

## THE INFLUENCE OF SUCCESSION PLANNING ON ORGANIZATIONAL SUSTAINABILITY

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### Abstract

The purpose of this study is to analyze how much influence Succession Planning has on Organizational Sustainability through the role of Transformational Leadership, Learning Agility, and Resilience using the SEM-PLS method. This research uses quantitative methods to analyze the influence of Succession Planning on Organizational Sustainability through the roles of Transformational Leadership, Learning Agility, and Resilience. The research used the Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) method. Primary research data was obtained by distributing questionnaires to 119 respondents from a total population of 170 employees. The questionnaire contains structured questions that include the variables studied and filled in by respondents online or offline. Data analysis was carried out through descriptive methods using an SEM PLS. The data obtained from the questionnaires were processed and explained statistically by testing the data using SmartPLS 4.0. Based on the results of descriptive analysis and testing through SmartPLS 4.0, it was found that organizational sustainability can be influenced by learning agility and resilience through the mediation of transformational leadership and succession planning. There is a significant relationship between learning agility and resilience variables mediated by transformational leadership and succession planning on organizational sustainability. However, the research results also show that transformational leadership does not have a statistically significant relationship with organizational sustainability, but there is a very significant relationship between transformational leadership and succession planning. The research results are used to establish recommendations to the management of PT XYZ in maintaining the sustainability of the organization and further research.

### Keywords

Transformational Leadership; Learning Agility; Resilience; Succession Planning; Organization Sustainability



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## INTRODUCTION

In the era of Industry 4.0 technology, companies struggle to maintain, plan, and develop human resources to meet two main challenges. This is due to the loss of major skilled talent and both changing trends in the skills market (Pandey & Sharma, 2014). Employee retention and development are a priority for companies competing in the talent market. The main reason for succession planning is to be proactive and aligned with the overall strategy of the organization (Rothwell, 2010), So it needs a management strategy SDM to support the sustainability of the organization.

PT. Bank XYZ Indonesia Group Operations has adopted a transformation strategy SDM through succession planning that focuses on developing internal employees to meet the needs of future leaders. Management SDM In the bank, this includes the identification of internal talent who have the potential to hold key roles in the future. Internal data shows that as many as 70% of the employees identified in succession planning have undergone a customized development program tailored to the company's needs.

Leadership patterns in PT. Bank XYZ Indonesia Group Operations has carried a transformational approach that focuses on empowering employees, innovating, and adapting to change. Leaders encourage innovation and collaboration, reflecting the critical role transformational leadership plays in fostering a dynamic, change-responsive work culture.

In the context of learning agility, PT. Bank XYZ Indonesia Operational Group has implemented an adaptive and continuous learning approach. Data on employee participation in training and development shows an increase in the last two years. In addition, the bank has also launched an online learning platform that gives employees wider access to learning according to their needs.

From the aspect of organizational sustainability, the development of SDM of PT. Bank XYZ Indonesia Operational Group has an important role. Employees who have participated in the development program have increased involvement and loyalty to the bank. This has a positive impact on employee retention rates. Thus, the development of SDM contributes not only to the company's growth but also to the sustainability of the organization by building a foundation of skilled, empowered, and committed employees.

(Burns, 1978) Transformational leadership theory focuses on a leader's ability to influence employees in ways that inspire, motivate, and drive positive change. Transformational leaders drive a shared vision, build strong relationships, and stimulate creativity and innovation within

organizations. According to Bass (1990) argues that transformational leadership is more effective than transactional leadership because transformational leaders motivate team members more than transactional leaders

Marquardt (2002) states that companies must continue to transform themselves into learning organizations to become places where people at all levels engage in new learning processes in order for them to gain and maintain a competitive advantage in this new environment.

According to R. Eichinger & Lombardo (2004), Expressing a person's ability to learn from previous experiences and apply that knowledge to succeed in new situations is known as learning intelligence. According to De Meuse et al. (2010), learning agility is the ability to learn from experience and implement learning to achieve success in new situations.

