

SUCCESSION PLANNING AND SUCCESOR COMPETENCIES IN THE PORT BOARDING AND UNLOADING FAMILY BUSINESS

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ABSTRACT

This study examines succession planning and the competence of successors in the loading and unloading port family business, namely PT Samudera Krida Utama. Its original founder, who has been in charge for ten years, is still in charge of PT Samudera Krida Utama. There have been problems in the last three years. The main factor in this problem is the lack of optimal succession planning and successor competency. This research uses the perspective of Bradley and Burrough's succession planning process theory, which focuses on the factors that influence the succession planning process. This study uses qualitative research methods. Field research involved 15 informants, all family members. The results of this research show that the succession planning and competency of successors that are currently running are not optimal, and the succession planning and competency of successors that should be owned and implemented prepare succession planning and competency. This study also presents new theoretical findings, namely that the basic competencies that a successor must have are communication quality, expertise in finance, marketing, technical skills, decision-making ability, level of education, and interpersonal skills. This result was found by elaborating on the theories of Bradley, Burrough, and Fishman. Next, PT Samudera Krida Utama must concentrate on capabilities, experience outside the company, experience inside the company, and level of education when implementing succession planning. This finding combines with two theories by Bradley, Burrough, and Chrisman et al. If this is done jointly and optimally, the succession planning and competency of PT Samudera Krida Utama's successors will run smoothly, and the company will continue to develop.

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1. INTRODUCTION

The support of the economy in Indonesia is influenced by many things, one of which is family companies (Swarnapali, 2017). According to data from the International Finance Corporation (IFC), 95% of corporations in Indonesia are family companies. A family-owned business (FOB) is a unique organization that is the result of interactions between family members, the family itself, and the business (Chrisman et al., 2009). Chua et al. (2009) further explained the definition of a family company based on empirical studies. By reviewing more than 250 scientific papers and articles in the family company literature group and conducting several interviews with family company management, they concluded that only businesses that are fully owned by the family can be called a family company. Included in the definition of a family company is when several siblings and brothers-in-law co-own and manage the business, but they do not manage other companies outside the company, and some decisions are often influenced by the partner (husband or wife) and children (Chua, Kog, and Loh, 2009).

In fact, according to Cater III (2006), family companies experience difficulty surviving over time. Many are not able to survive after 10 years, and only 3 out of 10 companies are able to survive until the 2nd generation. The average life expectancy of the company is around 24 years, or the average length of service of its founders. This is in line with the findings of Cater III and Justis (2009) that in the United States, only a third of family companies can survive until the 2nd generation, while only around 10%–20% survive until the 3rd generation. Not much different from the United States, survey results from The Jakarta Consulting Group (JCG), a family business consulting company founded by Susanto (2007), found that around 78% of Indonesian family companies are owned by the founder. Meanwhile, the second generation and subsequent generations are only 15% and 7%, respectively.

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It can be seen that one of the most important problems that a family company must face is the ability to maintain competent leadership from one generation to the next (Medyawati, 2016). Family companies held by the first generation are very dependent on their founders, not only in terms of leadership and running the company but also because of their connections and technical skills (Hania, 2012). The problem of the sustainability of family companies can also be caused by various factors, but the most influential, according to Lee, Jasper, and Goebel (2003), is the lack of succession planning, so that the family fails to bridge the transition between one generation and the next and prepare successors who have the ability and have been trained.

Lipman's (2010) opinion is that a lack of succession planning is one of the main reasons why family companies cannot survive more than one generation. The percentage of family companies that prepare a succession plan is close to the percentage of companies that are able to survive into the second generation. Of course, this succession problem is not a trivial matter and must receive special attention because not only the future of the company but the fate of thousands or even millions of its employees will depend greatly on the successor (Sekarbumi, 2001). The research results presented previously show how important it is to plan and manage succession to be implemented in family companies.

According to Istiatin and Yani (2017), succession planning in a family company is a necessary preparation process to ensure harmony in the family and continuity in the business from generation to generation. Succession in family companies occupies a strategic position, especially in maintaining the company's survival. There is a close relationship between succession success and performance in family companies. Succession can be understood as a lifelong process in the overall business process to prepare for the transfer of power and control from generation to generation (Aronoff, 2003). This preparation is a necessity in the future, both for the company and for the family. However, according to Lansberg (2005), investing time and resources in formulating a strategy and succession planning will be futile and ineffective without paying attention to the dreams and aspirations of family members, especially those who will continue to manage the company.

