mentoring at PT Multimas Nabati Asahan Serang, emphasizing the critical relationship between mentoring practices and the effectiveness of succession planning. By identifying specific mentoring approaches that significantly impact succession effectiveness, the research provides valuable insights for practitioners seeking to enhance organizational stability and leadership continuity. Additionally, the development of strategic mentoring frameworks offers practical, evidence-based tools for organizations to cultivate a mentorship culture that supports leadership development, ultimately contributing to long-term success and resilience.

## METHOD

This research was conducted at PT Multimas Nabati Asahan – Serang, located in the Wilmar Group Integrated Industrial Estate on Jalan Raya Bojonegara Km. 5, Kav. 162, Terate Village, Kramatwatu District, Serang Banten. The study involved a total of 22 departments within the organization and will span three months, from September 2024 to November 2024. A quantitative approach was employed to assess the relationship between mentoring and the effectiveness of succession planning. Primary data was gathered through questionnaires distributed to active employees with permanent status, capturing their preferences regarding mentoring activities and their responses on the effectiveness of succession planning. Additionally, expert interviews were conducted to determine the weight values for alternative strategies in the AHP questionnaire.

Data collection involved the distribution of online questionnaires via Google Forms. The questionnaire was developed based on expert theories and previous research, tailored to meet the current study's objectives. Questions were aligned with the variables identified in the problem formulation, utilizing a closed format with responses measured on a five-point Likert scale: (5) strongly agree, (4) agree, (3) neutral, (2) disagree, and (1) strongly disagree. This scale facilitates the assessment of attitudes and perceptions related to the phenomena under investigation.

## RESULTS AND DISCUSSION

### Hypothesis Testing Analysis

The hypothesis testing of this study pays attention to three values, namely the original sample, T – statistics and P – values. To calculate the direction of influence between latent variables, the original sample value is used. Where the original sample value has positive and negative value criteria that are in the range of -1 to 1. Variables that have a negative original sample value mean that the variable has a negative influence, on the other hand, variables that have a positive original value mean that the variable has a positive influence. Meanwhile, to see the influence between variables significantly, the value of T – statistics is used. If the t-statistics value is greater than 1.96 with a confidence level (alpha) of 95%, it means that there is a significant influence between variables. Furthermore, to see the probability value, you can use the value of P-Values, where if the value of p-values is less than 0.05 then the hypothesis can be accepted. The results of the hypothesis test were carried out using the bootstrapping method in SEM – PLS 4. The hypothesis test in the study is presented in table 5 and table 6.

**Table 5.** Hypothesis Testing Values

| | Original Sample | T - Statistics | P - Values |
|---|---|---|---|
| Mentoring → Effectiveness of Succession Planning | 0,745 | 16,986 | 0,000 |

*Source: Data processed, 2024*

**Table 6.** Hypothesis Test Results

| | Direction of Influence | Significant Level | Hypothesis |
|---|---|---|---|
| Mentoring → Effectiveness of Succession Planning | Positive influence | Significant | Accepted |

*Source: Data processed, 2024*

Based on the test value of bootstrapping results according to the output in the table, the original sample value of the mentoring variable on the succession planning effectiveness variable is 0.745 which shows a positive value, meaning that mentoring has a positive effect on the effectiveness of succession planning. If mentoring increases, the effectiveness of succession planning increases by 74.5 percent. Furthermore, the t-statistical value of the mentoring variable on the effectiveness variable of succession planning is 16.986 where the significant qualifying value is greater than 1.96, meaning that mentoring on succession planning has a

significant positive influence. Because the hypothesis to be established in this study, namely mentoring, has a significant effect on the effectiveness of succession planning at PT Multimas Nabati Asahan Serang can be accepted.

This can be explained by the explanation that employees at PT Multimas Nabati Serang feel assisted by their superiors in identifying and planning career paths, being given advice on training, literature and practical experience, provided opportunities and infrastructure, developing their skills or competencies through activities that empower employees and being encouraged to take many initiatives in developing skills, these activities are very influential Increase the effectiveness to identify the individual development needs of employees to prepare for positions with higher responsibilities by the company's management. The hypothesis of this study is also similar to the results expressed in previous research by Leuzinger & Rowe (2017), which mentions that mentoring can improve and influence succession planning in a positive way both for the individuals involved and the organization as a whole. The person being guided receives benefits such as increased self-esteem, the strength of interpersonal bonds, confidence, identity and socialization as well as career-related benefits such as promotion, increased compensation, career development and increased job satisfaction. Mentoring is influential in leadership development and succession planning succession (Ard & Beasley, 2022; Coers et al., 2021; Figueiredo, 2022). Where organizations that implement mentoring programs, their employees are much more likely to experience positive things such as improved performance, readiness to be promoted, job satisfaction, personal learning and reduced intention to leave the organization.

