# THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP CHARACTERISTIC AND SUCCESSION PLANNING PROGRAM IN THE MALAYSIAN PUBLIC SECTOR

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## ABSTRACT

*Preparing the next good leader and is as important as supporting the current leader for the public sector, as well as important factor to move and drive organization forward. Thus, to groom the potential future leader, the organizations need not only the succession planning program, but also to have an emphasis on the commitment of the leader. This paper examines the relationship between leadership characteristic styles towards succession planning program in Malaysia's Public Sector. Transformational leadership characteristic was used, namely idealized influence, inspirational motivation, and individualized influence and intellectual stimulation. Combination of Multifactor Leadership Questionnaire, Effective Succession Planning and Management Questionnaire were used to distribute to 576 public servants from Malaysia's public sector. Multiple regressions were used in analyzing the effect. The result of multiple regression demonstrated that partly significantly related to succession planning and individualize influence is the main predictor on succession planning program. Therefore, it is very essential for the leaders to keep on viewing and modifying their leadership style and behavior in a way to be effective leaders.*

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**Keywords:** Public sector, Leadership style, Succession planning, Transformational leadership, Future leader, Career development.

## Contribution/ Originality

This study contributing in the existing literature where motivation, inspiration, intellectual stimulus and consideration of individuals found to have significant relations in the context of the implementation of succession plans. This study documents of the requirement for the Degree of Doctor Of Philosophy from Universiti Utara Malaysia and will be a guideline for the Malaysia Public Service Department in a process preparing for future leaders.

## 1. INTRODUCTION

The leader has seen as an important factor in the process of developing of the human resources within the organization. The role of a leader not only affects the micro environment, but also provides input to the development of national macro. The implication of leadership does not only enhance the performance of the organization, but more importantly, reflects on the employee career development. One of the main theoretical explanations for the link between organizational performance and human resource management is based on a view of human resources (Boselie *et al.*, 2005; Adnan and Mubarak, 2010; Chia and Zhen, 2015).

Leadership influence can be seen in many areas including training, motivation, performance evaluation and employee strategic planning. However, succession planning has shown significant influence as a medium to help shape future leaders as well as employee career development. Thus, current leaders must conduct an effective strategy leader development, so that leader in succession planning can be molded as needed by the Public Services Department (PSD, leaders are seen has an important role in building a good performing group. Review o). Research has indicates that there are companies that has been successful in managing the challenge of consolidating leadership development and succession planning programs (Conger and Fulmer, 2003; Tichy, 2004; Syeda and Abida, 2014; Allan *et al.*, 2015). Regardless of the type of organization f past decades indicates clearly that the leader should have the capabilities to make changes between leadership and the subordinate relation to the demands of current needs.

The Malaysian Civil Service is the largest organization in the country with 1.7 employees and it is the administrative heart of the Malaysian government. Public service has been generally perceived as bureaucratic red tape, politicking influence, and unprofessional. In an attempt to strengthen the planning and governance of human resources, succession planning is seen as a method that is extremely relevant to the process of preparing future leader and career development in an organization. The implementation of a proper succession process is also a distinguishing factor between an effective organization and ineffective organization. The success of any organization heavily relies upon effective and outstanding leaders. Succession planning consists the process of looking a suitable potential candidate for future leader and career development (Dessler, 2004; Rothwell, 2010; Church and Rotolo, 2013) Therefore, the career path of subordinate can be managed to fulfill the organizational need's and the subordinate's inspiration. Moreover, the implementation of succession planning towards subordinate is closely linked to a leader's leadership style.

Rothwell (2005) stress out that succession planning and management should support each other and act as a catalyst for the career path and developing future leaders. It provides with a platform to retain and sustain the organizational competitiveness, organization need of efficient and effective leaders to generate ideas, to elevate spirits and motivation for continuity of the organization regardless of any challenges ahead. Subordinate in organization assume that a leader should possess certain features. Employees make the presumption that the leader is the best model. Therefore, leaders need to demonstrate good behavior to gain the confidence of subordinate. This current situation requires not only a competitive advantage but also ethics, commitment and creating a work environment that is safe and fair.