Effective succession planning in a family company includes planning as early as possible and involving family members. The external experience of the next generation is very necessary in order to provide input to the company. Before joining a company, leaders must be able to identify the motivations of the next generation. According to Huang (2001), succession planning is the interface between the human resource function and the strategic direction of an organization. In this case, succession planning is an important resource for anticipating future organizational needs and helping to find, determine, develop, and monitor the human capital needed in organizational strategy (Ismail and Mahfodz, 2009).

Succession planning will not be successful without the support of a qualified successor's abilities or competencies. The aim of requiring competency in each individual, in this case, successors in an organization, is to increase competitive advantage. Therefore, increasing individual competency must be carried out thoroughly and carefully within the framework of a human resource management system that is strategic, integrated, and always connected, in accordance with the goals, vision, and mission of the organization (Wahjono, 2012). Competency is performance that leads to the complete achievement of goals towards the desired conditions (Dooley et al., 2004). Sofiyandi and Garniwa (2007) state that a person is called competent if they have the skills to work in a particular field, so competency is also defined as something that describes a person's qualifications or abilities, both qualitative and quantitative. Wibowo (2010) states that a person's qualitative ability is the ability of a person's attitudes and actions, which can only be assessed by measuring good and bad. Meanwhile, quantitative ability is a person's ability that can be assessed and measured.

Competence lies within every human being, is always present in a person's personality, and can predict behavior and performance broadly in all situations and job tasks (Spencer and Spencer, 2010). Based on the definition above, there are several meanings contained in it, namely: The basic characteristic (underlying characteristic) of competence is part of a personality that is deep and inherent in a person and has behavior that can be predicted in various work assignment situations. A causal relationship means that competence can cause or be used to predict a person's performance, meaning that if you have high competence, you will also have high performance. Criteria (referenced criteria), which are used as a reference for real competence and to predict whether someone can work well, must be measurable and specific (standardized).

According to McClelland in Spencer and Spencer (2010), competence is a fundamental characteristic possessed by a person that has a direct influence on or can predict excellent performance. According to Wibowo (2010), competence is the ability to carry out a job that is based on skills and

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knowledge and supported by the work attitude required by the job. According to Boyatzis in Zimmerer and Scarborough (2008), competence is defined as the capacity that exists in a person that can make that person able to fulfill what is required in work in an organization so that the organization is able to achieve the expected results. According to Woodruffe in Wibisono (2003), there is a difference between the meanings of competency and competence. Competency is a concept that is related to people, namely showing "behavioral dimensions that can underlie superior performance (competent)".

According to Spencer and Spencer (2010), competence is a person's basic characteristics that have a causal relationship with extraordinary work performance or work effectiveness. Based on the definition above, it can be concluded that competence is the ability to work by integrating knowledge, skills, abilities, and personal values based on experience and learning in order to carry out their duties professionally, effectively, and efficiently.

Considering the importance of succession planning and successor competence in family companies, researchers want to conduct further research on this dissertation. Lack of knowledge, absence of succession planning, and successor competence in family businesses are the basis for this research. In this dissertation, the researcher took a case study of one of the family companies in Indonesia, specifically in the city of Surabaya, namely PT Samudera Krida Utama (PT SKU). PT SKU is a family company operating in the port and loading and unloading services sector. It was founded in 2011. Currently, PT SKU is still managed directly by the founder, is 1 decade old, and must prepare succession planning and prepare the competence of successors so that the company can continue to survive into the next generation.

Currently, PT SKU has not planned for succession. By carrying out succession planning and assessing the competence of its successors, it is hoped that it can turn the wheels of the company's business. The decline in productivity achievements is depicted in Table 1 below:

Table 1. Productivity Achievements of PT. Main Ocean Krida

Year	Percentage (%)		
	Target	Achievement of Results	Difference in Appeal
2017	100	87,68	12,32
2018	100	85,41	14,59
2019	100	84,28	15,72
2020	100	83,55	16,45

Source: Internal Data PT. Samudera Krida Utama, 2020

Judging from Table 1, the recapitulation of PT SKU's production numbers experienced decreasing results. This decline in productivity is a concern for the company. Because if left unchecked, this company will die. To avoid this, there is a need for succession planning to regenerate leaders who are more energetic and competent. In this way, the company can continue the tradition for the next generation. Marpa (2012) said that family companies are often based on the belief that the current way of working is the best because the first generation has proven to do it successfully. Family companies are not very good at facing change because they are comfortable with the existing way of working. PT SKU must immediately prepare a succession plan to face the current changing conditions in the industry.

