

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh manajemen talenta dan perencanaan suksesi terhadap *workforce readiness* melalui pengembangan kompetensi karyawan pada PT SUCOFINDO (Persero) Cabang Batam. Penelitian ini dilatarbelakangi oleh pentingnya kesiapan sumber daya manusia dalam menghadapi kebutuhan organisasi di masa depan, khususnya dalam mendukung ketersediaan tenaga kerja yang kompeten dan siap menjalankan peran strategis. Penelitian menggunakan pendekatan kuantitatif dengan metode sensus terhadap 106 karyawan PT SUCOFINDO (Persero) Cabang Batam. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) dengan bantuan SmartPLS 4. Pengujian hipotesis dilakukan melalui *bootstrapping* dengan tingkat signifikansi 5%. Hasil penelitian menunjukkan bahwa manajemen talenta berpengaruh positif dan signifikan terhadap pengembangan kompetensi, sedangkan perencanaan suksesi tidak berpengaruh signifikan terhadap pengembangan kompetensi. Manajemen talenta dan perencanaan suksesi tidak berpengaruh signifikan secara langsung terhadap *workforce readiness*. Sebaliknya, pengembangan kompetensi berpengaruh positif dan signifikan terhadap *workforce readiness*. Pengembangan kompetensi juga mampu memediasi secara signifikan pengaruh manajemen talenta terhadap *workforce readiness*, tetapi tidak memediasi pengaruh perencanaan suksesi terhadap *workforce readiness*. Temuan ini menegaskan pentingnya penguatan manajemen talenta melalui pengembangan kompetensi untuk meningkatkan kesiapan tenaga kerja dalam menghadapi kebutuhan organisasi di masa mendatang.

Kata kunci: Manajemen Talenta, Perencanaan Suksesi, Pengembangan Kompetensi, *Workforce Readiness*.

ABSTRACT

This study aims to analyze the effects of talent management and succession planning on *workforce readiness* through employee competency development at PT SUCOFINDO (Persero) Batam Branch. This research is motivated by the importance of human resource readiness in addressing future organizational needs, particularly in supporting the availability of competent employees who are prepared to undertake strategic roles. This study employed a quantitative approach using a census method involving 106 employees of PT SUCOFINDO (Persero) Batam Branch. Data were collected through questionnaires and analyzed using *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) with the assistance of SmartPLS 4. Hypothesis testing was conducted using *bootstrapping* at a 5% significance level. The results show that talent management has a positive and significant effect on competency development, while succession planning does not have a significant effect on competency development. Talent management and succession planning do not have significant direct effects on *workforce readiness*. In contrast, competency development has a positive and significant effect on *workforce readiness*. Competency development also significantly mediates the effect of talent management on *workforce readiness*, but does not mediate the effect of succession planning on *workforce readiness*. These findings emphasize the importance of strengthening talent management through competency development to improve workforce readiness in addressing future organizational needs.

Keywords: Talent Management, Succession Planning, Competency Development, *Workforce Readiness*.