The success of an organization is relies on leadership performance. The leader is responsible for the development of the organization and human capital and also implementation of organization, strategic planning. Northouse (2010) defined leadership as a process of influence follower to achieve an institution's mission. In short; leadership is the main drive leading to organizational effectiveness (Avolio, 1999; Rowe, 2001). Leaders are given the chance to lead the department, not because they are appointed by top management; but because they are elected by subordinates to be the leader (Boseman, 2008). In fact, leaders should involve and participate with the subordinates to achieve organizational objectives. Therefore, a leader must focus on the needs of subordinates, both within and outside the organization to ensure that they are consistently moving forward towards the common goal.

Research and literature about leadership in an organization is relatively abundant (Abdulla *et al.*, 2011). Indeed, on that point is overwhelming research evidence that leadership style has an important bearing on positive employee work outcomes such as a job performance, job satisfaction, organizational commitment (Ali *et al.*, 2013). However, there are limited studies within the aspects of studies that examine the influence of leadership style on succession planning program. Hence, this study intends to fill the gaps by analyzing the relationship between leadership characteristic styles (idealize influence, motivational inspiration, individualize influence, intellectual stimulation) and succession planning (preparing for future leader and career development) in the Malaysian public sector. Sarros and Santora (2001) noted that leadership is the important function that has the capacity to organize the change in the constitution. Burn (1978) defined transformational leadership is a relationship, mutual stimulation and elevation that

converts followers into leaders and may convert leaders into moral agents, while Murphy and Ensher (2008) mentioned leadership is one of very important needs for the success of the organization and leadership characteristic elements contribute to the leadership effectiveness. According to Dessler (2004) for many years researchers have attempted to explain how leader's characteristic or behavior related to strength. The main purpose of this research was to determine that transformational leadership has a positive relation on succession planning program in the public sector by looking at the four dimensions of ideal influence, motivation inspirational, individual influence and intellectual stimulation effect on the implementation of preparing for future leader program in Malaysian public sector.

## 2. THEORETICAL BACKGROUND AND RSEARCH FRAMEWORK

Transformational leadership has been developed from original of charismatic leadership where subordinates are depending on leaders and leaders has seen as a great person that always protects their followers. Transformational leaders are leaders that encourage and inspire their subordinate through attractive vision (Bass and Avoilio, 1994; Bass and Riggio, 2006). Burn (1978) defined transformational leadership a relationship, mutual stimulation and elevations that converts followers into leaders and may convert leaders into moral agent. Studies have shown that transformational leadership is significantly positive referred to organizational performance and effectiveness (Bass, 1998; Avolio et al., 2009; Sosik and Jung, 2010; Russell, 2013). In recent years leaders in public sector have tried to apply and conform to transformational style in their management style because it's influence towards the followers. For Instant studies by Wong et al. (2011) found in their meta-analytical review that transformational leadership correlates positively with performance. According to Bass and Avolio (2004) transformational leadership display behaviors associated with four leadership styles as the following.

Idealize influence is defined as the ability of leaders to serve as a model and showed high performance and good ethic (Felfe et al., 2004). Consequently, leaders have specific characteristics or distinctive quality. Idealized influence is in relation to an exemplary leader and trusted by his subordinates. These leaders strive to make decisions that benefit the organisation. The effect of idealized influence is "faith, trust and replicable model disciple" (Simic, 1998; Stone et al., 2003). Confidence subordinates, leaders facilitate changes to be constituted in an organization. Feature confidence associated with the charisma (Gellis, 2001).

Motivated leader is a leader who is able to motivate followers to achieve organisational goals. In fact, these leaders do not only motivate but also challenges the subordinated to a higher standard, spoke with enthusiasm and optimism and give impetus and encouragement to the things that will be done (Boyett, 2006). Encourage followers to be part of the organization (Kelly, 2003; Stone et al., 2003).