With this succession planning, there will be a new spirit where innovations or new ideas will emerge that will make PT SKU more advanced and sustainable. Succession planning must also be supported by the competency of the successor, who must know the internal and external aspects of the company. For example, potential successors must know how to manage loading and unloading ports, port handling, maintaining clients, business performance, and even dwelling time.

Another problem faced by PT SKU is related to problems that occurred at Tanjung Perak Port, Surabaya. The Directorate General of Customs and Excise (DJBC) has carried out further studies on dwelling time based on importer routes through Tanjung Perak Port, Surabaya. Based on the results of the study, during 2018, the green route and yellow route made the largest contribution to dwelling time. According to data obtained up to the end of 2018, more than 50% of goods imported through the Tanjung Perak Port in Surabaya received the green route, followed by PT SKU with 29%, 14% with the yellow route, and 5% with the red route. The still high dwelling time plus the number of imports carried out on the green and yellow routes has a significant impact on dwelling time.

According to Sandee (2012), high dwelling time will affect the economy from two sides. First, dwelling time adds uncertainty to the export process, making it difficult for local industries to sell goods abroad. Second, delays in the import process add costs to domestic businesses and consumer prices. Based on the 2018 Logistic Performance Index, Indonesia is in 63rd place, down from 53rd in 2017 and far below Singapore and Malaysia.

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With this phenomenon, apart from having to plan for succession, PT SKU also focuses on the competency of the successor. According to Boyatzis in Zimmerer and Scarborough (2008), competence is defined as the capacity that exists in a person that can make that person able to fulfill what is required in work in an organization so that the organization is able to achieve the expected results. According to Woodruffe in Wibisono (2003), there is a difference between the meanings of competency and competence. Competency is a concept that is related to people, namely showing "behavioral dimensions that can underlie superior performance (competent)".

According to Spencer and Spencer (2010), competence is a person's basic characteristics that have a causal relationship with extraordinary work performance or work effectiveness. Based on the definition above, it can be concluded that competence is the ability to work by integrating knowledge, skills, abilities, and personal values based on experience and learning in order to carry out their duties professionally, effectively, and efficiently. Not only dwelling time, you need to know the company's turnover from 2016 to 2018 as a benchmark for the performance of this family business. Here is turnover data from 2016 to 2018.



Figure 1. Turnover of PT. Samdera Krida Utama 2017 – 2020

Source: Internal Data PT. Samudera Krida Utama, 2020

Judging from Figure 1, there is a very significant decline in turnover from 2017 to 2020. This phenomenon means that PT SKU must immediately carry out succession planning and assess the competence of its successors. Because if this continues, it is not impossible that this family company will be destroyed because they still believe in the performance of the company founder, who is currently no longer young. Marpa (2012) said that without good company performance, carefully planned leadership succession may not bring sustainability to the family company. Apart from that, Poza (2010) said that good successor candidates usually have the tendency to dare to innovate and take risky actions as a learning process. Actually, these two things are good because they are characteristics of entrepreneurial orientation.

Poza (2010) said that the act of innovating and taking risks can be dangerous for companies that do not have very good performance but actually have potential competence. Competence is the ability to carry out a task or work based on knowledge, skills, and attitudes in accordance with the required performance (Chan, 2006). Competence in several professions is an important requirement for carrying out organizational frameworks and goals. The issue of successor competency is important because successor competency offers an organizational framework that is effective and efficient in utilizing limited resources to replace or even surpass its predecessor in the future.

