

The Influences of Transformational Leadership and Training on Succession Management as Mediation Variables in Effort to Increase an Organizational Capability at PT Gama Plantation

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Abstract:- This research aims to analyze the influences of transformational leadership and training on succession management as a mediating variable in effort to improve the organizational capability at PT Gama Plantation. These research data was taken based on a questionnaire that had been distributed to 145 respondents. The sampling method by nonprobability sampling. The analytical method used is Structural Equation Modeling (SEM) with AMOS 23.0 program. The results showed that the transformational leadership had a significant positive influences on succession management, likewise with training, transformational leadership had a significant positive influences on organizational capability, training had a significant positive influences also towards the organizational capability, and succession management had a significant positive effect on organizational capability. Based on the the research result found where it is expected to be able to better provide a figure of a good leader and provide training goals so that the management succession can run well alongside to improve an organizational capabilities at PT Gama Plantation.

Keywords:- Transformational Leadership, Training Succession Management and Organizational Capability.

I. INTRODUCTION

Human resources are the heart of an organization. In capable to achieve an organizational goals and maintain the stability in the organization, it requires the high quality of human resources. As one of the important assets in organization, human resources need to get more attention from the organization because the sustainability and achievement of organizational goals are not only dependent on material or technological developments, but also depend on existing those human resources. As For this reason, in every organization, human resources were required to do their best for the organization so the company's goals were achieved.

Maximizing those employees capability in a company is a stage that must be done by the organization so that the target that have been set would achieved. The Capability could be interpreted as possessed ability by someone. The Employees in organization has diverse abilities, it could be seen from the sectors or divisions that they occupied. There's often has an human resources or employees who does occupied in certain positions at the organization and posses the ability in which accordance to requirements. Therefore, to handle those phenomenon, it is necessary to take an actions from the organization as an effort so that the capabilities of its employees are not static but dynamically develop. One of them is by provide the training for its employees.

The training was conducted as an effort to improve the skills and knowledge of employees. This would related as an effort to overcome the expiration of superior human resources that could be used as leaders in the organization. In capable to achieve those maximum level of employee capability which in line with expectations that have been set, it is requires the leaders who can lead the way to theirs subordinates well. Well thats not easy to find the right one in all the situations. But by implementing a succession management system, the organizations could be more effective and efficient in applied to the future leaders or executives who are ready to face that challenges of this existing business.

GAMA Plantation which was established in 2010 is a group of national private companies in Oil Palm Plantation field and its processing which growing rapidly and spread in several locations such as Jambi, Riau, Aceh, West Kalimantan, East Kalimantan, West Sulawesi and Papua. Based on the employees performance on the last 3 years it could be seen based on the targets which set by PT Gama Plantation in 2016 only reached the target of 71.58% there was a gap of 28.42%. Then in 2017 there was an increase in performance so that the target achieved was 82.15% but still there was a gap of 17.85%. But then in 2018 there was a decline in target performance which achieved only by 71.34% and there was a gap of 28.66%.

EMPLOYEE PERFORMANCE (%)			
YEAR	TARGET	ACTUAL	GAP
2016	100	71.58	28.42
2017	100	82.15	17.85
2018	100	71.34	28.66
AVERAGE (%)	100	75.02	24.98

Table 1:- The data of Employees Performance for 2016 - 2018

Source: PT Gama Plantation HRD

The data proves that even in terms of achievement on the performance results are consistent ie not in accordance with the set targets. That makes interesting for what happened in the last three years, namely 2016 - 2018, there are tables that fluctuated with quite drastic figures. Therefore, the researchers conducted an interviews with the HRD manager from PT Gama Plantation which namely Mr Ganjar Trijatmiko on Friday, October 5, 2018 regarding which factors that influence employee capabilities that occur in PT Gama Plantation. From those results of the interview it found that several factors which influence the employee capabilities including: career path, organizational culture, motivation, leadership, training, work environment,

organizational commitment, communication and the succession management.

To re-pin any factors that affect the employee capabilities, researchers were conducted a pre-research by distributing questionnaires on Thursday, October 9, 2018 to 30 respondents. The pre-survey recapitulation that has been carried out by distributing questionnaires to employees at PT Gama Plantation as many as 30 respondents who got the highest data result is the transformational leadership factor with an average value of 94% then the second is succession management as much as 93% and third is training which has as much as 91%.

Factor	Disagree	Neutral	Agree
Transformational Leadership	0%	6%	94%
Succession Management	3%	4%	93%
Training	1%	8%	91%

Table 2:- The Average of Pre-Survey Recapitulation Results

Source: Data Processed by the Author (2018)

Thus the authors could formulated through the title *"The Influences of Transformational Leadership and Training on Succession Management as Mediation Variables in Effort to Increase an Organizational Capability at PT Gama Plantation"*.

