

## **Factors that impact succession planning implementation: A systematic literature review of empirical studies**

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### **Abstract**

Succession planning has been an essential activity on organizations today in order to keep the business continuity, ensure talents pipeline and retain organization knowledge. The purpose of this paper is to examine findings from empirical research regarding succession planning (SP) implication in different countries, find out the approaches organizations used, and identify the factors that determine the implementation of succession planning, as well as potential issues and challenges. Systematic literature review used to organize the review of publications. By applying inclusion and exclusion criteria, 32 articles identified to be relevant from the total of 259 publications. The findings indicate that a majority of the studies were conducted in Western countries while very view has been published in the Middle East and Arab countries. The results show that the factors that most affect succession planning implementation are availability of talents pool, alignment with HR activities, management support and organization commitment.

**Keywords:** Succession planning, succession management, Systematic literature review, factors, Talent development, Issues and challenges