According to Parks (2018), establishing practices between successors and incumbents impacts performance by improving continuity within the organization. Succession planning is an important effort to find potential employees, determine the necessary skills, and provide learning experiences to improve employees' ability to face challenges and prepare for a resilient leadership mentality.

According to Missasi & Izzati (2019), resilience is defined as a person's ability to cope with and deal with risks and stressful circumstances through the defense of their abilities and positive and flexible adaptation to change, as well as stressful experiences. According to (Wut et al., 2022), an optimistic and positive attitude is a dimension of resilience important in coping with pressure and stress in the work environment.

Research Fawzy & Saad (2023) With the result, agility capabilities have a significant impact on organizational sustainability. Research (Nasir et al., 2022) with transformational leadership results can affect organizational sustainability in Industry 4.0. This is because transformational leadership can help organizations deal with challenges and changes in the business environment. Research (Rohana et al., 2020) As a result, there is a significant influence of leadership characteristics on succession planning. Research (Ahmad et al., 2022) showed that the results of transformational leadership style have a significant positive impact on succession planning programs. Research (Sezen-Gültekin & Argon, 2020) showed that the results of organizational resilience have a highly positive relationship with the overall dimension of organizational sustainability. Research (De Meuse, 2022) Showed that learning agility has a strong relationship with the performance and potential of the leader. Research (Kwon et al., 2021) With the results of transformational leadership

style positively related to employee learning agility.

Research (Salam et al., 2023) with the result that Resilience can influence perceptions of transformational leadership. Research (Zafar & Akhtar, 2020) Effective Succession Planning is associated with organizational growth and has a 2.5-fold positive impact. Research (Mangundjaya, 2019) With sustainability results, organizations are directly influenced by transformational leadership. Research (Amin et al., 2019) showed that the results of transformational leadership have a positive impact on the development of organizational sustainability capabilities. Research (Putri & Sudibjo, 2022) shows that the results of transformational leadership affect organizational commitment positively. Research (Ugoani, 2020) With the results, there is a positive association between management succession planning and organizational sustainability.

Research examining the direct effects of learning agility and resilience on organizational sustainability mediated by transformational leadership and succession planning is scant. Some past research has linked transformational leadership and succession planning to organizational sustainability. However, this research makes a new contribution by integrating the mediating role of transformational leadership and succession planning in the relationship between learning agility, resilience, and organizational sustainability. This provides a more comprehensive understanding of how these factors interact with each other and influence organizational sustainability.

The role of transformational leadership and succession planning as intervening variables in the relationship between learning agility and organizational sustainability has never been studied in depth before. It provides new insights into the mechanisms that link individual learning ability to organizational sustainability through the interaction and critical role of management factors such as leadership and human resource planning.

The aim of this study is to analyze the influence of succession planning on organizational sustainability through transformational leadership roles, learning agility, and resilience in PT. Bank XYZ Indonesia Operational Group. This research will investigate the role of transformational leadership, learning agility, and resilience in linking succession planning to factors that support organizational sustainability. Through quantitative approaches and methods SEM-PLS, This research aims to provide deeper insights into the relationship between these variables in an organizational context focused on sustainable growth.

Theoretically, this research will contribute to the understanding of how succession planning can be key in achieving organizational sustainability. By analyzing the role of transformational leadership, learning agility, and resilience in linking succession planning with sustainability, this research will enrich the literature on human resource management and organizational development.

Pragmatically, the results of this study will provide guidance for PT. Bank XYZ Indonesia Operational Group in designing and implementing effective succession planning programs. The practical implications of this research will help companies prepare potential employees to fill key roles in the future, as well as improve organizations' ability to deal with external changes and challenges.

Overall, the study has significant value from both theoretical and practical perspectives. Theoretically, this research will complement the understanding of the relationship between succession planning, transformational leadership, learning agility, and resilience in the context of organizational sustainability. In practical terms, the results of this study will provide valuable guidance for PT. Bank XYZ Indonesia Operational Group to develop succession planning strategies oriented towards growth and sustainability.