Leaders should be able to make bold decisions to change the system; if they are not careful in implementing it, the company could end up losing its income in an instant, which in the end will cause the family company to collapse. The state of the art in this research is that no one has discussed succession planning, and successor competency is an important part of research. Only in terms of succession planning, if we look at empirical research and previous theory, Lipman (2010) says that the lack of succession planning is one of the main reasons why family companies cannot survive more than one generation. The most important problem that a family company must face is the ability to maintain competent leadership from one generation to the next (Medyawati, 2016). Family companies held by the first generation are very dependent on their founders, not only in terms of leadership and running the

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company but also because of their connections and technical skills (Hania, 2012). According to Huang (2001), succession planning is the interface between the human resource function and the strategic direction of an organization. In this case, succession planning is an important resource for anticipating future organizational needs and helping to find, determine, develop, and monitor the human capital needed in organizational strategy (Ismail and Mahfodz, 2009). Istiatin and Yani (2017) say succession planning in a family company is a preparation process necessary to ensure harmony in the family and continuity in the business from generation to generation. In fact, if we look closely, the implementation of succession planning and successor competency will be more optimal if carried out together in an organization within a family business. Based on the description of the problem, the researcher sees the existence of problematic continuity in existing research regarding "Succession Planning and Successor Competence in the Family Port Loading and Unloading Business".

Research Problem

1. How is the succession planning and competency of successors currently running in the family business that operates in the field of loading and unloading ports?
2. What are the succession planning and competencies that successors should have and apply to advancing a family business operating in the field of loading and unloading ports?

Literature Review

Human Resource Development

According to Robbins and Judge (2012), development is a long-term educational process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve general goals. Development, according to Sofiyandi and Garniwa (2007), is an activity to improve employee abilities by increasing knowledge and understanding of general knowledge, including mastery of theory and decision-making in dealing with organizational problems.

From the definition of development put forward by the experts above, development can be said to be a long-term process of increasing abilities or education to improve conceptual abilities and decision-making abilities and expand human relations to achieve general goals carried out systematically and organized and carried out by managerial employees (top and middle levels). So in this case, the development is aimed at managers or staff so that they are better able to manage an organization through decision-making and expanding human relations (Wibowo, 2010).

Competence

According to Trisliatanto, Windijarto, and Sutinah (2016), competency is proficiency, skill, or ability. The basic word itself is competent, which means capable, capable, or skilled. Competency refers to a person's attributes or characteristics that make him successful in his work (Dubois and Rothwell, 2004). Competency is performance that leads to the complete achievement of goals towards the desired conditions (Dooley et al., 2004). Soedibyo (2012) also said that core competency is the main value of a company or organization in creating skills and capabilities that are distributed through various production or business lines.

Sofiyandi and Garniwa (2007) state that a person is called competent if they have the skills to work in a particular field, so competency is also defined as something that describes a person's qualifications or abilities, both qualitative and quantitative. Wibowo (2010) states that a person's qualitative ability is the ability of a person's attitudes and actions, which can only be assessed by measuring good and bad. Meanwhile, quantitative ability is a person's ability that can be assessed and measured.

Succession and Successors in Family Companies

Succession is an important matter in corporate sustainability, especially after company management is transferred from the previous generation to the next generation (Sobirin and Fitriawaty, 2013). Failure to succeed in changing management will affect development and performance; therefore, management succession is important to plan carefully (Ward, 2004). Walsh (2011) divides succession into two types, namely evolutionary succession and revolutionary succession, where evolutionary succession is succession that is driven and controlled internally.

Meanwhile, according to Cater III (2006), a successor in the broad sense commonly used is a person who is fit to replace the previous head of the company who was successful in all respects. Wang, Lo, and Weng (2019) explained that the successors chosen usually come from the descendants of the incumbent, where one of the characteristics of a family business is the presence of family and the founder's desire to continue the business he has built to be passed on to his children and grandchildren. In another sense, according to Baur (2014), a successor is a person who has sufficient capacity to replace the leaders of an organization or company in the future.

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The company has been able to anticipate and minimize succession problems that may arise while also being able to maximize potential profits (Sharma, Chrisman, and Chua, 2003). In general, the owner's desire to do so is what drives this type of succession (Poza, 2010). In the meantime, revolutions that result in succession frequently happen under external pressure, such as when the previous leader is suddenly unable or no longer able to lead or due to other pressures (Hania, 2012). This type of succession is usually not well planned, only involves a small number of parties in the company, does not have a good successor coaching and development system in the sense that the word successor develops on its own without clear direction, and selection is carried out without adequate measures so that every successor feels entitled to replace the old leader (Hess, 2006).