PAGES 3 SERA

II. THEORITICAL REVIEW

A. Transformational Leadership

Bass and Riggio (2006) in Kalu (2010:33-34) stated that the transformational leadership is the leaders who could stimulate and inspire an extraordinary goals for their subordinates then in the process of achieving these goals the subordinates are transformed to develop such leadership capacity of their leaders Then Bass and Avolio (1990) in Gary Yuki (2013: 316) states that to identify transformational leadership behaviors, there are 4 components that must be met which namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

B. Training

According Alfiyah, and Riyanto (2019) training is a process to improve the quality of human resources or employees owned. Expected improvements are increased knowledge, skills improvement and behavioral enhancement where the results of quality improvement are aimed at achieving organizational goals. According to Eko

(2015: 82) states that the training is a series of individual activities in systematically increasing expertise and knowledge so as to be able to have professional performance in their fields. According to Kusdyah (2008:110) said that the training is an environmental container for employees where they acquire or learn attitudes, abilities, expertise, knowledge, and specific behaviors related to work. Meanwhile, according to Rivai and Sagala (2013:212) said that the training is the systematically process which changing employee behavior in achieving the organizational goals. Furthermore Herman (2009: 39) said that the effective training programs can be measured through training materials, training methods, instructors' attitudes and skills, length of training time, and last for list is training facilities.

C. Succession Management

Succession Management is an HR planning for dynamically environment and with more flexible approach (Liebman, et al., 1996). Then he also added that succession management can be measured through corporate orientation, organizational focus, outcomes, assessment techniques, communication, and selection pool.

D. Organizational Capability

According to Hubeis and Najib (2014:47) said that the organizational capabilities are a collection of resources that display tasks or activities integrally. Usually, those organizational capabilities are determined based on

two approaches, namely the functional approach and the value chain approach. Assauri (2013:54) states that the capabilities basically describe an organization's ability to use its resources. Organizational capability has the key role of strategic management in appropriate adaptation, internal integration and reconfiguration and organizational skills, resources and functional competencies so that the conformity with environmental changes occurs, Teece, et al in Sampurno (2011:37) said that the Organizational capabilities could be classified into these three groups according to their orientation which namely the managerial capability, technical capability and output-based capability. (Lopez-Cabrales et. al., 2006 in Erdil et. al., 2010).

E. Prior Research

Previous research by Jeannie Myung, Susanna Loeb and Eileen Horng (2017) stated that the transformational leadership and training had a significant positive influences on succession management. Agus Joko Pramono (2016) which states that the transformational leadership has a significant positive influence on organizational capability. Zahra Idrees, Xia Ximping, Khuram Shafi, Liu Hua, Amma Nazeer (2015) who stated that the training had a significant positive effect on organizational capability. And last one is Rini Kuswati (2009) which states that management succession has a significant positive effect on organizational capability.

F. Thinking Framework

In this research, the thinking framework could be defined as follows:

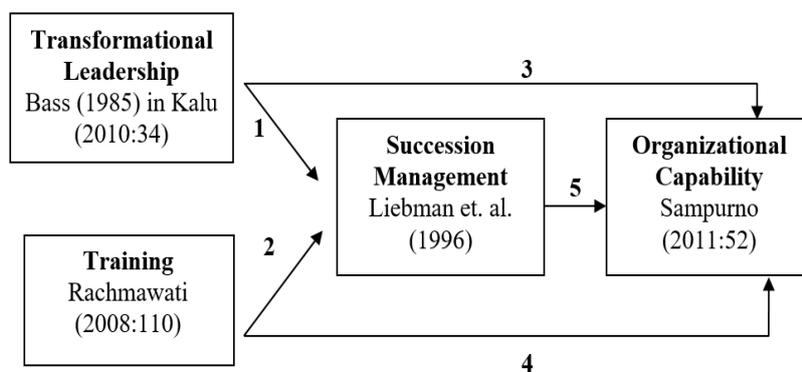


Fig 1:- Thinking Framework
Source: Data processed by the author (2018)

G. Hypothesis

Based on the framework development above, there has several hypothesis can be arranged as follows:

- Transformational leadership has an influences to the Succession Management at PT Gama Plantation.
- Training influences the succession of management at PT. Gama Plantation.
- Transformational leadership has an influences to organizational capability at PT Gama Plantation.
- Training has an influence to the organizational capabilities of PT. Gama Plantation.
- The management Succession has an affects to the organizational capabilities of PT Gama Plantation.

