

The Relationship Between Management Strategy, Performance Development, and Succession Planning Towards Human Resource Effectiveness in the Community Surrounding Kebalandono Village

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Abstract: This study aims to examine and formulate effective strategies in human resource management through performance development and succession planning. In a dynamic organizational environment, optimal employee performance and leadership sustainability are crucial factors for achieving long-term goals. The right management strategy can create an efficient work system, increase motivation, and strengthen organizational culture. Meanwhile, performance development focuses on improving individual competencies through training, continuous evaluation, and constructive feedback. Succession planning is positioned as an integral part of maintaining leadership continuity, ensuring knowledge transfer, and minimizing operational risks due to vacancies in strategic positions. The methodology used involves a qualitative approach with literature studies and secondary data analysis. The results of the study indicate that the integration of these three aspects systematically will support the creation of an adaptive, competitive, and sustainable organization.

Keywords: Human Resource Management, Performance Development, Succession Planning, Organizational Strategy, Leadership.

1. INTRODUCTION

Every company is formed to achieve certain goals and if achieved then it can be said to be successful. To achieve success requires competent human resources. Thus, competence becomes very useful to help organizations improve their performance. Competence is very necessary in every human resource process. Competency-based human resources can increase capacity and build the foundation of the company because if the people working in the organization have the right competencies according to the demands of their work, then they will be capable both in terms of managing their performance and knowledge, skills and productive character. Human Resource Management (HR) is very important in achieving goals in an organization. Generally, every company leader expects good performance from each employee in carrying out tasks given by the company. The company has realized that Human Resources (HR) is the basic capital in the process of Company Development and even national. policies in human resource management (HR) are important, especially those related to efforts to consistently improve employee work in the organization so that they can work well and stay in the organization longer, each employee plays an important role in achieving the organization's goals (Kristanto et al., 2024).

Human resources are the main element of the organization compared to other elements such as capital, technology, and money because humans themselves rely on other things.

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Likewise, the Company must develop employees into one of the most important factors for the progress and growth of each organization, one of which is implementing a management strategy in the organization. Management strategy refers to the approach used by an organization or company in planning, implementing, and evaluating operational or business activities to achieve long-term goals. In the business world, the right strategy can help an organization survive in increasingly tight and dynamic market competition. On the other hand, in the context of government or non-profit organizations, management strategy can focus on efficient use of resources and achieving social or public goals. Management strategy in non-profit organizations is very important to achieve greater social goals, in an efficient and transparent manner, these organizations must have a holistic approach to the management of human resources, finances, programs, and external relations, and be able to measure social impact effectively. Good management will ensure that performance develops well so that the organization can continue to operate sustainably and continue to create positive changes in society. Performance development refers to a systematic process to improve the ability and effectiveness of individuals, teams, or organizations in achieving goals. Performance development is important in various types of organizations, be it commercial, government, or non-profit organizations. This variable focuses on efforts made to improve operational performance, productivity, and achievement of established goals. Performance development is a continuous process to improve the competence, skills, and work results of individuals or teams in an organization. This process can include training, feedback, leadership development, and setting higher goals. The effectiveness of human resources is related to several factors, including management strategies, performance development, and succession planning. Performance development is the process of preparing individuals to assume different or greater responsibilities in an organization, usually related to increasing abilities or skills to be more proficient and professional so that they can do their jobs better (Kristanto et al., 2024).

The key to achieving organizational goals in an efficient and quality manner. To achieve this, organizations must consider various factors, including motivation, leadership, culture, and available resources. Proper measurement and ongoing evaluation will help organizations stay on track, improve performance, and achieve long-term goals. Performance effectiveness refers to how an organization or individual achieves goals that have been set in an efficient manner and in accordance with expected standards. Performance effectiveness is not only about achieving targets, but also about how the targets are achieved, including in terms of resource use, quality of results, and impacts. In this context, it is important to understand the relationship between input (resources used) and output (results achieved), and the extent to which these results meet the strategic objectives of the organization. Performance effectiveness refers to the extent to which monetary results are achieved by individuals, teams, or organizations in accordance with the objectives that have been set. This concept focuses more on achieving the desired results, without ignoring the aspect of efficiency (optimal use of resources).