2. METHOD

Judging from the type of data, the research approach used in this research is a qualitative approach. Qualitative research is carried out because researchers want to explore phenomena that cannot be quantified but are descriptive in nature. Meanwhile, the method in this research is a qualitative method. According to Bogdan and Taylor (2010), qualitative research methods are research techniques that result in descriptive data from people's written or spoken words and observable behavior. In order to find and analyze the results of this research, the researcher took several steps, namely data collection, data processing or analysis, preparing reports, and drawing conclusions. This process is carried out to obtain objective research results. Observation, interviews, and documentation studies all played a role in the data collection process for this study. The research location for this research is at PT. Samudera Krida Utama, whose address is Jalan Gayung Kebonsari VIII/29B, Injoko-Surabaya. In this research, the primary data sources are the leadership, management, and other stakeholders who still have family relationships within PT. Main Ocean Krida.

In determining research informants, researchers used purposive determination of informants. According to Sugiyono (2012), purposive sampling is a technique for collecting information from data sources with certain considerations, namely that the data source is considered to know best about what is expected, making it easier for researchers to explore the object or social situation being researched. The concern in selecting qualitative research informants is thoroughness. Obtaining information with a variety of existing variations, not from many samples of data sources. Research instruments are tools or facilities used by researchers in collecting data to make their work easier and the results better, in the sense of being more careful, complete, and systematic so that they are easier to process (Wibisono, 2003). Based on the data collection techniques used, this research instrument uses an interview guide and a documentation guide. The data analysis used in this research is interpretive qualitative data analysis (Bogdan and Taylor, 2010). Data analysis in qualitative research is carried out during data collection and after data collection has been completed within a certain period. Activities in qualitative data analysis are carried out continuously at each stage of the research until it is complete and the data is saturated (Bogdan and Taylor, 2010). Activities in data analysis are data reduction, data display, and conclusion drawing and verification. The data reduction process involves summarizing, looking at the main things, focusing on the important things, and looking for themes and patterns.

3. RESULT AND DISCUSSION

Based on the research results, it was found that PT SKU had not optimally carried out succession planning. From the results, the researchers concluded that there was no succession planning. The CEO's personality is enthusiastic and never gives up. However, he did not receive much information regarding succession planning. Researchers want to find out what the CEO's personality characteristics are and whether they can open up his insight regarding the importance of succession planning. Because if you look at the results of an interview with one of the informants, his personality is very strong with his own thoughts, which he thinks will advance the company without having to prepare succession planning. The founding CEO of PT. Samudera Krida Utama provided motivation by conveying messages and directions that were able to increase the work morale of all his subordinates, but there was one thing that made the researcher confused regarding the informant's answer. The founding CEO of PT. Samudera Krida Utama advised his subordinates that he is still comfortable with what he is currently doing, should focus on work and company goals, work hard, not be easily satisfied with work achievements, and must have clear work targets. From the explanation that has been given, he is very positive about motivating his employees. However, he could not get out of the comfort zone he had implemented. There should be innovation in succession planning.

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Factors related to successors (successor-related factors) include capability, experience outside the company, experience within the company, and level of education. This factor has not been implemented optimally by PT SKU. The author found a new theory that combines succession planning and successor competency. The first is the personal relationship between potential successors and managers. Family company succession emphasizes the importance of the quality of the relationship between potential successors and the current company owner in determining the process, schedule, and effectiveness of succession. A smooth succession requires cooperation between the current management and the successor. Second is the personal relationship between the potential successor and other family members in the family. A potential successor must gain the trust of all family members, whether they are actively involved in managing the business or not. The third is family integrity. Apart from being trusted, the successor must be accepted by all family members based on the values that apply or are agreed upon within the family. The fourth is competence. Potential successors should have the competencies that a potential successor to the company owner should have, namely expertise in the fields of finance, marketing, technical skills, decision-making abilities, and interpersonal skills. Fifth, personality traits. The personality traits needed by a successor are aggressiveness, creativity, independence, integrity, intelligence, self-confidence, and the courage to take risks. Sixth is the involvement of successors in family companies. Involvement in a family business can take the form of owning company shares or actively participating in management.

Family-specific related factors include family dynamics, the quality of communication within the family, trust between groups of family individuals involved in the company, and sources of resistance that may have an impact on the succession process. In this factor, PT SKU is very unprepared because the sources of rejection that might have an influence on the company's succession process include doubts about the successor's abilities, differences of opinion, changes in organizational culture, fear of shifts or changes in the respective comfort zone of each employee, and a form of trust that believes that the current condition of the company is good. This explains that the family company PT. Samudera Krida Utama has many sources of resistance that can hinder or have a negative impact on the company's succession process, which must be eliminated in the common interest of advancing the company.