III. METHODOLOGY

The method which used in this research is a descriptive method with quantitative approach to the causal research method. In this case the research aims to determine the influence of Transformational Leadership and Training on Succession Management as Mediation Variables in Effort to Improve the organizational Capability at PT Gama Plantation. The research population was employees at PT. Gama Plantation as many as 228 people. In the SEM method generally requires relatively more number of samples for other multivariate approaches. The number of samples that used in this research amounted

to 145 respondents or 63.6% of the total population (Slovin 5% error tolerance).

The data collection methods in this research use literature methods and the direct field research in form of primary and secondary data collection through the pre-studies process or direct research process to the field. The method of data analysis in this research use SEM (Structural Equation Model) by the Analysis of Moment Structure (AMOS) 23.0 program through 7 steps of structural analysis which namely: 1) theoretical model development 2) compiling a path diagram, 3) changing the diagram into structural equation, 4) selecting the input matrix for data analysis, 5) interpreting the mode, 6) evaluating the estimated model, and 7) interpreting the model.

IV. RESULTS AND DISCUSSION

A. Validity Test with Confirmatory Analysis Factor

Confirmatory analysis factor is carried out between exogenous and endogenous variables. In this research model, there are two exogenous variables namely transformational leadership, training and there are two endogenous variables namely succession management and organizational capability.

➤ *Confirmatory Analysis Factor between Exogenous Constructions*

The calculation results show that CMIN/DF, RMSEA CFI and TLI criteria has conformity index based on the recommended minimums. The GFI and AGFI index values are closed to the recommended limit so it can be said that the values of GFI, TLI, cmindf, and CFI fall into the fit model category. As for the chi-square index, the results showed that the model did not fit. Based on the total there has five indicated that show that results to the fit model. From those various suitability indicates above, it could be concluded that the measurement model in exogenous construct that is fit proposed or has a good suitability because there are five goodness of fit criteria that suit therefore no need to eliminate those indicators of each variable in the model. Furthermore, the results of these research also showed a C.R value has twice standard error value, the probability of each indicator is also less than 0.05. So it can be ensured that all indicator variables does met the validity construct requirements. The loading factors of transformational leadership and training variables are more than 0.5, so it could be concluded that all indicators that reflect each of the transformational leadership variables and training of the exogenous variables are set of unity indicators that needs further investigated which are stated as valid variables.

➤ *Confirmatory Analysis Factors between Endogenous Constructions*

The calculation results show that the probability criteria, TLI, RMSEA, CMINDF, CFI provide a conformity index which matches to the recommended limit. But then, in the GFI, AGFI criteria, the index value is almost close to the recommended minimum, so it could be said that this model included in the fit model category. Based on total results there are five indicates that show the results which fit to the model. From those various suitability indicates above it could be concluded that the measurement model in the endogenous construct proposed is fit or has a good suitability because there are five goodness of fit criteria that have been suit therefore no needs elimination of indicators from each variable in the model. The results shows that all indicators are good and have a C.R value which twice the standard error value, the probability of each indicator is also less than 0.05. So it can be ensured that all indicator variables does met the validity construct requirements. The loading factors of the succession management variables and organizational capabilities are more than 0.5, so it could be concluded that all indicators which reflect each of the succession management variables and organizational capabilities of the endogenous variables that are united and would needed further investigated which are declared as valid variables.

➤ *Confirmatory Analysis Factor between Exogenous and Endogenous Constructions*

The confirmatory analysis factor between exogenous and endogenous constructs is to find out the influence between constructs or relationships proposed in the hypotheses of this research.