2. METHOD

Research methods are scientific ways to obtain data for a specific purpose. In this study, researchers used the cross-sectional survey method, cross-sectional survey design, namely a research design to collect data from samples at one time or in a short period of time (Ilhami et al., 2024). This study aims to describe the relationship between different variables in a population at a certain time. In a cross-sectional survey, data is collected from different individuals or groups without making repeated observations at different times. a research method that observes data from a population at one point in time with a quantitative approach. This study focuses on collecting numerical data to measure the extent to which

management strategies, performance development, and succession planning influence the effectiveness of human resources (HR) in the community around Kebalandono Village, using a survey research method with a quantitative approach and the SPSS (Statistical Package for the Social Sciences) Version 27 program as a tool, this study will use techniques such as surveys or questionnaires to obtain data on various measurable variables.

3. RESULT AND DISCUSSION

Validity test

Validity Test is used to assess whether a questionnaire has validity or not.

Table 1. Results of the Validity Test of Management Strategy

Indicator	r hitung	r tabel	Information
X1.1	0,598	0,1956	VALID
X1.2	0,687	0,1956	VALID
X1.3	0,744	0,1956	VALID
X1.4	0,635	0,1956	VALID
X1.5	0,726	0,1956	VALID

Source: SPSS 27 Statistics Output processed in 2025

The system formalization variable has valid criteria for all questions with a significance value of less than 0.05 so that it can be included in the next testing stage.

Table 2. Succession planning validity test results

Indikator	r hitung	r tabel	Keterangan
X3.1	0,802	0,1956	VALID
X3.2	0,624	0,1956	VALID
X3.3	0,681	0,1956	VALID
X3.4	0,705	0,1956	VALID

Source: SPSS 27 Statistics Output processed in 2025

The succession planning variable has valid criteria for all questions with a significance value of less than 0.05 so that it can be included in the next testing stage.

Table 3. Results of HR effectiveness validity test

Indikator	r hitung	r tabel	Keterangan
Y1	0,400	0,1956	VALID
Y2	0,621	0,1956	VALID
Y3	0,636	0,1956	VALID
Y4	0,667	0,1956	VALID
Y5	0,490	0,1956	VALID

Source: SPSS 27 Statistics Output processed in 2025

The HR Effectiveness variable has valid criteria for all questions with a significance value of less than 0.05 so that it can be included in the next testing stage. Of all the indicator data used in this study, to measure the variables used have a larger r count compared to r table. So all indicators in this study are valid.

Reliability Test

Reliability test to measure a questionnaire which is an indicator of a variable or construct.

Table 4. Variable Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
.705	5

Source: SPSS 27 Statistics Output processed in 2025

It is concluded that all of the research variables can be said to be reliable and have a Cronbach Alpha value > 0.6 with a good and acceptable level of reliability.

Descriptive Statistical Test

The variables used in this study include Management Strategy (X1), Performance Development (X2), Succession Planning (X3), and HR effectiveness (Y).

Table 5. Descriptive Statistical Test Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1	99	15	25	21.53	2.476
X2	99	10	20	16.84	2.093
X3	99	12	20	17.20	1.840
Y	99	17	25	21.97	1.735
Valid N (listwise)	99				

Source: SPSS 27 Statistics Output processed in 2025

On the management strategy variable (X1) the minimum respondent answer was 15 and the maximum was 25 with an average total answer of 21.53 and a standard deviation of 2.476. The performance development variable (X2) the minimum respondent answer was 10 and the maximum was 20 with an average of 16.84. and a standard deviation of 2.093. The succession planning variable (X3) the minimum respondent answer was 12 and the maximum was 20 with an average of 17.20. and a standard deviation of 1.840. While on the Human Resource effectiveness variable (Y) the minimum respondent answer was 17 and the maximum was 25 with an average of 21.97. and a standard deviation of 1.735.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.189	1.579		7.718	.000
	X1	.056	.079	.080	.703	.484

X2	.177	.085	.214	2.091	.039
X3	.325	.108	.345	3.000	.003

a. Dependent Variable: Y

Source: SPSS 27 Statistics Output processed in 2025

- The regression coefficient value of Management Strategy (X1) of 0,056 is positive, meaning that the better the management strategy, the more HR effectiveness will increase.
- The regression coefficient value of Performance Development (X2) of 0,177 is positive, meaning that the better the performance development, the more HR effectiveness will increase.
- The regression coefficient value of Succession Planning (X3) of 0,325 is positive, meaning that the better the succession planning, the more HR effectiveness will increase.