Factors related to the company (business-specific related factors) include the composition of the board of directors, previous succession experience, organizational culture, and the relationship between the business cycle and the family cycle. The analysis in this research shows that the condition of succession planning and the current competencies possessed by successors in running a family business should be carried out immediately so that the company's performance becomes even better. Specifically, in this research, in the next sub-chapter, we will discuss the conditions of succession planning and the competencies possessed by current successors in running a family business by analyzing important factors related to and influencing the succession planning process.

Factors related to the succession process (succession process factors). Succession is a process, not an event. Factors that need to be considered include: successor selection procedures; guidance; development and training of successors; governance structure; and company mechanisms. In the PT factor. Samudera Krida Utama has a procedure for selecting a successor (successor) that is not yet optimal. The author also found theoretical elaboration between the success planning process and successor competence between the theories of Bradley and Burrough (2010) and Fishman (2009). The successor selection process talks about the value of communication in the selection process and the value of objectivity in the successor selection process.

1. What must be applied to PT Samudera Krida Utama in this case is to change its main set grand design first so that it focuses on succession planning and successor competency. Good succession planning affects family companies' performance, according to a number of other studies on the subject. Good business succession is a reliable indicator of business performance, according to Ward (2007). During the transition period of family business, leadership will occur smoothly if the successor (replacement) has been better prepared. This is done by preparing successors in a friendly manner (affable) and being included in the succession planning process, including the process of transferring wealth and ownership rights as well as matters that have the potential to bring wealth (wealth transfer).
2. The informants interviewed considered that the fundamental difference between leadership succession and ownership succession lies in the level of power over the company. However, on the other hand, many informants saw that the difference was that leadership succession refers to how the company regenerates company leaders according to needs, while ownership succession is

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related to determining the company's direction, goals, and business strategy. Ward explained that the implementation of succession planning can run smoothly if the process of selecting a successor and preparing the successor also runs smoothly. The process of selecting a successor speaks about the value of communication in the selection process and the value of objectivity in the process of selecting a successor (Lee, Jasper, and Goebel, 2003).

3. All informants had problems sharing financial profits from the company with family members of the company's founding CEO. This problem occurred due to special reasons that the informants could not mention. Thus, in this case, PT. Samudera Krida Utama is required to find the best and most appropriate way to anticipate problems like this occurring again in the future. For example, PT. Samudera Krida Utama can implement a profit-sharing system that is discussed and agreed upon jointly by all family members of the founding CEO of the company. By paying attention to the number of family companies in Indonesia and especially the myth of family companies, it is very interesting to carry out an empirical study on this matter.
4. The role and influence of the CEO on each family member (role and effect) still play an important role. Ward (2007) describes family-owned enterprise (FOE) companies, namely companies owned by the family but managed by professionals from outside the family circle. The family's role is only as owner and does not involve itself in field operations.
5. This research found that succession planning that must be implemented by PT SKU depends on the quality of communication within the family and trust between individual family groups involved in the company, which must be based on good successor communication competence. If succession planning and successor competencies are implemented, it is not impossible that the family company will run more optimally. In practice, this can be difficult because the ability to select family successors and provide employment opportunities for family members is often the main goal of family business owners. Thus, the main challenge for family businesses is to get support from every employee, both family and non-family employees, for the next generation of family leadership.
6. Thus, implementing family company succession planning is not to throw away family succession altogether. Our research actually found that the quality of communication within the family and trust between groups of family members involved in the company are crucial indicators of the success of family company succession. This indicator requires special attention, referring to personal relationships between employees who are family members and between employees who are family members of a company. Therefore, the succession planning process at PT. SKU is strongly advised to pay special attention to matters relating to the quality of communication and trust between individual family groups involved in the company. Findings from this study highlight clear communication, strong relational ties, and successor suitability as proven keys to an effective succession process.
7. This research highlights the findings of a new theory that combines succession planning and successor competency. The theory of Bradley and Burrough (2010) was used by researchers to find questions that affect the succession planning process. These questions include the person's ability, their experience inside and outside of work, and their level of education. Chrisman et al. (1998) went into more detail about what competencies potential successors should have as possible owners of the company, such as expertise in finance, marketing, technical. From these two theories, the results of this research indicate very clearly that when a successor or successor has experience outside the company, the potential successor gains a broader perspective and a sense of value when entering their family business.
8. The results of this research also indicate that the next generation can carry out certain positions and tasks well when a successor has good education and experience. This is because to achieve success, every family business owner must have the intellectual capital, education, and experience to make the best business decisions. Therefore, succession planning at PT SKU must focus on capabilities, experience outside the company, experience within the company, as well as the level of education based on the successor's competencies related to special skills in the fields of finance, marketing, technical, decision-making ability, level of education, and interpersonal skills. Thus, if these things are implemented well together and optimally, succession planning and the competence of PT SKU's successors will run smoothly, and the company will continue to develop.
9. Strong family ties, work ethics, and family values, as well as the successor's training and experience, must all be factors in succession planning success that improves business performance. This is well reflected in the informants' answers, which indicate that a well-developed succession plan is very