**Formulation of Alternative Strategies through the AHP Approach**

The formulation of alternative mentoring strategies to improve the effectiveness of succession planning at PT Multimas Nabati Asahan Serang was carried out using the Analytical Hierarchy Process (AHP) method through several stages. The first is to choose a hierarchy level according to the definition of the problem and the purpose of the research. The second is to determine the criteria in the level of the AHP hierarchy obtained based on exploration through literacy and policies as well as the implementation of human resource management programs in the Wilmar Group. The third is to confirm with experts to evaluate the suitability of the hierarchy level with the criteria that have been determined. Fourth, prepare a questionnaire based on the hierarchy level and criteria in the AHP model. Fifth, taking data by filling out questionnaires by 7 experts who have been appointed, namely 4 department heads from the internal structure of PT MNA Serang and 3 coordinators from the functional structure in the Wilmar Group Head Office. Sixth, prepare a matrix and test consistency by comparing criteria at the hierarchy level to get a weight value as a basis for determining priorities. And the seventh is to determine the most suitable alternative for the research objectives based on the values analyzed using the Microsoft Excell application to be subsequently interpreted as a mentoring strategy to improve the effectiveness of succession planning at PT MNA Serang.

**Horizontal Processing**

Horizontal value processing in the Analytical Hierarchy Process is a process of comparing the same elements in one hierarchy level, the goal is to obtain the amount of weighted values between the criteria and the contribution to the elements at a higher level of hierarchy above it. In this study, horizontal value processing is carried out in 4 levels, namely (1) at the second hierarchy level, assessing the influence of five factor criteria on mentoring strategies to improve the effectiveness of succession planning at PT Multimas Nabati Asahan – Serang, namely self-potential, company needs, business climate change, employee competence and performance assessment; (2) at the third hierarchy level, assess the influence of five actor criteria on factor elements, namely employees, department heads, functional heads, heads of business units and HR divisions; (3) at the fourth hierarchy level, assess the influence of five objective criteria on the actor element, namely attracting and retaining talent, increasing employee motivation and engagement, improving the company's image, strengthening the company culture, and developing employee capabilities; (4) At the fifth hierarchy level, assess the five criteria of strategic alternatives to the elements of the objectives, namely formal training, collaborative learning, work rotation, project assignment, enrichment and expansion of work.

**Elements of the Second Level Hierarchy Factor**

The results of the calculation of the weight of the factor element in the second level hierarchy, the factor that has the highest value on the focus of the mentoring strategy to improve the effectiveness of succession planning at PT Multimas Nabati Asahan – Serang is the employee competency factor with a weight value of 0.333. Furthermore, the factors that have the highest weight after the employee competency factor according to the second to fifth order are the performance assessment factor with a weight value of 0.279, the self-potential factor with a weight value of 0.174, the company needs factor with a weight value of 0.166 and the business climate change factor with a weight value of 0.048. The weight value of the second-order hierarchical factor element can be seen in table 7.

**Table 7.** Factor Weight Value

| Factor | Weight |
|---|---|
| Self-Potential (F1) | 0,174 |
| Enterprise Needs (F2) | 0,166 |
| Business Climate Change (F3) | 0,048 |
| Employee Competency (F4) | **0,333** |
| Performance Assessment (F5) | 0,279 |

*Source: Data processed, 2024*

**Elements of Third-Level Hierarchical Actors**

The results of the calculation of the weight of actor elements in the third level hierarchy can be seen in table 8 with the following description; in the first factor, namely self-potential (F1), the actor who has the highest influence is the employee actor with a weight value of 0.366. Furthermore, the actors who have influence after the employee actors in order from the second to the fifth are the head of department with a weight value of 0.305, the head of the business unit with a value of 0.122 and the functional head actor with a value of 0.104.

**Table 8.** Horizontal Weight Value of Actor Element

| Actor | Factor | | | | |
|---|---|---|---|---|---|
| | F1 | F2 | F3 | F4 | F5 |
| Employees (A1) | **0,366** | 0,037 | 0,039 | 0,201 | 0,072 |
| Head of Department (A2) | 0,305 | 0,259 | 0,169 | **0,400** | **0,478** |
| Functional Head (A3) | 0,104 | 0,145 | 0,167 | 0,156 | 0,171 |
| Head of Business Unit (A4) | 0,122 | **0,437** | **0,504** | 0,119 | 0,169 |
| HR Division (A5) | 0,102 | 0,123 | 0,121 | 0,124 | 0,110 |

