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Author Yi-Yi Chen
Author's Email Address No Public.
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Abstract
It was very important for the management of an enterprise to have a succession plan. The enterprise had to implement the succession plan to meet future challenges in business. Moreover, it was necessary to have a high quality staff who were willing to work hard and devote themselves to the enterprise. From the view of human resources, career exploration and life planning were essential to a succession plan in order to let the staff have clear career development and confidence in their positions within the enterprise. Therefore, this research looked into the effect of organization in an enterprise from their business models and strategies, time of establishment, and size in accordance with independent variables, intermediate variables and dependent variables of the succession plan. The survey information involved Taiwan top 1000 manufacturing enterprise staff. Commonwealth Magazine showed that most enterprises did not have a strong understanding of the cognitive aspect of their clerks.
The major findings of the study were as follows:
1. The factors of formalization, control systems, resource allocation , information system, political criteria , technical criteria ,staff role and the factors of organizational commit, value commit, effect commit and retention commitment showed a correllation.
2. Large enterprises showed a stronger correlation than small enterprises.
3. A succession plan and organizational commitment in large enterprises were more correlative than in small enterprises.
4. A succession plan and organizational commitment in enterprises where managers were trained in-house show a greater correlation than those companies which offer outside training.
Key word： succession plan,organizational commit, organizational factor, key position.
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