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likely to increase cooperation between business stakeholders, thereby facilitating a smooth and successful succession. These findings imply that succession will go more smoothly when the successor is better prepared, has a high level of trust, and has strong relationships with all family members and employees of the family business. In such conducive conditions, the business performance and succession planning of the family company are almost guaranteed.

10. The findings from this research indicate that business strategy plans, leadership and ownership succession plans, personal financial plans for family members, and the role and influence of each family member in planning are indicators that provide an important role that must be maintained and improved to achieve smooth and successful PT SKUs succession planning. Therefore, to optimize company development, PT. Samudera Krida Utama must improve company performance by increasing the individual abilities and knowledge of each employee through special training, increasing open communication between family members within the company, increasing supporting facilities that can stimulate the productivity of each individual, and so on.
11. Finally, based on the analysis of the research results, PT. Samudera Krida Utama must apply four important principles to achieve family business success. These principles include a shared commitment to the future of the family and business, joint meetings to resolve conflicts and maintain communication, a family agreement to support a fair process in running a business, and sustainable planning. Analysis of research results based on these four principles explains that managing a family business must be based on achieving the vision and mission that were established from the start, mutual openness between family members, and transparency regarding everything, especially the issue of profit sharing.

4. CONCLUSION

From the results, the researchers concluded that there was no succession planning. The CEO's personality is enthusiastic and never gives up. However, he did not receive much information regarding succession planning. Researchers want to find out what the CEO's personality characteristics are and whether they can open up his insight regarding the importance of succession planning. Factors related to successors (successor-related factors), including capability, experience outside the company, experience within the company, and level of education. This factor has not been implemented optimally by PT SKU. The author found a new theory that combines succession planning and successor competency. Involvement in a family business can take the form of owning company shares or actively participating in management. In the family company, PT. Samudera Krida Utama has many sources of resistance that can hinder or have a negative impact on the company's succession process, which must be eliminated in the common interest of advancing the company. The condition of succession planning and the current competence of the successor in running the family business should be carried out immediately so that the company's performance becomes even better. PT. Samudera Krida Utama has a procedure for selecting a successor (successor) that is not yet optimal. The author also found theoretical elaborations between the succession planning process and successor competence between the theories of Bradley and Burrough (2010) and Fishman (2009). The successor selection process talks about the value of communication in the selection process and the value of objectivity in the successor selection process. Succession planning and the competencies that successors should have and apply in advancing family businesses operating in the field of loading and unloading ports. None of the several informants discussed strategic plans related to succession planning and successor competency. What must be applied to PT Samudera Krida Utama in this case is to change its main set grand design first so that it focuses on succession planning and successor competency. The informants interviewed considered that the fundamental difference between leadership succession and ownership succession lies in the level of power over the company. However, on the other hand, many informants saw that the difference was that leadership succession refers to how the company regenerates company leaders according to needs, while ownership succession is related to determining the company's direction, goals, and business strategy. Personal financial plan for family members (personal financial plan); All informants had problems with sharing financial profits from the company with family members of the company's founding CEO. This problem occurred due to special reasons that the informants could not mention. Thus, in this case, PT. Samudera Krida Utama is required to find the best and most appropriate way to anticipate problems like this occurring again in the future. The role and influence of the CEO on each family member (role and effect) still play an important role. Ward (2007) describes family-owned enterprise (FOE) companies, namely companies owned by the

family but managed by professionals who come from outside the family circle. The family's role is only as owner and does not involve itself in field operations.

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