## **METHOD**

The research uses quantitative methods to analyze the extent of influence of Succession Planning on Organizational Sustainability through the roles of Transformational Leadership, Learning Agility, and Resilience. The study used a Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) method. This research was conducted at PT Bank XYZ in operational groups located in Jakarta, Bandung, and Surabaya. The primary data of the study was obtained from the distribution of questionnaires to 119 respondents from a total population of 170 employees. The respondents' data are as follows: work locations in Bandung (11.76%), Jakarta (79.83%), and Surabaya (8.40%). Gender: Male (40.34%), Female (59.66%). Working period: under five years (31.93%), 6 - 10 years (23.53%), 11 - 15 years (21.01%), 16 - 20 years (6.72%), 21- 25 years (10.08%), above 25 years (6.72%). Age: under 30 years (16.81%), 31-40 years (51.26%), 41-50 years (25.21%), over 50 years (6.72%) Education: SMA (1.68%), D3 (8.40%), S1 (87.39%), SMA (1.68%), S2 (2.52%). The questionnaire contains structured questions that include variables researched and filled out by respondents online or offline. Data analysis was carried out through descriptive methods using SEM PLS. Data obtained from questionnaires are processed and explained statistically through

data testing using SmartPLS 4.0.

The hypotheses in this study are as follows:

1. It is suspected that learning agility affects organizational sustainability.  
H0: Learning agility has no effect on organizational sustainability.  
Ha: Learning agility positively affects organizational sustainability.
2. It is suspected that learning agility affects transformational leadership.  
H0: Learning agility has no effect on transformational leadership.  
Ha: Learning agility positively affects transformational leadership.
3. It is suspected that transformational leadership affects organizational sustainability.  
H0: Transformational leadership has no effect on organizational sustainability.  
Ha: Transformational leadership positively impacts organizational sustainability.
4. It is suspected that transformational leadership has an influence on succession planning.  
H0: Transformational leadership has no effect on succession planning.  
Ha: Transformational leadership positively influences succession planning.
5. It is suspected that resilience affects organizational sustainability.  
H0: Resilience has no effect on organizational sustainability.  
Ha: Resilience positively affects organizational sustainability.
6. It is suspected that resilience has an effect on transformational leadership.  
H0: Resilience has no effect on transformational leadership.  
Ha: Resilience positively affects transformational leadership.
7. It is suspected that succession planning affects the sustainability of the organization.  
H0: Succession planning has no effect on organizational sustainability.  
Ha: perencanaan sukseasi berpengaruh positif terhadap keberlanjutan organisasi.
8. It is suspected that transformational leadership and succession planning as intervening variables are able to mediate learning agility toward organizational sustainability.  
H0: There is no mediating influence of transformational leadership and succession planning between learning agility and organizational sustainability.  
Ha: There is a significant mediating influence of transformational leadership and succession planning between learning agility and organizational sustainability.
9. H9: It is suspected that transformational leadership and succession planning as intervening variables are able to mediate resilience to organizational sustainability.

H0: There is no mediating influence of transformational leadership and succession planning between organizational resilience and sustainability.

Ha: There is a significant mediating influence of transformational leadership and succession planning between resilience and organizational sustainability.