Individualized influence refers to the effort of the leaders provided human touch and holds them through guidance and counseling for career growth. Employees are treated differently according to their individual abilities and knowledge of each employee (Shin and Zhou, 2003) giving a chance to a follower got a better chance of existing (Stone et al., 2003). Leaders who displayed individualized influence are a good listener, advice and a charismatic coach. In addition, to supporting the work done by subordinates, two-way communication practice and distribute power to subordinates without prejudice (Hall et al., 2008) and also driving the organisations to achieve objectives.

Leaders act wisely in solving problems. In certain situations, subordinate are allowed to use their own creativity and innovation to solve a problem. This has given a boost to subordinate to creative and not rely on others to resolve problems. Abdullah and Ainon (2007) stated that this makes the subordinates be more confident and able to identify the challenges. Intellectual stimulation describes leader's effort to challenge subordinates to look for modern and creative (Limsila and Ogunlana, 2008) and promote critical thinking and problem solving to make the organisation better than what they have now (Hall et al., 2008).

Succession planning as a procedure that leads management to determine and address talent management schemes as they develop the organization, and people for the future (McCauley and Wakefield, 2006). Succession planning is

a critical process (Beever, 2008; LaForest and Kubica, 2010; Bjorkman *et al.*, 2013; Allan *et al.*, 2015) and a systematic method. Many researcher have introduces many models on succession planning, however one of the most popular model of succession planning was highlighted by Rothwell (2005). Rothwell (2005) describes that succession planning consists of two dimensions; preparing for future leader and career development. Preparing for future leader is the key to ensuring that an organisation maintains its ability to well organize the organisation. Career development is an important strategy to facilitate internal promotion. Succession planning also describes management positions to offer extreme flexibility in lateral management moves and to secure that as individual achieve greater seniority, their management skills will broaden and become more generalized in relation to total organizational objectives rather than to purely department objectives and the important dimensions in succession planning are process of preparing for future leader and career development. Dessler (2004) mentioned succession planning as the process of looking a likely chance for future leader arising from firm strategy planning, hence that subordinate career path can be planned and properly done to reach the organisational needs and staff desire. Some of important process to establish and effective career success by picking out and identify potential nominees for the next leader (Dessler, 2004; Rothwell, 2005; Amri, 2009). Some of the most widely used interventions are career coaching, cross training and job enrichment and enlargement (Kirk *et al.*, 2000).

The ability to distinguish and grow strong leaders will assure the success of organisations and maintain their competitiveness in the marketplace (Krauss, 2007). Mehrabani and Mohamad (2011) asserted that there are many elements help succession planning process to be successful and useful. In the Malaysia context, In year 1992, Malaysia National Academy of Public Administration had conducted a study of succession planning in public and private sector. The result reveals that top-leadership involvement and commitment is influence of successful succession planning.

However, more comprehensive defined succession planning is a tool used to look broadly at a situation as they refer to the strategic vision of the foundation and without strong support from the top management, succession planning strategies will fail (Rothwell, 2005). He further elaborates that succession planning is about immediately filling a vacancy within the position. Furthermore, succession planning can be seen as a procedure to organisation to develop the organisation, and people for the future McCauley and Wakefield (2006).