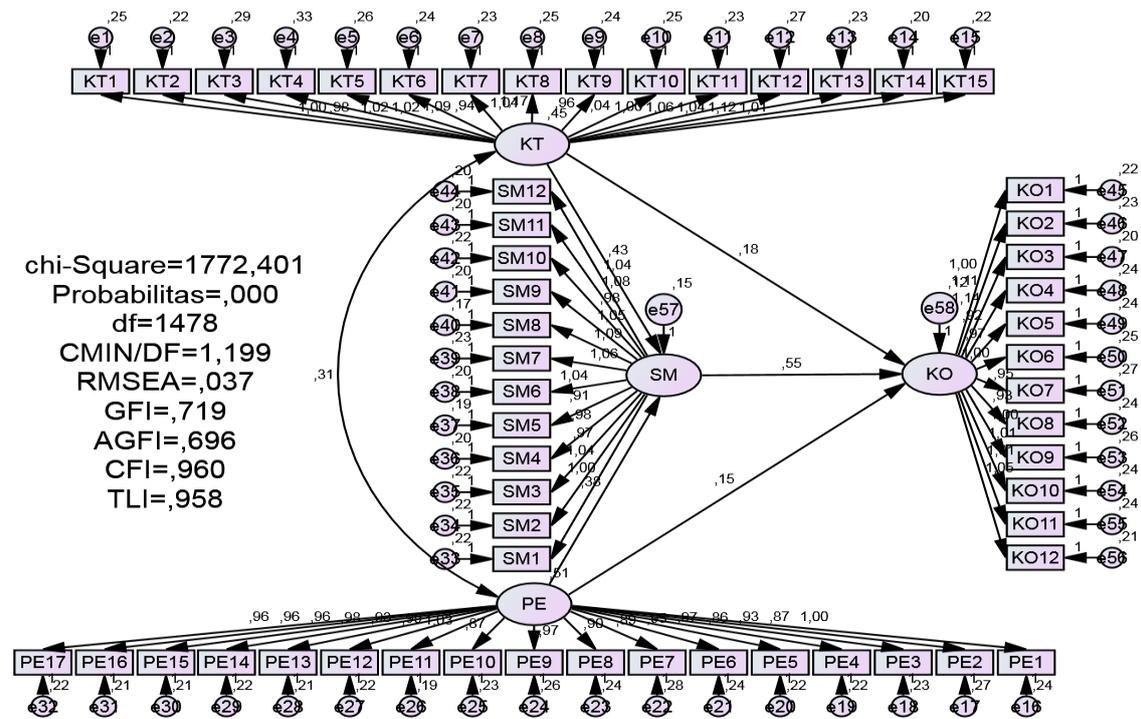


Fig 2:- Confirmatory Analysis Factor between Exogenous and Endogenous Constructions
Source: Data Processed from Questionnaire (2019)

The data above shows that all indicators are good and have a C.R value that's greater twice than the standard error value, the probability of each indicator is also less than 0.05. So it could be ensured that all indicator variables do meet the requirements of validity construct. And then, the results of the validity test with confirmatory analysis factor have a standardized loading factor > 0.50.

B. Variance Extracted

From the results of exogenous and endogenous constructs data processed the total AVE value is more than 0.50 for the AVE of transformational leadership is 0.658, and the value of training AVE is 0.663, the value of succession management AVE is 0.672, and the value of organizational capability AVE is 0.635. So it could be concluded that all latent constructs meet AVE criteria > 0.50 latent constructs of transformational leadership, training, management succession and organizational capabilities give AVE values > 0.50. From the loading results it's found that the loading value of the latent variable

is > 0.70 therefore it has a high convergent validity value, a good latent value is by loading factor > 0.70.

C. Constructability Reliability

From the results of data processing, the results show that the reliability value of each latent variable for exogenous variables is above > 0.70 transformational leadership with reliability value of 0.966, training with reliability value of 0.971, whereas for endogenous variables the reliability value is above > 0.70 is Required to the management succession with reliability value of 0.960 and organizational capability with reliability value of 0.954.

D. Discriminant Validity

The high value of discriminant validity provides the evidence that a construct is unique and capable to capture the phenomenon that being measured. This is how to test and compare the value of the square root of AVE with the correlation between constructs (Ghozali, 2014: 141).

	KT	PE	SM	KO
KT	,811			
PE	,649	,814		
SM	,729	,720	,839	
KO	,702	,691	,814	,797

Table 3:- Correlations between constructs with AVE Squares
Source: Data Processed from Questionnaire (2019)

Based on Table 3 above, it could be concluded that all constructs has higher square root values compared to other construct values, this shows that the convergent validity is good.

E. Normality Test

Normality evaluation is done by using the criterion ratio of the skewness value ± 2.58 (significant level 0.01). The data could be concluded as normal distribution if the criteria ratio of skewness value ± 2.58 . From those data there are several indicators that show an univariate abnormal distribution because it has a critical ratio of skewness above ± 2.58 . While the multivariate normality test has critical ratio value of -0.631 below ± 2.58 , the multivariate data are abnormally distributed. But because the total sample of 145 people is a large number of samples so it can be declared as normal distribution.

F. Outliner Evaluation

Outliner is an observation condition of data which has unique characteristics that look very different from the other observations and appear in the form of extreme values, either as a single variable or combination. The detection of multivariate outliers is carried out by paying attention to the mahalobonis distance value which has criteria us based on chi-squares on the degree of freedom amounted 56 of the number indicator variables at a significance level of $P > 0.001$. The values on the table indicate that the significance level $P > 0.001$, so it is not necessary to do an outliner.