## **FINDINGS AND DISCUSSION**

### **Findings**

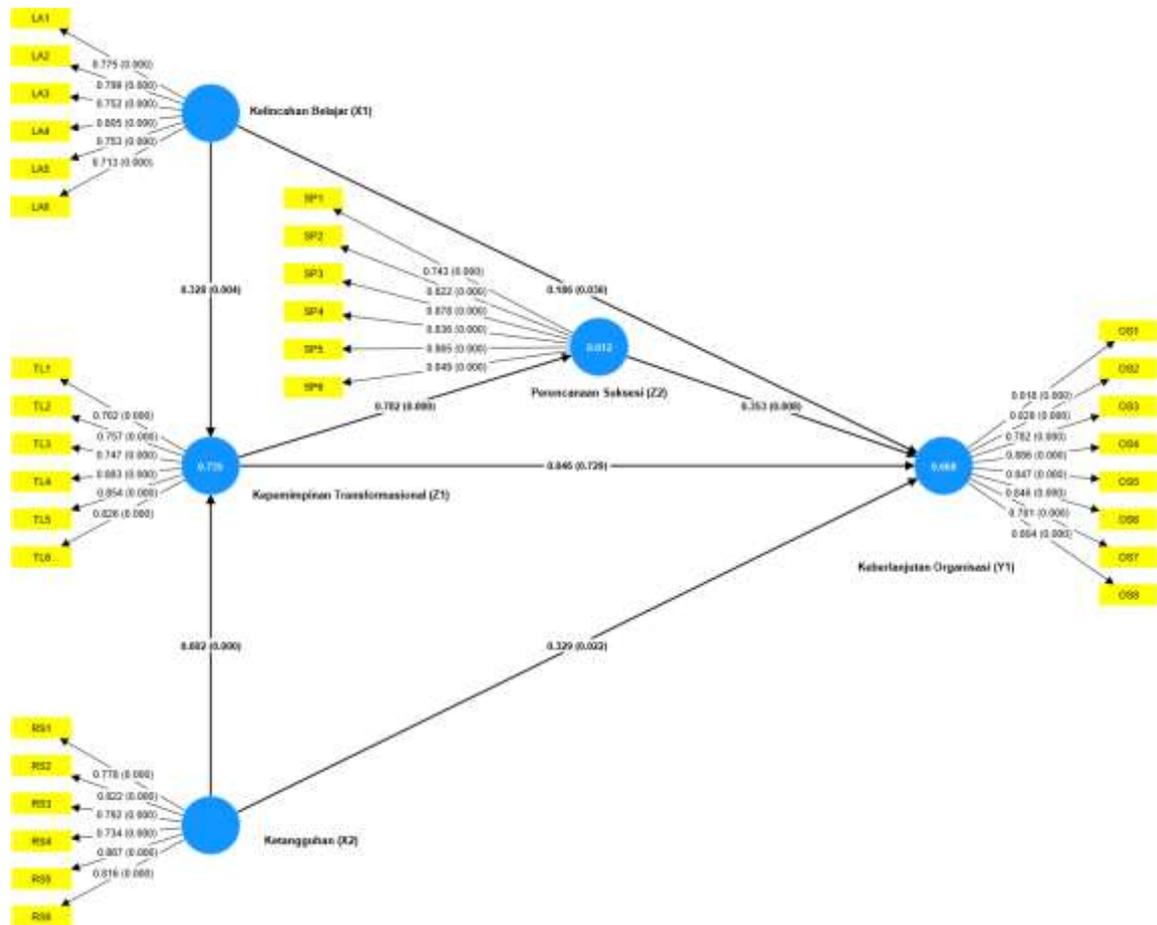
Researchers study the characteristics and traits of learning agility and resilience in individuals in organizations. How learning agility and individual resilience can affect transformational leadership, which involves leaders who are able to motivate, inspire, and direct their subordinates to achieve organizational goals in innovative and development-oriented ways.

Next, analyze how transformational leadership affects organizational sustainability, involving the sustainability of the organization over the long term through goal achievement, growth, and sustainable performance. The research will examine the role of succession planning in linking transformational leadership to organizational sustainability by identifying succession practices applied in the organizational context.