The success of transformational leadership style is manifold. As the finding of Adnan and Mubarak (2010) revealed that transformational characteristic had strong association with job success. Extensive research has been conducted on contemporary leadership characteristic and their impact on different construct, however significant contribution contextualized with Malaysian Public Sector on succession planning is yet to be imparted. Therefore this research was an attempt to determine the influence of transformational leadership towards implementation succession planning program in Malaysian Public Sector. The conceptual framework as shown in Figure 1 for this research is an adaption from Bass and Avoilio (1994). The transformational leadership component was idealized influenced, inspirational motivation, individualized consideration and intellectual stimulation as an independent variable. Succession planning component was preparing for future leader as a dependent variable
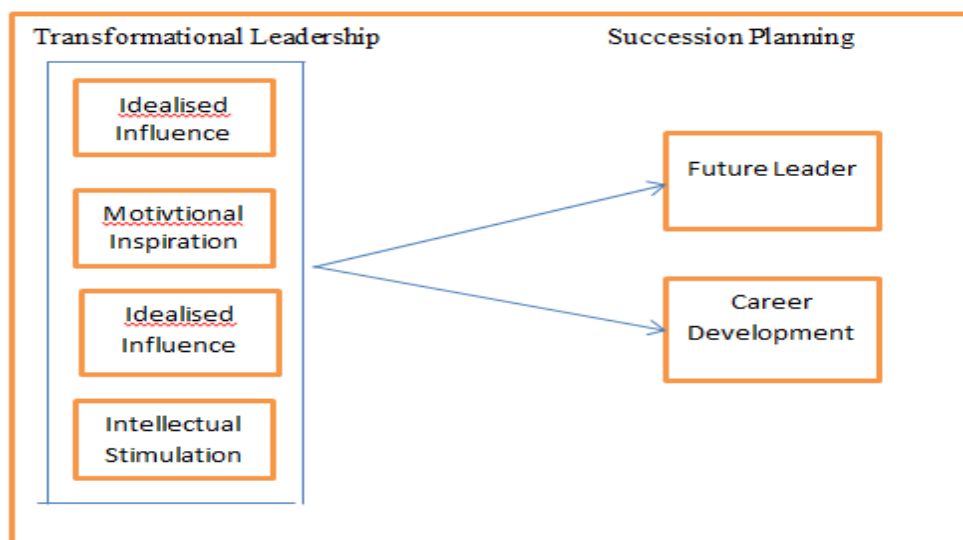
**Figure-1.** Conceptual Framework

**Source:** Bass and Avolio (2004).

## 3. METHODOLOGY

### 3.1 Participants

This research was conducted among employees at grade 48 till 54 in the Malaysian public sector. Using stratified random sampling, a sample of 576 respondents was selected from 21 organisations as respondents in the survey. Among distributed 576 questionnaires, 425 respondents were returned, 394 of which were useful for statistical analysis. The response rate of this research is 68.4%.

### 3.2. Measures

### 3.2.1. Transformational Leadership and Succession Planning

There are two variables to quantify in this research which is transformational leadership for the independent variable and succession planning for the dependent variable. The questionnaire consists of three sections, demographic information, leadership dimensions and preparing for future leader. There are two sets of instrument recognized to measure those variable. To measure of leadership style as perceived by subordinates, Multifactor Leadership Questionnaire based on Five-point Likert scale was used. The MLQ was designed and developed by Bass and Avolio (2004) and commonly used for leadership study. The rating scale includes; strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and strongly agree (5). The MLQ includes 20 items; 8 items represent Idealized influence, Motivation, Inspirational (4 items), Individualized influence (4 items) and intellectual stimulation (4 items). This instrument has been used by researchers in many disciplines such as, education, marketing, military, industry private and public sector in different countries (Lowe *et al.*, 1996; Antonakis *et al.*, 2003; Bass and Avolio, 2004). Prior to maintain the validity of the research, a pilot survey was carried out. The Cronbach's alpha value range is from .714 to .890 which is acceptable (Hair *et al.*, 1998).

### 3.2.2. Future Leader and Career Development

Instruments to measure preparing future leader and career development were taken from the questionnaire for effective Succession Planning and Management (SP&M) by Rothwell (2005). 10 items represent preparing for future leader and 10 items for career development. Five-point Likert scale was utilised. The rating scale includes; strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). The Cronbach's alpha value is range from 0.699 to 0.904 which is acceptable (Hair *et al.*, 1998).

## 4. DATA ANALYSIS

### 4.1. Descriptive Analysis

Descriptive analysis for this study shown in Table 1 reveals positive results of all variables. The highest calculated mean value 4.02 of motivational inspiration shows that subordinates feel that their supervisors always encourage them in career satisfaction. Aggregate mean of 3.97 for intellectual stimulation explains the subordinate's perception oriented leadership style allowed subordinates for career path. The mean value of 3.84 for individualized signifies that subordinates consider that career success related to leadership. The mean value for idealized influence is calculated at 3.64 depicting the perception level of subordinates toward implementing succession planning in public sector.