G. Full Model Analysis

The next analysis is by doing out a full model analysis by including indicators that have been tested with confirmator analysis factor and has results that are worth it or valid. The appearance of the equation model as follows:

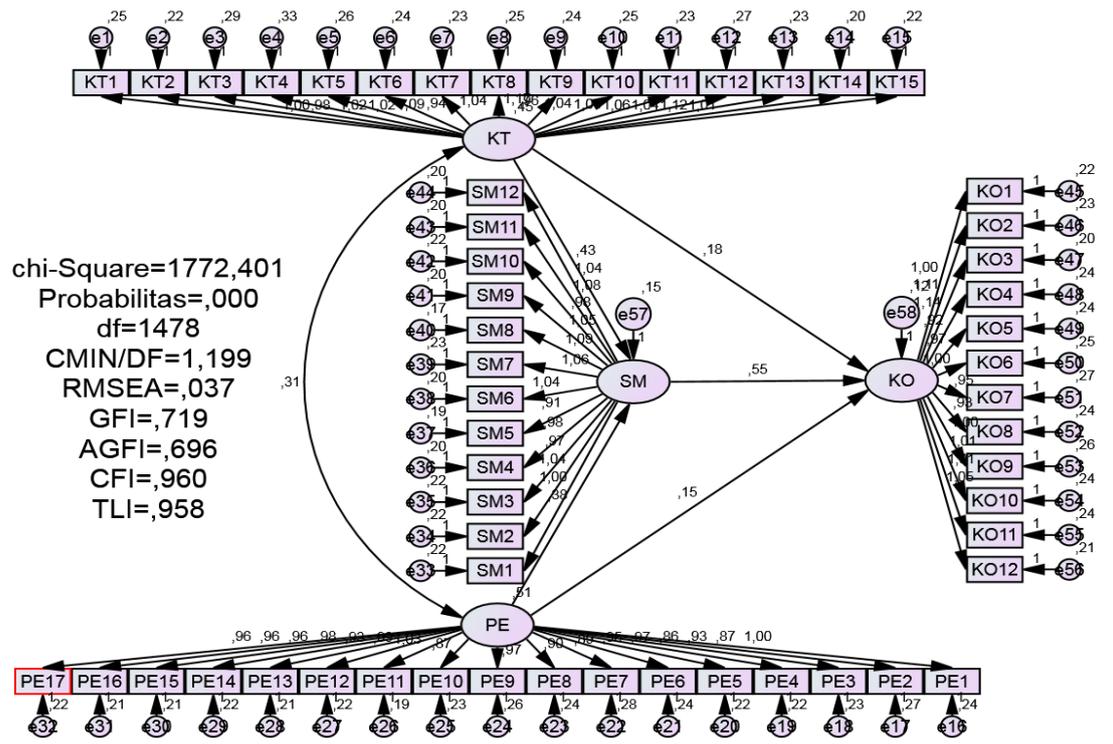


Fig 3:- Full Model Analysis
Source: Data Processed by Questionnaire (2019)

No	Goodness of Fit Indexes	Cut of Value	Model Result	Evaluation
1	Chi Square	it is expected to be smaller than its table	1772,401	Not Fullfil
2	Probability	≥ 0,05	0,000	Not Fullfil
3	RMSEA (the root mean square error of approximation)	≤ 0,1	0,037	Fullfil
4	CMIN/DF (the minimum discrepansi function)	≤ 2,00	1,199	Fullfil
5	TLI (Truckler lewis indexes)	≥ 0,90	0,958	Fullfil
6	GFI (good of fit indexes)	≥ 0,90	0,719	Not Fullfil
7	AGFI (adjusted goodness of fit indexes)	≥ 0,90	0,696	Not Fullfil
8	CFI (Comparison fit indexes)	≥ 0,90	0,960	Fullfil

Table 4:- Full Model Feasibility Test Results
Source: Data Processed by Questionnaire (2019)

The full model feasibility test result was indicated that those indicators that have been used to form the research model most all of them have met the criteria for goodness of fit shown in the cut of value column, therefore it could be said that to build a research model and meet the eligibility criteria of a model.

H. Coefficient Determination

The coefficient determination is an indicated by the value of square multiple correlation. The square multiple correlation value for succession management is 0.638 (R²) which means that the variability of succession management

that can be explained by transformational leadership and training variables is 63.8%, while 36.2% are the other variables which not examined yet, so it could be concluded that the model is sufficient well. Furthermore, the magnitude of this value of the coefficient determination with the value of square multiple correlation for organizational capability is 0.700 (R²) which means that the variability of organizational capability is explained by the transformational leadership variable, training and management succession by 70.0%, while 30.0% from another variable which is not researched yet, so it can be concluded that the model is good enough.

	Estimate
SM	.638
KO	.700

Table 5: Squared Multiple Correlations results
Source: Data Processed by Questionnaire (2019)

I. Hypothesis Test

The results of this test indicate whether all paths analyzed show an significant critical ratio, which could be seen from the magnitude of the path coefficient (The estimate and standardized estimate) with value of C.R. which has a significance level of less than 5%. If the data processing results meet these requirements, so then the hypothesis is accepted. from the research results, it could be concluded that H1, H2, H3, H4 and H5 are accepted with a positive and significant influences on it.