### Hypothetical results

The research design of the relationship between variables to be studied is defined by the model as follows:

**Figure 1.** Path Diagram



Source: SmartPLS 4.0 Primary Data Processing with Bootstrapping (2023)

Based on primary data processing using SmartPLS 4.0, the following results were obtained:

**Table 1.** Test the *Path Coefficient Hypothesis*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ( O/STDEV )	P values
Learning Agility (X1) -> Organizational Sustainability (Y1)	0.186	0.175	0.086	2.170	0.030
Learning Agility (X1) -> Transformational Leadership (Z1)	0.328	0.324	0.114	2.884	0.004
Transformational Leadership (Z1) -> Organizational Sustainability (Y1)	0.046	0.036	0.134	0.346	0.729

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ( O/STDEV )	P values
Transformational Leadership (Z1) -> Succession Planning (Z2)	0.782	0.788	0.042	18.575	0.000
Toughness (X2) -> Organizational Sustainability (Y1)	0.329	0.328	0.144	2.288	0.022
Toughness (X2) -> Transformational Leadership (Z1)	0.602	0.608	0.110	5.484	0.000
Succession Planning (Z2) -> Organizational Sustainability (Y1)	0.353	0.373	0.133	2.649	0.008
Learning Agility (X1) -> Transformational Leadership (Z1) -> Succession Planning (Z2) -> Organizational Sustainability (Y1)	0.091	0.093	0.044	2.074	0.038
Toughness (X2) -> Transformational Leadership (Z1) -> Succession Planning (Z2) -> Organizational Sustainability (Y1)	0.166	0.182	0.081	2.051	0.040

Source: Primary Data Processing SmartPLS 4.0 Validity Test by Researchers (2023)

Based on Table 1., the path coefficient test results of SmartPLS 4.0 primary data processing by bootstrapping show that:

1. Learning Agility to Organizational Sustainability has a t-statistic value of 2.170, greater than the t-table value of 1.96, and a P-value of 0.030 less than 0.05. From these results, it can be concluded that there is a positive relationship.
2. Learning Agility to Transformational Leadership has a t-statistic value of 2.884, greater than the t-table value of 1.96, and a P-value of 0.004 less than 0.05. From these results, it can be concluded that there is a positive relationship between these variables.
3. Transformational Leadership to Organizational Sustainability, having a t-statistic value of 0.346 less than a t-table value of 1.96 and a P-value of 0.729 greater than 0.05, indicates that there is no relationship between these variables.
4. Transformational Leadership to Succession Planning has a t-statistic value of 18.575, greater than the t-table value of 1.96, and a P-value of 0.000 less than 0.05. That is, it shows that there is a positive relationship between these variables.

5. Resilience to Organizational Sustainability has a t-statistic value of 2.288, greater than a t-table value of 1.96, and a P-value of 0.022, smaller than 0.05, indicating that there is a positive relationship between these variables.
6. Resilience to Transformational Leadership has a t-statistic value of 5.484, greater than the t-table value of 1.96, and a P-value of 0.000 is less than 0.05. Indicates that there is a positive relationship between these variables.
7. Succession Planning to Organizational Sustainability has a t-statistic value of 2.649, greater than the t-table value of 1.96, and a P-value of 0.008 less than 0.05. Indicates that there is a positive relationship between these variables.
8. Transformational Leadership and Succession Planning as intervening variables able to mediate Learning Agility towards Organizational Sustainability, having a t-statistic value (2.074) greater than t-table 1.96 and a P-value 0.038 smaller than 0.05. Indicates that there is a positive relationship between these variables.
9. Transformational Leadership and Succession Planning as intervening variables able to mediate Resilience to Organizational Sustainability, having a t-statistic value of 2.051 greater than the t-table value of 1.96 and a P-value of 0.040 smaller than 0.05. Shows that there is a positive relationship between variables.

### Reliability Test

Here are the reliability test results for each variable:

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Organizational Sustainability (Y1)	0.933	0.934	0.944
Learning Agility (X1)	0.859	0.860	0.895
Transformational Leadership (Z1)	0.891	0.894	0.917
Toughness (X2)	0.889	0.894	0.916
Succession Planning (Z2)	0.911	0.911	0.931

Source: Primary Data Processing SmartPLS 4.0 Validity Test by Researchers (2023)

Based on Table 2., the reliability test results listed in the table, it can be concluded that the measuring instruments for each variable (Y1, X1, Z1, X2, Z2) show a good level of reliability. This can be seen from the values Cronbach's alpha, Composite Reliability (rho\_a), and Composite

Reliability (rho\_c) more than 0,70 or close to 1.