*Source: Data processed, 2024*

In the second factor, namely company needs (F2), the actor who has the highest influence is the head of the business unit with a weight value of 0.437, then the actor who has the influence after the head of the business unit in order from the second to the fifth is the head of department with a weight value of 0.259, the functional head actor with a weight value of 0.145, the HR division actor with a weight value of 0.123 and the employee with a weight value of 0.037. The third factor is business climate change (F3), the actor who has the highest influence is the head of the business unit actor with a weight value of 0.504, then the actor who has influence after the head of the business unit in order from the second to the fifth is the head of department actor with a weight value of 0.169, the functional head actor with a weight value of 0.167, the HR division actor with a weight value of 0.121 and the employee actor with a weight value of 0.039. The fourth factor is performance assessment (F4), the actor who has the highest influence is the head of department actor with a weight value of 0.400, then the actor who has influence after the head of department in order from the second to the fifth is the employee actor with a weight value of 0.201, the functional head actor with a weight value of 0.156, the HR division actor with a weight value of 0.124 and the head of business unit actor with a weight value of 0.119. The fifth factor is employee competence (F5), the actor who has the highest influence is the head of department actor with a weight value of 0.478, then the actor who has influence after the head of department in order from the second to the fifth is the functional head actor with a weight value of 0.171, the head of the business unit actor with a weight value of 0.169, the HR division actor with a weight value of 0.110 and the employee actor with a weight of 0.072.

**Elements of the Fourth Level Hierarchy Purpose**

The results of the calculation of the weight of the objective element in the fourth level hierarchy can be seen in table 9 with the following description; The first actor, namely the employee actor (A1), has the highest influence on the goal of increasing employee motivation and engagement with a weight value of 0.368. Furthermore, the goals that get the highest influence after the goal of increasing employee motivation and engagement in order from the second to the fifth are the goal of developing employee capabilities with a weight of 0.272, the goal of strengthening the company culture with a weight of 0.134, the goal of attracting and retaining talent with a weight of 0.125 and the goal of improving the company's image with a weight of 0.102.

**Table 9.** Horizontal Weight Value of the Goal Element

| Purpose | Actor | | | | |
|---|---|---|---|---|---|
| | **A1** | **A2** | **A3** | **A4** | **A5** |
| Attract and Retain Talent (T1) | 0,125 | 0,137 | 0,186 | 0,228 | **0,278** |
| Increase Employee Motivation and Engagement (T2) | **0,368** | **0,349** | **0,354** | **0,275** | 0,266 |
| Improving Corporate Image (T3) | 0,102 | 0,090 | 0,136 | 0,171 | 0,113 |
| Strengthening Company Culture (T4) | 0,134 | 0,148 | 0,153 | 0,197 | 0,146 |
| Developing Employee Capabilities (T5) | 0,272 | 0,277 | 0,171 | 0,129 | 0,196 |

*Source: Data processed, 2024*

The second actor, namely the head of department (A2), has the highest influence on the goal of increasing employee motivation and engagement with a weight value of 0.349. Furthermore, the goals that get the highest influence after the goal of increasing employee motivation and engagement from the second to the fifth in order are the goal of developing employee capabilities with a weight value of 0.277, the goal of strengthening the company culture with a weight value of 0.148, the goal of attracting and retaining talent with a weight value of 0.137 and the goal of improving the company's image by 0.090. The third actor, namely the functional head (A3), has the highest influence on the goal of increasing employee motivation and engagement with a weight value of 0.354. Furthermore, the goals that get the highest influence after the goal of increasing employee motivation and engagement from the second to the fifth in order are the goal of attracting and retaining talent with a weight value of 0.186, the goal of developing employee capabilities with a weight value of 0.171, the goal of strengthening the company culture with a weight value of 0.153 and the goal of improving the company's image with a weight value of 0.136. The fourth actor, namely the head of the business unit (A4), has the highest influence on the goal of increasing employee motivation and engagement with a weight value of 0.275. Furthermore, the goals that get the highest influence after the goal of increasing employee motivation and engagement from the second to the fifth in order are the goal of attracting and retaining talent with a weight value of 0.228, the goal of strengthening the company culture with a weight value of 0.197, the goal of improving the company's image with a weight value of 0.171, and the goal of developing employee capabilities with a weight value of 0.129. The fifth actor, namely the HR division (A5), has the highest influence on the goal of attracting and retaining talent with a weight value of 0.278. Furthermore, the goals that get the highest influence after the goal of attracting and retaining talent from the second to the fifth in order are the goal of increasing employee motivation and engagement with a weight value of 0.226, the goal of developing employee capabilities with a weight value of 0.196, the goal of strengthening the company culture with a weight value of 0.146, and the goal of improving the company's image with a weight value of 0.113.