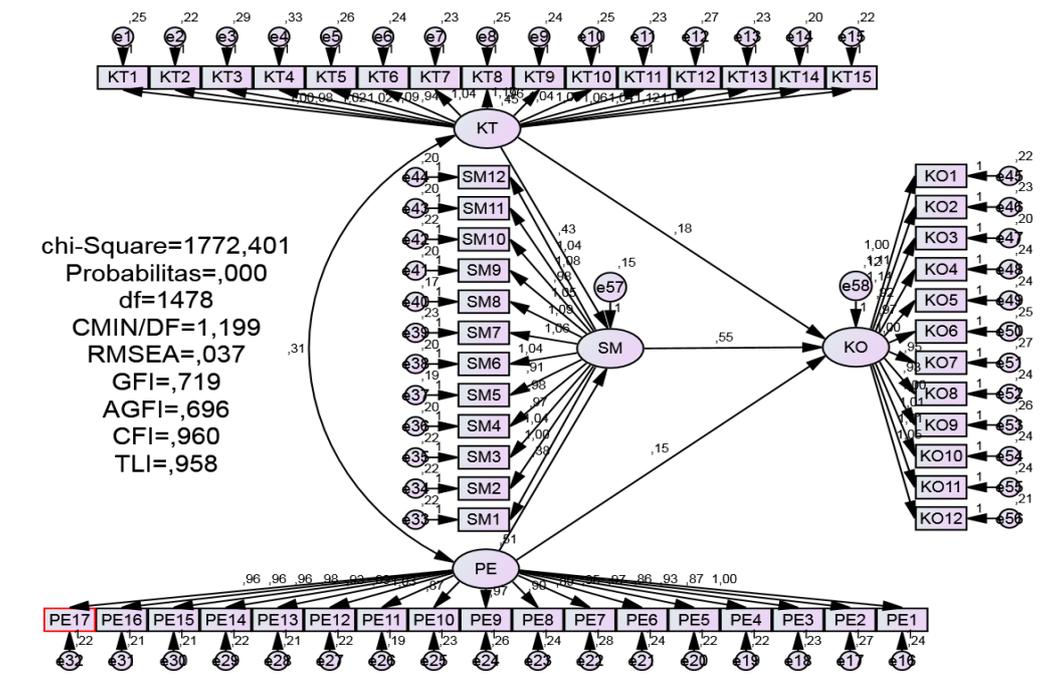


Fig 4:- The Results of Critical Ratio (C.R) and Probability Values
Source: Data Processed by the Questionnaire (2019)

	Estimate	S.E.	C.R.	P	R ²	Hypothesis Result
SM <--- KT	0,434	0,080	5,441	***	0,453	Has positive and significant influence
SM <--- PE	0,382	0,073	5,245	***	0,427	Has positive and significant influence
KO <--- KT	0,179	0,078	2,285	,022	0,186	Has positive and significant influence
KO <--- PE	0,153	0,071	2,146	,032	0,171	Has positive and significant influence
KO <--- SM	0,554	0,101	5,474	***	0,555	Has positive and significant influence

Table 6:- The Results of Regression Weight Test
Source: Data Processed by Questionnaire (2019)

J. Discussion

Based on the results of hypothesis test, it is calculated that the probability is *** or the value of P > 0.0001. With a value of 0.453 the regression coefficient has a number of transformation leadership (X1) will affect the succession rate of management (Y1) to 45.3%. The result of the processing and explaining only an indicator of leadership in form of 0.60. This is just a matter of fifteen (15) indicators that have been used to defined the variables that were measured by many. To fill the direct influence of the transformational leadership towards the succession

management such as those which have been presented in the hands of C.R. (critic ratio) with total of 5,441 and the probability which have value that interpreted and has a significant influence with the value of the P > 0,0001 value so its smaller than alpha value 0.05. So it could be drawn the line that the transformational leadership has a significant positive influence on succession management. The results of this hypothesis are reinforced by the results from previous research which conducted by Jeannie Myung, Susanna Loeb and Eileen Horng (2017). It said that The highest indicator with the loading factor value

is (KT14) with a value of 0.860 so if there is a problem, my leader would be happy to sort of these matters. From these results indicate that the company has a good leader who is willing to intervene to solve problems that cannot be solved by his subordinates. The linkage of transformational leadership to succession management is the company sort of the human resource crisis which one the leader could gave right examples to their subs. The company would get new quality seeds that could replace the retirement employees alongside to increase the motivation and commitment which could develop and communicate to the right path of career.