**Table-1.** Result Mean score and Standard deviation for the study variable

| Dimension | Minimum | Maximum | Mean | Standard Deviation |
|---|---|---|---|---|
| Idealised Influence | 2.75 | 5.00 | 3.648 | .42249 |
| Motivational Inspiration | 2.50 | 5.00 | 4.0281 | .50868 |
| Individualised Influence | 2.25 | 5.00 | 3.8437 | .53215 |
| Intellectual Stimulation | 2.75 | 5.00 | 3.9737 | .44634 |
| Future Leader | 2.30 | 5.00 | 3.7497 | .53609 |
| Career Development | 1.78 | 4.44 | 3.4232 | .44436 |

a.Predictors: Idealised Influence, Motivational Inspiration, Individualised Influence, Intellectual Stimulation

b.Dependen Viriable: Succession Planning

In the multiple regression analysis, the dependent variable of succession planning was regressed against the independent variables. Multiple regression analysis was utilized out to test hypothesized the relationship between the four dimensions of transformational leadership styles and grooming for future leadership. The results are summarized in Table 2 and 3. The result portrayed that all four dimensions were positively related to preparing future leader. The variables were motivational inspiration ($\beta$=.133, $p$<0.05), individualized ($\beta$=.178, $p$<0.05) and intellectual stimulation ($\beta$=.128, $p$<0.05). While idealized influence found not significant ($\beta$=.067, $p$>0.05), the result indicated that the correlation of all Independent Variable and Dependent Variable is moderate (R.435), also found that all the independent variables could explain 17.3% of the division in preparing future leader. As shown in Table 3, the regression model was found to be fit (F=19.336; sig = .000). The $R^2$ indicates the coefficient of determination of the predictor variable on the dependent variable. As indicated from the table, $R^2$ showed a value of 18.9 which means that 18.9% of the variance in succession planning, which means that the model fit is valid across different samples sized and can be validly generalized to the study population. The strongest predictor is known by looking at the absolute biggest beta value (Hair *et al.*, 1998). As shown in Table 4, individualized influence shown the biggest beta value of .178, which was significant at is .003 levels .This supports for that idealized influence variable influence most of the variance in preparing the future leader program perceived by subordinate. The finding provided full support for hypothesis. Therefore, this finding is consistent with Bass and Avoilio (1994) transformational leaders are leaders who inspire their followers to work for their career path.

**Table-2.** Model Summary

| Model | R | $R^2$ | Adjusted $R^2$ | Std Error The Estimate | R Square Change | F Change | df¹ | Df2 | Sig F Change |
|---|---|---|---|---|---|---|---|---|---|
| 1 | .147ª | .022 | .111 | .53300 | .022 | 2.143 | 4 | 389 | .075 |
| 2 | .435 | .189 | .173 | .48763 | .168 | 19.336 | 4 | 385 | .000 |

a. Predictors: Idealised Influence, Motivational Inspiration, Individualised Influence, Intellectual Stimulation

**Table-3.** Regression Analysis Result between Transformational Leadership Characteristic and future leader

| Model | | Unstanderdized Coefficients | | Std Coeff. | t | sig | 95%Confidencial Interval (CI) | |
|---|---|---|---|---|---|---|---|---|
| | | Beta | Std Error | Beta | | | Lower Bound | Upper Bound |
| 2 | Constant | 1.338 | . | | | | | |
| | Idealise | .085 | .076 | .067 | 1.118 | .264 | .065 | .235 |
| | Motivation | .140 | .068 | .133 | 2.065 | .040 | .007 | .273 |
| | Individualise | .179 | .059 | .178 | 3.019 | .003 | .062 | .296 |
| | Intellectual | .154 | .076 | .128 | 2.057 | 040 | .007 | .301 |

a.Predictors: Idealised Influence, Motivational Inspiration, Individualised Influence, Intellectual Stimulation

b.Dependen Viriable: Career Development

Table 4 and 5 presents the regression outcomes the dependence of transformational leadership and career development as independent variable. The result portrayed that three dimensions were negatively related to preparing career development. The variables were idealized influence ($\beta$=.081, $p>0.05$), motivational inspiration ($\beta$=.093, $p>0.05$) and intellectual stimulation ($\beta$=.105, $p>0.05$). Individualized influence found positively significant ($\beta$=.165, $p<0.05$). These findings are consistent with previous research on leadership related to career outcomes (e.g. (Xanthopoulou *et al.*, 2009; Muller and Kelloway, 2010; Janneck, 2012)). These determinations are also coherent with the other researcher in others discipline (Hindua.Z.R. *et al.*, 2009; Voon *et al.*, 2011) that found significant relationships between transformational leadership characteristic and job satisfaction.