**Alternative Elements of the Fifth Level Hierarchy**

The results of the calculation of the weight of alternative strategic elements in the fifth level hierarchy can be seen in table 10 with the following description; in the first objective, which is to attract and retain talent (T1), the alternative strategy that has the highest influence is enrichment and expansion of work with a weight value of 0.326. Furthermore, alternative strategies that have an influence after enrichment and expansion of sequential work from the second to the fifth are alternative collaborative learning strategies with a weight value of 0.210, alternative project assignment strategies with a weight value of 0.201, alternative work rotation strategies with a weight value of 0.199 and alternative formal training strategies with a weight value of 0.065.

**Table 10.** Horizontal Weight Value of Alternative Strategy Elements

| Alternative Strategies | Purpose | | | | |
|---|---|---|---|---|---|
| | **T1** | **T2** | **T3** | **T4** | **T5** |
| Formal Training (AS 1) | 0,065 | 0,070 | 0,233 | 0,130 | 0,045 |
| Collaborative Learning (AS 2) | 0,210 | **0,372** | **0,294** | **0,314** | 0,174 |
| Work Rotation (AS 3) | 0,199 | 0,202 | 0,098 | 0,128 | 0,108 |
| Project Assignment (AS 4) | 0,201 | 0,220 | 0,154 | 0,215 | 0,308 |
| Job Enrichment and Expansion (AS 5) | **0,326** | 0,136 | 0,221 | 0,213 | **0,365** |

*Source: (Data processed, 2024)*

In the second goal, which is to increase employee motivation and engagement (T2), the alternative strategy that has the highest influence is the alternative collaborative learning strategy with a weight value of 0.372. Furthermore, the alternative strategies that have the highest influence after sequential collaborative learning from the second to the fifth are, alternative project assignment strategies with a weight value of 0.220, alternative work rotation strategies with a weight value of 0.202, alternative enrichment and work expansion

strategies with a weight value of 0.136 and alternative formal training strategies with a weight value of 0.070. The third goal is to improve the company's image (T3), the alternative strategy that has the highest influence is an alternative collaborative learning strategy with a weight value of 0.294. Furthermore, the alternative strategies that have the highest influence after sequential collaborative learning from the second to the fifth are, alternative formal training strategies with a weight value of 0.233, alternative strategies for enrichment and expansion of work with a weight value of 0.221, alternative project assignment strategies with a weight value of 0.154 and alternative work rotation strategies with a weight value of 0.098. The fourth goal is to strengthen the company culture (T4), the alternative strategy that has the highest influence is the alternative collaborative learning strategy with a weight value of 0.314. Furthermore, the alternative strategies that have the highest influence after sequential collaborative learning from the second to the fifth are alternative project assignment strategies with a weight value of 0.215, alternative strategies for enrichment and expansion of work with a weight value of 0.213, alternative formal training strategies with a weight value of 0.130 and alternative work rotation strategies with a weight value of 0.128. Furthermore, the fifth objective is to develop employee capabilities (T5), the alternative strategy that has the highest influence is the alternative strategy of enrichment and expansion of work with a weight value of 0.365, Furthermore, the alternative strategy that has the highest influence after the enrichment and expansion of work from the second to the fifth in order is the alternative project assignment strategy with a weight value of 0.308, Alternative collaborative learning strategy D0.108 with a weight value of 0.174, Alternative work rotation strategy with a weight value and Alternative formal training strategy with a weight value of 0.045.

**Vertical Processing**

Vertical processing in AHP aims to see the influence of each element at a certain level on the level above it to determine the priority value. The elements in this study consist of focus, factors, actors, objectives and alternative strategies. The main focus in this study is to formulate a mentoring strategy to improve the effectiveness of succession planning at PT Multimas Nabati Asahan – Serang. The second level consists of elements divided into five factors, namely self-potential, company needs, company climate change, employee competence and performance appraisal. The third level consists of elements divided into five actors, namely employees, heads of departments, functional heads, heads of business units and human resources divisions. The fourth level consists of elements divided into five objectives, namely attracting and retaining talent, increasing employee motivation and engagement, improving the company's image, strengthening the company culture and developing employee capabilities. Finally, based on the elements/criteria above, a strateric alternative is formulated consisting of formal training, collaborative learning, work rotation, proyes assignment and enrichment and expansion of work. The results of the overall vertical analysis can be seen in Figure 1.