### R-Square

Here is the resulting R-square value:

**Table 3.** R-Square

Variable	R-square	R-square adjusted
Organizational Sustainability (Y1)	0.669	0.658
Transformational Leadership (Z1)	0.735	0.730
Succession Planning (Z2)	0.612	0.609

Source: SmartPLS 4.0 Primary Data Processing (2023)

Based on Table 3., it can be concluded that the Organizational Sustainability variable (Y1) has an R-square value of 0.669, which indicates that approximately 66.9% of the variability in the Y1 variable (Organizational Sustainability) can be explained by exogenous variables in the model. Transformational Leadership (Z1) has an R-square value of 0.735, which means about 73.5% of the variability in the variable Z1 (Transformational Leadership) can be explained by exogenous variables in the model. Meanwhile, Succession Planning (Z2) has an R-square value of 0.612, which means about 61.2% of the variability in the Z2 variable (Succession Planning) can be explained by exogenous variables in the model.

In addition, the R-square adjusted value is also calculated. For the Organizational Sustainability (Y1) variable, the adjusted R-square value is 0.658, which means that about 65.8% of the variability in the Y1 variable can be explained by the exogenous variables in the model after considering the number of independent variables. Transformational Leadership (Z1) has an adjusted R-square value of 0.730, which indicates that approximately 73.0% of the variability in variable Z1 can be explained by exogenous variables in the model after considering the number of independent variables. For the Succession Planning (Z2) variable, the adjusted R-square value is 0.609, which shows that about 60.9% of the variability in the Z2 variable can be explained by exogenous variables in the model after considering the number of independent variables.

The conclusion is that high R-square and R-square adjusted values indicate that the model is quite good at explaining the variability of endogenous variables (Y1, Z1, Z2) using exogenous variables present in the model. However, not all variability can be explained by the model, and there may still be other factors outside the model that affect endogenous variables.

## Outerloadings

*Outerloadings* for all variables are as follows:

**Table 4.** Outerloadings

Variable	Outer Loadings
LA1 <- Learning Agility (X1)	0.775
LA2 <- Learning Agility (X1)	0.799
LA3 <- Learning Agility (X1)	0.752
LA4 <- Learning Agility (X1)	0.805
LA5 <- Learning Agility (X1)	0.753
LA6 <- Learning Agility (X1)	0.713
OS1 <- Organizational Sustainability (Y1)	0.818
OS2 <- Organizational Sustainability (Y1)	0.829
OS3 <- Organizational Sustainability (Y1)	0.782
OS4 <- Organizational Sustainability (Y1)	0.886
OS5 <- Organizational Sustainability (Y1)	0.847
OS6 <- Organizational Sustainability (Y1)	0.846
OS7 <- Organizational Sustainability (Y1)	0.781
OS8 <- Organizational Sustainability (Y1)	0.804
RS1 <- Toughness (X2)	0.778
RS2 <- Toughness (X2)	0.822
RS3 <- Toughness (X2)	0.792
RS4 <- Toughness (X2)	0.734
RS5 <- Toughness (X2)	0.867
RS6 <- Toughness (X2)	0.816
SP1 <- Succession Planning (Z2)	0.743
SP2 <- Succession Planning (Z2)	0.822
SP3 <- Succession Planning (Z2)	0.878
SP4 <- Succession Planning (Z2)	0.836
SP5 <- Succession Planning (Z2)	0.865
SP6 <- Succession Planning (Z2)	0.849
TL1 <- Transformational Leadership (Z1)	0.762
TL2 <- Transformational Leadership (Z1)	0.757
TL3 <- Transformational Leadership (Z1)	0.747
TL4 <- Transformational Leadership (Z1)	0.883
TL5 <- Transformational Leadership (Z1)	0.854

Leadership (Z1)	
TL6 <- Transformational Leadership (Z1)	0.826

Based on Table 4. that all Loading factor values are above 0.70 and are declared valid. There are latent variables that have higher values, such as the outer loading value of Organizational Sustainability (OS4) of 0.886, Transformational Leadership (TL4) of 0.883, Succession Planning (SP3) of 0.878, Resilience (RS5) of 0.867, Succession Planning (SP5) of 0.865, and Transformational Leadership (TL5) of 0.854. This explains that the indicator used to measure the latent variable has a very strong degree of association with the latent variable concerned. The loading factor best reflects the measurement.