The result indicated that the correlation of all Independent Variable and Dependent Variable is moderate (R.3755), also found that all the independent variables could explain 12.3% of the division in career development. As shown in Table 4, the regression model was found to be fit (F=14.360; sig = .000). The $R^2$ indicates the coefficient of determination of the predictor variable on the dependent variable. As indicated from the table, $R^2$ showed a value of .141 which means that 14.1% of the variance in succession planning, which means that the model fit is valid across different samples sized and can be validly generalized to the study population. The strongest predictor is known by looking at the absolute biggest beta value (Hair *et al.*, 1998). As shown in Table 5, individualized influence shown the biggest beta value of .165 which was significant at is .007 levels. This supports for that idealized influence variable influence most of the variance in career development program perceived by subordinate.

An explanation can be concluded that the followers relies on the leader to provide a better reference on making good use of work support for enhancing their career opportunity as well as preparing to be a future leader. Also, the positive impact of transformational leadership characteristics and relation's support were found in this research to examine a strong influence on the subordinate career path.

**Table-4.** Model Summary

| Model | R | $R^2$ | Adjusted $R^2$ | Std Error The Estimate | R Square Change | F Change | df¹ | Df2 | Sig F Change |
|---|---|---|---|---|---|---|---|---|---|
| 1 | .375[b] | .141 | .123 | .41620 | .128 | 14.360 | 4 | 385 | .000 |

a.Predictors: Idealised Influence, Motivational Inspiration, Individualised Influence, Intellectual Stimulation

b.Dependen Viriable: Career Development

**Table-5.** Regression Analysis Result between Transformational Leadership and Career Development

| Model | | Unstanderdized Coefficients | | Std Coeff. | t | sig | 95%Confidencial Interval (CI) | |
|---|---|---|---|---|---|---|---|---|
| | | Beta | Std Error | Beta | | | Lower Bound | Upper Bound |
| 1 | Constant | 1.717 | . | | | | | |
| | Idealise | .085 | .065 | .081 | 1.304 | .193 | .043 | .213 |
| | Motivation | .081 | .058 | .092 | 1.409 | .160 | .032 | .198 |
| | Individualise | .138 | .051 | .165 | 2.718 | .007 | .038 | .237 |
| | Intellectual | .104 | .064 | .105 | 1.633 | .103 | .021 | .230 |

a.Predictors: Idealised Influence, Motivational Inspiration, Individualised Influence, Intellectual Stimulation

b.Dependen Viriable: Career Development

## 5. DISCUSSION AND CONCLUSION

A significant finding of the study perceived in succession planning program is affected by leadership characteristic from subordinate perception. The finding of this study provides some practical highlight into the need for public sector especially the Department of Public Services who introduced the succession planning policy to re-look the succession planning and leadership style as these have significant impact on subordinate's' perception.

Consequently, every organization has to acquire the mental ability to overcome sudden changes in senior top management by breaking a solid talent pipeline by matching skill available internally with higher degree. It is consistent with Spendlove (2007) who suggested that leadership development interventions need to begin far earlier the career, so that success is built from below, rather than from above. This also significant with the previous researchers who examined the relationship between the transformational leadership and well-being (Kuoppala et al., 2008; Nielsen et al., 2008; Skakon et al., 2010). This analysis fit well with the finding of work engagement in the relationship between transformational leadership and subjective occupational success (Lorents et al., 2006; Laschinger et al., 2009; Xanthopoulou et al., 2009; Janneck, 2012).