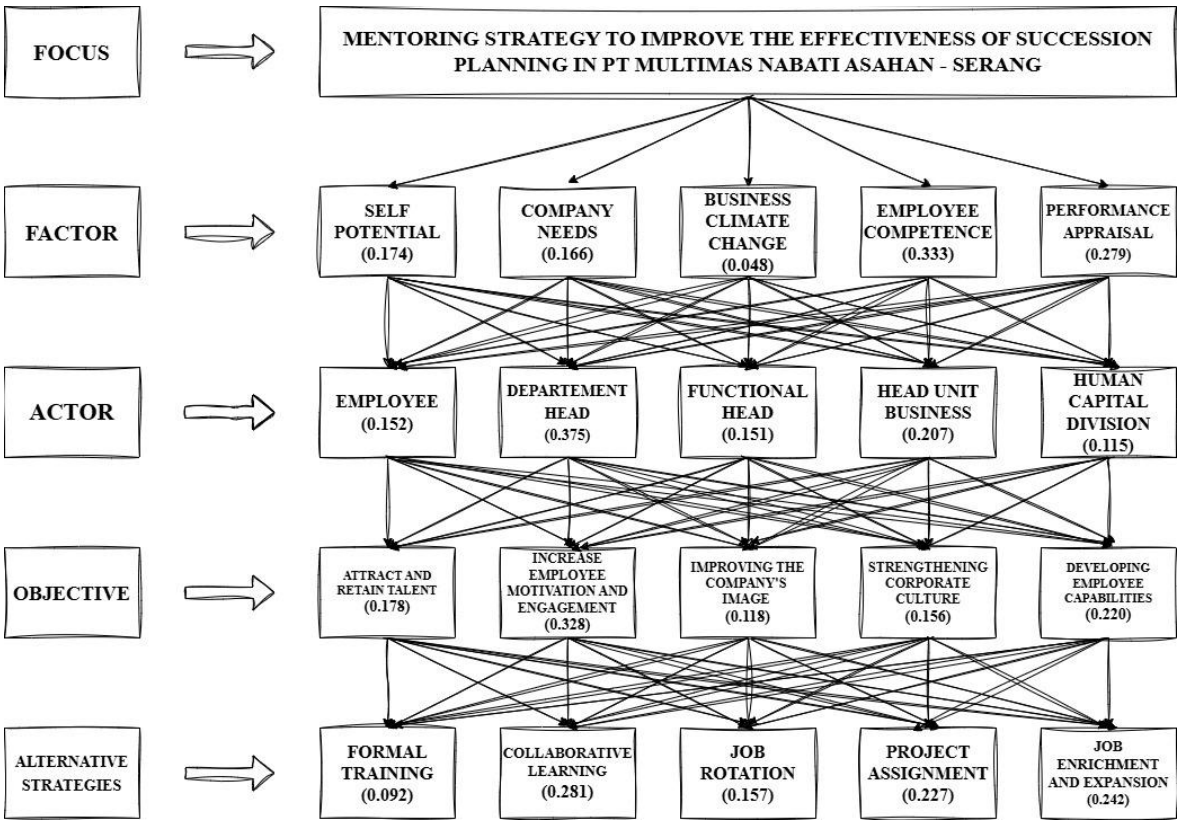


**Figure 1.** Vertical Processing Values in the AHP Framework

**Analysis of Element Factors to Focus**

The factors that are mentoring strategies in improving succession planning at PT Multimas Nabati Asahan – Serang consist of self-potential factors, company needs factors, business climate change factors, employee competency factors and performance assessment factors. The factor framework is made to facilitate / as a basis in determining the employee development process, especially in the effort of the suspension planning process. The results of the calculation of the weight and priority of the elements of the factors that affect the focus can be seen in table 11.

**Table 11.** Weight and Priority of Factors to Focus

| Factor | Weight | Priority |
|---|---|---|
| Self-Potential | 0,174 | 3 |
| Company Needs | 0,166 | 4 |
| Business Climate Change | 0,048 | 5 |
| Performance Assessment | 0,279 | 2 |
| Employee Competencies | **0,333** | 1 |

*Source: Data processed, 2024*

The data from the weight assessment and priority of the factor element to focus showed that the factor that had the greatest influence in the mentoring strategy to improve the effectiveness of succession planning at PT Multimas Nabati Asahan – Serang was the employee competency factor with a weight value of 0.333 and then the second to fifth place were the performance assessment factor (0.279), the self-potential factor (0.174), the company needs factor (0.166) and the business climate change factor 0.048.

In the environment of PT Multimas Nabati Asahan – Serang, the competency factor is considered to have a more important influence in the succession planning process. According to experts, in identifying key positions with strategic responsibilities come from experienced employees and come from within the company. Therefore, it is considered that the most influential factor is employee competence, namely the actual abilities possessed by employees who have been tested through work experience. The importance of this competency assessment is to ensure that the person being prepared/developed has competence in the specific tasks,

responsibilities and challenges for the position or strategic position that they want to pursue. This competency assessment is carried out by panel discussions with superiors, competency interviews and training programs to fill the competency gap. The competencies known in the company environment of PT Multimas Nabati Asahan - Serang are core competencies, leadership competencies and technical competencies.