Based on the hypothesis test results in Table 6, the value of probabilities is *** or $P > 0,0001$ With a regression coefficient of 0.427, it has the value that training (X2) will affect the succession management (Y1) by 42.7%. The result of these process has explained that every each indicator of training has similiar loading factor value which is average from 0.771 to 0.8%. That is explained that the Seventeen (17) indicators are capable to defined all the measured variables with well. To fill the direct influence of training towards the succession management as if it has been presented with reliable set of C.R. (critic r atio) total of 5,245 and the probability of the value is smaller than 0.05. Thus, it can be concluded that training has an significant positive impact on succession management. The results of this hypothesis are reinforced by the results of previous studies by Jeannie Myung, Susanna Loeb and Eileen Horng (2017). While they said that The item that has the highest score is the eleventh question (PE11), with a value of 0.861 "the training provided by the company can be understood easily and quickly". By providing easily understood training it will influence its effectiveness of employees in absorbing new knowledge. The connection to organizational capability is increasing an employees skills because of easiness and faster for employees to absorb knowledge from the training provided, which can provide time and cost effectiveness.

Based on the hypothesis test result in Table 6, the value of probabilities is *** or $P > 0,0001$ with a regression coefficient of 0.555, some succession (Y1) will affect the level of organizational capacity (Y2) by 55.5%. The result of the process is explaining that each indicator of training would have similiar loading factor value start from 0.797 - 0.858. This could explains the fact that for the twelve (12) indicators that have been used are capable to explain any various figures that are measured in large numbers. To fill the influence of the management succession to organizational capabilities such as those have been presented on the table in C. R. (critic r atio) total of 5,474 with the value of probability $P > 0,0001$ these values is smaller than the value of 0.05, so that it could drawn the concluded that the succession management has a positive influence on organizational capability. The results of this hypothesis are reinforced by the results of previous studies by Rini Kuswati (2009). Which stated that The highest indicator of eight succession management (SM8) with loading factor value of 0.858, which is not only based on the opinion of superiors to subordinates. A good assessment

is an assessment of two directions, namely superiors to subordinates and subordinates to superiors. The connection to organizational capabilities, namely a two-way assessment can help companies assess employees and leaders, thereby increasing organizational capabilities.

V. CONCLUSION AND SUGGESTION

A. Conclusion

This research was trying to analyze those variables which related to the influence of transformational leadership, training on succession management in effort to improve organizational capabilities at PT Gama Plantation. From these research result who was conducted by researchers based on the results of calculations using SEM (Structural Equation Modeling), the conclusions can be drawn as follows:

- The application of transformational leadership systems has a positive and significant influence on succession management at PT Gama Plantation. This means that the higher transformational leadership systems applied it could increase succession management. Succession management is to prepare executives for the future which have the leadership that is ready to face the challenges of future businesses. With those implemented as role models in transformational leadership systems such as having behaviors that make subordinates respect, able to show strength and confidence, put the interests of groups, able to talk about important values in their lives, consider moral consequences in making decisions, prioritizing ethical values in making decisions, able to stimulate employee creativity in completing work, giving opportunities to subordinates to see problems from various points of view, able to encourage subordinates to look for different perspectives when it comes to solving problems, able to show confidence that goals will be achieved, always talk enthusiastically about what needs to be done, be able to speak optimistically about the future, provide guidance to subordinates who need it, take time to provide guidance to subordinates and help develop strength- the power which possessed by subordinates, subordinates or employees can easily bring out the best abilities from within themselves for the progress of the company. When the best abilities of employees have been given, it could be easy for management to see who the future leaders or executives are worthy and proper that can bring the company or organization forward and better.
- With training, it has a positive and significant effect on Succession management at PT Gama Plantation. This means that the higher or more frequent training provided by companies or organizations to employees appropriately and efficiently could increase the succession management. The training provided by the company for its employees was to improve the knowledge and skills of these employees. When the material provided in training matches with the needs of the company and can be understood and applied effectively by the employee, it will also impact the

company. When employee knowledge and skills increase and employee contributions would high towards the company, the management can easily see the ability of employees who are worthy and suitable to be leaders or executives in the future that could bring the company to become more advanced and better.