Finding from these research implied that preparing subordinate for future leader is positively leading by the charisma of transformational leadership. Nevertheless, such leading can be effectively driven by strong support provides by the transformational leader. From the perspective theoretical, this study hopes to contribute to the theory of leadership and strategic management of the organisation. Previous studies concerning the effects of leadership, including job satisfaction, employee behavior and performance (Boerner et al., 2007; Kaihatu and Rini, 2007; Reauvers et al., 2008; Walumba et al., 2009; Riaz and Haider, 2010). In addition, this study also provided support for Gould (1979) career planning model, which indicated that career planning could trigger individuals' intention to involve in strategies that could help them to progress towards attainment of their aspirations and consequently career development.

Practically, finding of this study is important to be implemented by Malaysian Public Service Department in carrying out succession planning program and promote organizational effectiveness. Organizations need to clarify the widespread succession planning by creating a common goal between the leaders and subordinate. Transformational leadership style in different situations is also need to be supported with appropriate transaction leadership style. Positive rewards such as praise, recognition must be provided to maintain performance. In addition, criticism and correction is also required to correct the error in the process of preparing leaders as well as career development. Such practices usually keeping in line with what was expected. The effectiveness of planned also influences and formed by the organization. Bolman and Deal (1997) suggest that the weakness of the Organization was also attributed to "the focus is too much on the actors and too little on stage they play their role". Succession planning will not be meaningful if the top management organization controls and preventing creativity and initiative. Although subordinated to innovate in a career, but it depends on the transparency of top leaders to give recognition. Besides, on

the basic of the present finding, top management would be wise to focus on issues related to the policies of HRM practices such as training and development, performance appraisal and compensation. These issues are important because employees' perceptions of HRM practices would influence their motivation to flourish later in their career development.

In addition, seeing the fact that leadership style relates to the subordinate process career path, governing bodies may consider as a value add to invest in leadership program for supervisors. Eventually, the leader is elevated to enhance relations support, for example, take an account of followers creating innovation and contributing ideas, putting a greater confidence insubordinate, expressing a high point of empathy about their workplace need and contributing them with more autonomy.

However, the key to a "successful" succession of preparing future leader will not be found in skill and competency fit alone, it lies in the execution of the process. All key stakeholders especially Malaysian Department of Public Services must support the succession planning process for the candidates to be accepted successors with minimum disruption in the day-to-day business. The potential future leaders will not be satisfied with a "blind trust" in the organization to keep their best interests at heart, nor will they be as motivated by compensation alone. Talent is perhaps best retained by: cultural alignment; value congruence; a fit between organizational and individual identity; a commitment to common goals; personal relationships which link one's individual efforts to that of the organization; and most important psychological ownership of a "greater than self" idea, image, product and/or service. The result of the findings in respect of leadership styles influence career development dimensions found just the influence of individuals have a significant relationship with the implementation of succession planning, while the influence of the ideal, inspiring motivation and intellectual stimulus has an insignificant relationship with career development. This study was cross-sectional in nature. According to Sekaran (2003) one of the limitations of cross-sectional study is the restriction to prove the cause-effect relationship amongst the variable. Hence, a longitudinal study is suggested because it might help future research to validate the finding gathered from cross-sectional study since individuals' behaviors, cognition and perception could change over time.

This study is one of the first steps toward understanding the relationship between transformational leadership in the implementation of succession planning in the public sector in Malaysia. Empirical studies have been conducted to evaluate the variables. Therefore, this study is unique because it has helped to fill the gap in order to enhance understanding of the role of leadership in realizing the implementation of succession planning at the public organization in Malaysia. Conclusion the findings of this study shows there is a significant relationship between transformational leadership style in practice succession planning, especially in the process of preparing future leaders. Hence, the superior officer should strengthen the degree of relationship or synergy with subordinated because subordinate relies on officials for achievements in employment.

The attainment of career development through implementation of succession planning program may lead subordinate to effectively progress towards achieving success in their career path. This inquiry can be concluded that successful leadership in term of building the brain power in an organization is closely linked to the particular organisational cultures within which the managing and workforces are embedded and a particular set attributes all of them seem to partake in. The popular argument is for the leaders to lead rather than manage their organization. An effort to tap the intellectual capacity of the workforce requires leaders to have a strongly defined.

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