Core competencies are a set of skills, knowledge and attitudes in the form of qualities that must be possessed by all employees within Wilmar Group Indonesia that describe key competencies such as excellence, belonging, positive mindset, teamwork and effective leadership. Leadership competence is a set of skills, skills and attitudes in the form of leadership behavior that apply to employees at the minimum staff level, even though the employee concerned does not have a subordinate who reports to him structurally. Examples of competencies in business skills, managing human resources, providing excellent results, being customer-oriented and innovating. As well as technical competence is a set of knowledge, skills and attitudes that are specific to the field of work of a position/group. Examples of technical competencies are technical knowledge, technical skills, work interaction, problem solving and practical experience. The three biggest factors are the results of weighting and this is also in line with the employee development policy at PT Multimas Nabati Asahan Serang. The three weights amounted to 0.783 or with an influence of 78.5 percent, namely employee competence (0.333), followed by performance assessment (0.048) and self-potential (0.174). Work assessment is an influential factor in succession planning, this is to see the results or achievements of employees in carrying out the tasks given in accordance with the set schedule. Performance appraisal includes work processes carried out efficiently and effectively, work results include the quality, quantity, efficiency, and effectiveness of the craftsman and work behavior shown by employees in working according to the process, interaction with colleagues, completing tasks and contributing to the company's goals. Performance appraisal is usually measured through performance appraisal which is carried out usually periodically every six months or per semester. Meanwhile, self-potential to measure basic competencies in employees that are latent and can be developed such as intuition, work attitude, personality and leadership ability. Self-potential is important because it is considered to be able to describe people's abilities and capacity to develop. Self-potential is usually measured by conducting individual assessments using psychological test methods to assess employees' potential in a job.

In addition to the three factors that have a great influence on the succession planning process, namely employee competence, performance assessment and self-potential, it is also necessary to consider MPP (Man Power Planning). Man power planning is made based on the analysis of company needs (0.166) to ensure effective workforce planning, recruitment, selection, training, and employee development. Where companies must ensure that they have competent human resources and in accordance with business needs. In addition, it is also necessary to consider changes in the business climate (0.048), which are significant changes in the business environment that can affect the way companies operate and compete, including in human resource management. Changes in the business climate can be influenced for example technological advances that make the way humans work in the company can be replaced by machines or often known as automation, economic impacts that can cause crises in the company also affect business strategies, but other impacts are also such as business expansion, capacity expansion or the area of factory operations where with these impacts will certainly also affect the absorption and planning of human resources in the company.

**Analysis of Actor Elements to Factors**

Actor elements that have an influence on factors consist of employee actors, department head actors, functional head actors, business unit head actors, and HR division actors. The results of the calculation of the weight and priority of the actor elements that affect the factors can be seen in table 12. The data from the assessment of the weight and priority of the actor element to the factor showed that the actor who had the greatest influence on the factor was the head of the department with a weight value of 0.375 and then the second to fifth were the head of the business unit (0.207), the employee actor (0.152), the functional head actor (0.151) and the HR division actor (0.115).

**Table 12.** Weight and Priority of Actor Elements to Factors

| Actor | Weight | Priority |
|---|---|---|
| Employee | 0,152 | 3 |
| Head of Department | **0,375** | 1 |
| Functional Head | 0,151 | 4 |
| Head of Business Unit | 0,207 | 2 |
| HR Division | 0,115 | 5 |

*Source: Data processed, 2024*

Within PT Multimas Nabati Asahan – Serang, the actor of the head of the department is considered to have a more important influence in the succession planning process. According to experts, in identifying key positions with strategic responsibilities, the most important role in succession planning is the head of department or user. The head of the department is considered to have a role and responsibility in mapping his team members. Where in employee mapping aims to identify and group employees based on aspects such as competence, performance and potential. From the results of the mapping, department heads can build relationships, plan employee development programs and facilitate employee learning based on gaps in the assessment of aspects carried out and according to organizational targets. From the development program, the head of the department needs to monitor and evaluate the development of his staff and provide constructive feedback. Employees who already have full qualifications based on assessment factors can be helped to identify their career path according to their interests and strengths and be prepared as a successor to a strategic position for the future or future. The three largest actors as a result of weighting amounted to 0.734 or with an influence of 73.4 percent, namely the head of department (0.375), the head of business unit (0.207) and employees (0.152). The role of the head of the business unit is also considered important in succession planning because as the leader of the operating unit/factory has a strategic responsibility in succession planning. The head of the business unit must ensure that succession planning is in line with the vision, growth and sustainability of the organization, this prevents the occurrence of obstacles or obstacles that can interfere with the operation of the organization due to the vacancy of leaders in strategic positions. Therefore, the head of the business unit must provide support, ensure and evaluate succession planning in the organization, for example in the form of budgets, training programs, and development of sufficient leadership candidates. Furthermore, the role of employees themselves is also important, employees must be responsible for self-development in accordance with the succession planning program by the company. Employees must be committed to learning, for example, carrying out activities and work on assignments / instructions and must be active in participating in succession planning programs. Implementing learning materials at work as an effort to achieve competency targets and prepare materials or things needed to evaluate aspects of employee development assessment.