T test

Table 7. Result of t-test calculation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.189	1.579		7.718	.000
	X1	.056	.079	.080	.703	.484
	X2	.177	.085	.214	2.091	.039
	X3	.325	.108	.345	3.000	.003

a. Dependent Variable: Y

Source: SPSS 27 Statistics Output processed in 2025

- Hypothesis test of Management Strategy Variable (X1) on HR effectiveness (Y). Based on the calculation results that have been carried out, the t-value obtained is 0.703 with a positive value with a significant result of $0.484 < 0.05$. This shows that the management strategy is positively and significantly related to HR effectiveness.
- Hypothesis test of performance development variable (X2) on HR effectiveness (Y). Based on the calculation results that have been carried out, the t-value obtained is 2.091 with a positive value with a significant result of $0.039 < 0.05$. This shows that performance development is positively and significantly related to HR effectiveness.
- Hypothesis test of Succession Planning (X3) on HR effectiveness (Y). Based on the calculation results that have been carried out, the t-count value of 3,000 is obtained, which is positive with a significant result of $0.003 < 0.05$. This shows that succession planning is positively and significantly related to HR effectiveness.

F test**Table 8.** F Test Results**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.905	3	28.968	13.231	.000 ^b
	Residual	208.004	95	2.190		
	Total	294.909	98			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: SPSS 27 Statistics Output processed in 2025

That the results of the F model test obtained an F-calculation value of 6.284 with a significance level of 0.000 (<0.05). This result means that the model used is feasible or appropriate.

Test the coefficient of determination (R^2)

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one.

Results of the Determination Coefficient Test (R^2)**Table 9.** Determination Coefficient Test**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 ^a	.295	.272	1.480

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS 27 Statistics Output processed in 2025

The results of the determination coefficient test obtained a value (Adjusted R Square) of 0.272, which means that 27.2% of HR effectiveness is related to the variables of management strategy, performance development, succession planning, while the remaining 54.4% is influenced by other variables outside the model studied.

Normality Test

The approach used to test data normality is the Kolmogorov-Smirnov One-Sample Test method to determine the data distribution, whether it follows a normal, Poisson, uniform or exponential distribution. The residual is normally distributed if the significant value is more than 0.05 ($\text{sig} > 0.05$). Normality testing is carried out on regression residuals. Testing is carried out using the P-P Plot graph

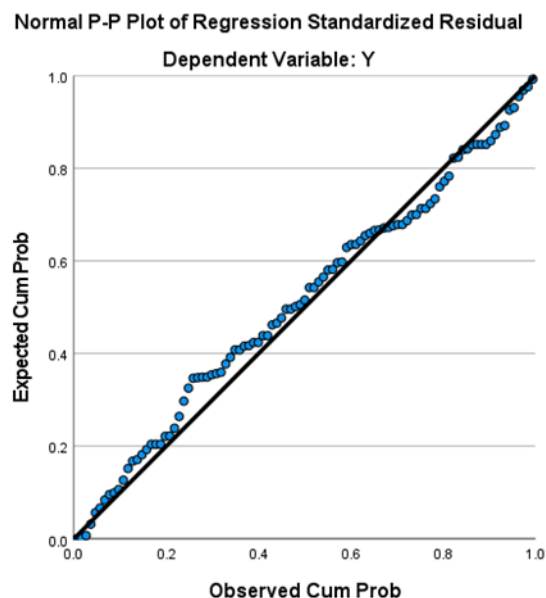


Figure 1. Observed cum prob

The test results show that the points are not far from the diagonal line. This means that the regression model is normally distributed, so the regression model is suitable for use in conducting further testing.

Kolmogorov-Smirnov test

Table 10. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			99
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.45687617
Most Extreme Differences	Absolute		.092
	Positive		.052
	Negative		-.092
Test Statistic			.092
Asymp. Sig. (2-tailed) ^c			.140
Monte Carlo Sig. (2-tailed) ^d	Sig.		.138
	99% Confidence Interval	Lower Bound	.034
		Upper Bound	.045

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS 27 Statistics Output processed in 2025

It can be explained that the Kolmogorov-Smirnov significance value is $0.140 > 0.05$, so the regression model in this study is normally distributed

4. CONCLUSION

Based on the analysis results, it can be concluded that all three hypotheses are accepted, indicating significant relationships between the independent variables and HR effectiveness. The first hypothesis confirms that management strategy (X1) has a positive and significant influence on HR effectiveness (Y), as evidenced by a t-value of 0.703 and a significance level of 0.484 (<0.05). Similarly, the second hypothesis validates the impact of performance development (X2) on HR effectiveness, supported by a t-value of 2.091 and a significance level of 0.039 (<0.05). Lastly, the third hypothesis establishes that succession planning (X3) positively and significantly affects HR effectiveness, with a t-value of 3.000 and a significance level of 0.003 (<0.05). These findings highlight the crucial role of management strategy, performance development, and succession planning in enhancing HR effectiveness.

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