- With the implementation of transformational leadership systems, which has a positive and significant effect on organizational capabilities at PT Gama Plantation. This means that the higher application of transformational leadership systems could increase an organizational capabilities. With the presence of leaders such as having behaviors that make subordinates respect, able to show strength and confidence, put the interests of groups or groups, able to talk about important values in life, consider moral consequences in making decisions, prioritize ethical values in making decisions, able to stimulate employee creativity in completing work, giving opportunities to subordinates to see problems from various points of view, able to encourage subordinates to look for different perspectives when solving problems, able to show confidence that goals will be achieved, always talk enthusiastically about what should be resolved, able to speak optimistically with regard to the future, to provide guidance to subordinates who need it, take the time to provide guidance to subordinates and help develop the strengths that are owned by subordinates, subordinates or u employees can easily bring out the best capabilities from within themselves to advance the capabilities of the organization or company.
- With the training provided by the company, it has a positive and significant effect on organizational capabilities at PT Gama Plantation. This means that the higher or more frequent training provided by companies or organizations for employees appropriately and efficiently can increase organizational capabilities. The training provided by the company for its employees to improve the knowledge and skills of these employees. When the material provided in training matches the needs of company and can be understood and applied effectively by employees in the organization or company, it will bring the company forward and better.
- With the good management succession has positive and significant influence on organizational capabilities at PT Gama Plantation. This means that the higher the implemented of good succession management, it could improve organizational capabilities. With the existence of reliable human resources in facing business competition today, a dynamic work environment, focusing on the leadership team (someone must be able to contribute more and add value to the performance of his team), make an open preparations for all employees to become a leader, long term learning length for all employees, employee performance appraisal is carried out with 360 degree feedback, open communication, existing positions are filled not based on connections but based on skills, existing knowledge and experience also having extensive networking, organizational or company capability will be much better.

B. Suggestion

Based on the hypothesis test result and regression coefficients generated from the processing of transformational leadership variables, training, succession of management and organizational capabilities it can be suggested as follows:

- The fourth indicator in transformational leadership that is able to talk about important values in their life gets the lowest score, this is because of the values in personal life do not have much effect on the work area of each employee. Therefore, the suggestions from researchers that the company should create a work culture that has an impact on improving the relationship between work and life values, such as making programs before and after doing work, holding motivational sessions for all employees. Beside that, staff gatherings can be carried out in order to increase engagement between one employee and another.
- In the second statement of the training variable, the knowledge I got from the training which i can apply when working at the office gets the lowest score because there is some material from the training that is sometimes given to improve the quality of individual intrapersonal skills, this makes the value of the question items get the lowest value of the another question's items. Therefore, the suggestions from researchers has to pay close attention to the material that will be submitted so that it can be useful with the field of work of each employee then there are existing human resources who could develop and have the maximum ability in the field of work. When the employee is given training, the employee is personally called by the human capital and leaders in his department. Asked about the impression of participating in training and what kind of knowledge could be applied in the company. After that training review was also conducted, namely 1 month after the training was held. So that the training can be seen on target both in terms of the employees who participated and the material.
- In the third statement on succession management variable, the situation in the company is flexible so that it would supports my performance so I can get the lowest score because a lot of workloads make employees not get flexible situations. Therefore the Researchers suggest for companies to make jobdesk reviews. If its possible to hold all positions for 1 position or could it be to break down again and recruit new staff.
- In the descriptive respondents in the transformational leadership variable, the lowest value is mostly the eighth statement, that is when they want to solve a problem, my leader always asks my opinion to see from various points of view. So the researcher's suggestion is that the staff or employees are given space to think the leader can see the problem from various points of view. One way is by way of a meeting, where a number of employees are asked about their opinions and an open vote is held.

- In addition to the descriptive respondents of transformational leadership variables, the fifteenth statement which the leader gave appreciation or praise to his subordinates to arouse work morale appeared as the lowest value in age and years of work. So the advice of researchers, give the company rewards to employees who excel so that the spirit of work continues to survive by providing rewards in the form of money or travel. And for employees who have high loyalty can also be given an award. For example, 5 years of work are given certificates and watches or motorbikes by the company. Then 10 years of work is given a certificate and a car that will become a personal right.
- In the descriptive respondents of succession management at their age and years of service, the ninth statement emerged: the leader gave me the opportunity to provide ideas and suggestions with the lowest values. Therefore, the suggestion from researchers is all chat groups such as on whatsapp per department and across departments are needed so that communication can be up-to-date and information fast and smooth.
- In the descriptive respondents organizational capabilities on the variables of gender, age, years of work and education, the sixth statement appears: I consider the problem in the company is my problem on the lowest value. So the suggestion from researchers is when the company's anniversary was shared again about the company's vision and mission and the company's work culture was packaged in an interesting way like games and gathering with staff. So that employees would have strong emotional ties to the company. And that later would have assume that the company's problems are also personal problem. So that requires opinions and hard work of the employees themselves in order to be resolved.
- For further researchers, hopefully they could explore the organization capabilities more deeply in terms of many variables that have not been examined at this time in order to maximize all way to improve organizational capabilities.

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