In addition to the three actors who have great influence, namely the head of department, head of business unit, and employees, the succession planning program also needs support from the functional head (0.151) and the HR division (0.115). In the functional head development program, it is necessary to help in terms of planning, monitoring and evaluation together with the HR division. Assist in the preparation of learning materials, especially related to technical competencies, synergize with the head of department to assist employees in the development process including and the assessment and evaluation process. Meanwhile, the HR division assists in planning, monitoring and evaluating programs together with department heads and functional heads. Designing assessment and evaluation processes, helping to compile non-technical learning materials, and helping to provide other management support for employees in the development program.

**Analysis of Objective Elements for Actors**

The elements of goals influenced by actors consist of attracting and retaining talent, increasing employee motivation and engagement, improving company image, strengthening company culture, and developing employee capabilities. The results of the calculation of the weight and priority of the objective element influenced by the actor can be seen in table 13. The data from the assessment of the weight and priority of the objective elements for actors showed that the most influential goal was to increase employee motivation and engagement with a weight value of 0.328 and then the second to fifth were the goal of developing employee capabilities (0.220), the goal of attracting and retaining talent (0.178), the goal of strengthening company culture (0.156) and the goal of improving the company's image (0.118).

**Table 13.** Weight and Priority of Objective Elements for Actors

| Purpose | Weight | Priority |
|---|---|---|
| Attracting and Retaining Talent | 0,178 | 3 |
| Increase employee motivation and engagement | **0,328** | 1 |
| Improve Corporate Image | 0,118 | 5 |
| Strengthening Company Culture | 0,156 | 4 |
| Developing Employee Capabilities | 0,220 | 2 |

*Source: Data processed, 2024*

The learning and development process in succession planning is a process to equip employees with the appropriate knowledge, skills and experience needed in preparing them for key, strategic positions with roles and responsibilities in the future. There are five learning and development goals (van Dam, 2018). These five objectives are elements in the objectives of the AHP model of this study. The goal that received the highest influence was to increase employee motivation and engagement with a weight of 0.328. The most important

way to engage employees is to give them the opportunity to learn and develop competencies. Employees who are given the opportunity to learn and improve their skills, given the opportunity to develop their careers, they tend to be more eager to be involved in contributing to the challenges/targets given by the organization. The three biggest goals of the weighting results amounted to 0.726 or by gaining an influence of 72.6 percent, namely developing employee capabilities (0.220) and attracting and retaining talent (0.178). The goal of developing employee capabilities is important because it is a sustainable investment, if development and learning are forgotten then HR productivity will decrease. Developing human resource capabilities requires sustainable investment through learning and development. When knowledge is forgotten, the productivity value of human resources will decrease. It is necessary to equip human resources with new learning and relevant work experience. Companies that invest in learning and development in the next generation of leaders will get superior leadership and better results to achieve the company's performance targets. Furthermore, the goal of attracting and retaining talent is important, learning and development not only focuses on increasing productivity but also contributes to employee employability. Employees begin to care and take responsibility for their personal and professional development. By providing opportunities to learn and develop to their employees, it is the reason for many human resources to join and be satisfied with their organization or company. On the other hand, the lack of learning and development programs is one of the reasons people leave the organization or company where they work.

In addition to the three goals that have a major impact, namely increasing employee motivation and engagement, developing employee capabilities and attracting and retaining talent where these three goals have an impact on employees, in line with the expert assessment of two other goals that have an impact on the organization, namely strengthening company culture (0.156) and improving the company's image (0.118). The purpose of strengthening corporate culture is to create a value-based company culture. Values that can be built or strengthened through learning and development are a sense of care and teamwork/togetherness. The current generation is very fond of companies that have a commitment to building value that has a sustainable impact on the welfare of employees and the surrounding community. Furthermore, the purpose of improving the company's image, the company's image is a form of communicating the company's success in the market, financial strength, the company's position in the industry, as well as the products and services produced. Investing in employee learning and development can improve a company's reputation and image. This makes the company one of the preferred companies. In the competition for employees, companies can explicitly communicate the company's strengths through a value proposition, namely a committed company to provide learning and development opportunities to employees.

**Analysis of Alternative Elements of Strategy to Goals**

Alternative elements of strategies that influence goals consist of formal training, collaborative learning, job rotations, project assignments and enrichment and expansion of work. The results of the calculation of the weights and priorities of the alternate elements of the strategy that affect the objectives can be seen in table 14. The data from the assessment of the weight and priority of alternative elements of strategies to the objectives showed that the highest influence was collaborative learning with a weight value of 0.281 and then the second to fifth were alternative strategies for enrichment and expansion of work (0.242), project assignment (0.227), work rotation (0.1570) and formal training (0.92).

**Table 14.** Weight and Priority of Strategic Alternative Elements to **the Goals**

| Alternative Strategies | Weight | Priority |
|---|---|---|
| Formal Training | 0,092 | 5 |
| Collaborative Learning | 0,281 | 1 |
| Work Rotation | 0,157 | 4 |
| Project Assignment | 0,227 | 3 |
| Job Enrichment and Expansion | 0,242 | 2 |

*Source: Data processed, 2024*

According to the assessment of experts in determining strategic alternatives that affect to achieve goals, the most appropriate strategic alternative is collaborative learning with a weight of 0.281. According to Scoot, 2014 collaborative learning is learning obtained through social interaction with others such as mentoring, coaching, cross-team collaboration, case studies, and branding. This model is in accordance with the characteristics of employees at PT Multimas Nabati Asahan – Serang, where team members and their superiors are far apart in age and time/work experience. The combination between different ages and different periods of work experience makes for a varied way of thinking and viewpoint. Younger employees usually bring fresh ideas, master technology and very strong scientific literacy. While employees who are older and have a longer

working period have quite good practical experience, wisdom and a very deep understanding of work history. In addition, the form of communication also needs to be adjusted between generations where all parties feel heard and appreciated. With a collaborative learning model if managed properly taking advantage of existing differences such as bosses sharing professional insights and soft skills, work teams help when it comes to technology or the latest industry trends. Conditions like this improve overall learning and cooperation outcomes.

The three largest alternative strategies with weighting results amounted to 0.750 or by providing an influence of 75 percent, namely enrichment and expansion of work (0.242) and project assignment (0.227). Job enrichment and expansion is the development of employees through broader and deeper responsibilities. Complex and challenging tasks and responsibilities will demonstrate their readiness for higher positions. Where by providing enrichment and expansion of work will improve their ability to control work, focus on targets, solve problems and make decisions. In addition, with a deeper and wider scope of work, it provides space for employees to gain more understanding and the ability to collaborate and adapt in work. This condition is very possible to apply because at PT Multimas Nabati Asahan - The Department has quite a lot of departments so that the process to learn many things is very possible. However, it is necessary to recalculate the role of the position on the work board, so that if the enrichment and expansion model is carried out, it can run optimally. The third is project assignment. The assignment of this project is in the form of continuous improvement efforts for the process of perfecting or improving existing work targets (improvement) or creating something new or conditions (innovation). The goal is to improve the quality, effectiveness and efficiency of work. The culture of improvement through this project assignment has been running quite well at PT Multimas Nabati Asahan – Serang, where employees have been given knowledge / training in a communal manner at every employee level. With specific and measurable assignments that are initiated by superiors, it will help employees to think analytically, think critically, and think creatively. Ability to improve business processes to accommodate change. This is very much needed as the ability and skill of a leader.

In addition to the three alternative strategies that have a great influence on the objectives, namely collaborative learning, enrichment and expansion of work, and project assignments, there are two other alternative strategies, namely work rotation (0.157) and formal training (0.092). Job rotation is the process of transferring employees to new positions or roles on an ongoing or temporary basis. Rotations can be done between departments or units either directly related to previous work or those that are not related at all. With rotation, it provides exposure to employees with new jobs so that it makes employees out of their comfort zone and is very possible, helping employees have a new perspective on new jobs and roles. This situation will bring employees into a situation of increasing knowledge and must quickly apply it so as not to be constrained by work operations. In addition to improving new skills for employees, employee rotation also helps with the availability of potential candidates for the organization. Furthermore, formal training, training conducted in the form of in-house training, online/webinar training, etc. are designed in a structured and systematic manner. Usually, training needs are designed based on training needs analysis or company needs in accordance with issues that occur, such as department performance/targets, external audit results, etc. From the needs analysis, schedules, terms of reference and curriculum are then prepared and materials are made by experts and the material is delivered by trained instructors. The goal is to equip employees with the technical and non-technical abilities necessary for their jobs.

## CONCLUSION

The SEM-PLS analysis indicates that mentoring has a positive and significant impact on the effectiveness of succession planning at PT Multimas Nabati Asahan – Serang, as employees benefit from their superiors' support in career path identification, training, and skill development. The AHP analysis reveals that employee competency is the most crucial factor in succession planning, with department heads playing a key role in enhancing employee motivation through collaborative learning strategies. Future research should investigate the long-term effects of mentoring on employee retention and career advancement, explore the influence of departmental leadership styles on mentoring effectiveness, and conduct comparative studies across different organizations within the Wilmar Group to identify best practices. Additionally, examining specific training and development programs that enhance employee competencies and incorporating qualitative methods could provide deeper insights into the mentoring experience and its effects on career development.

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