The overall results of outer loadings show that the indicators used in the model have a significant contribution to understanding and measuring the latent variables concerned. All indicators are declared valid. This supports the validity and relevance of the model used in this study.

## Discussion

Researchers analyzed succession planning data and Organizational Sustainability data by testing SmartPLS 4.0 data. The following are the results of the research with theory and related research.

### Learning Agility Affects Organizational Sustainability

Results showed that learning agility had a significant positive influence on organizational sustainability ( $T = 2.170$ ,  $p = 0.030$ ). Learning agility helps organizations to adapt quickly to changes and challenges occurring in the business environment, thus enabling organizations to remain relevant and competitive in an ever-changing marketplace. This suggests that organizations that encourage learning agility among employees can have a positive impact on organizational sustainability

This finding is consistent with the findings that organizational learning ability has a significant positive relationship with business sustainability. There is a significant and positive relationship between agility and sustainability, agility and operational performance (Fawzy & Saad, 2023). Agility capabilities have a significant impact on organizational sustainability.

### Learning Agility Affects Transformational Leadership

The results showed learning agility also had a significant positive influence on transformational leadership ( $T = 2.884$ ,  $p = 0.004$ ). By improving learning agility, individuals in

organizations can more easily adapt to the changes and challenges that occur in a dynamic business environment.

These findings are consistent with research (De Meuse, 2022). Learning agility has a strong relationship with leader performance and potential (Kwon et al., 2021). Transformational leadership style is positively related to employee learning agility.

### **Transformational Leadership Affects Organizational Sustainability**

The results showed transformational leadership had a positive but not significant effect on organizational sustainability. This is according to research (Amin et al., 2019), the results of transformational leadership have a positive impact on the development of organizational sustainability capabilities. But based on statistical values ( $T = 0.346$ ,  $p = 0.729$ ), the hypothesis was rejected. This is possible due to several factors, including different organizational contexts, the number of samples that are not representative of the population, the presence of moderating factors (modifiers) that affect the relationship between variables, or there are other possible factors that are not considered in the study. Thus, retesting this hypothesis can be carried out in replication research with similar designs and methods. Identify potential factors that can influence relationships between variables. In addition to taking a more multidimensional approach to measuring transformational leadership, a comprehensive literature review is needed to understand how other factors have been examined in the context of the relationship between transformational leadership and sustainability. These findings are consistent with research on transformational leaders increasing work engagement, a key aspect of the human dimension of organizational sustainability. Transformational leadership has a direct impact on organizational sustainability.

### **Transformational Leadership influences Succession Planning**

The results showed transformational leadership had a very significant positive influence on succession planning ( $T = 18,575$ ,  $p = 0,000$ ). Organizations need to strengthen and develop transformational leadership within them as part of a strategy to enhance effective succession planning. Transformational leaders tend to drive innovation, talent development, and individual growth, which is particularly relevant in the context of succession planning to fill key positions in organizations with high-quality employees. These findings are consistent with research (Rohana et al., 2020). As a result, there is a significant influence of leadership characteristics on succession planning. Research (Ahmad et al., 2022) As a result, the transformational leadership style has a significant positive impact on succession planning programs.

### **Resilience Affects Organizational Sustainability**

Results showed that resilience had a significant positive influence on organizational sustainability ( $T = 2.288$ ,  $p = 0.022$ ). Organizations need to pay attention to and develop individual resilience within the organization as part of a strategy to improve organizational sustainability. Strategic resilience to lead to organizational sustainability should be understood as a multi-domain concept. Resilience helps organizations adapt to change. Organizational resilience helps companies to gain a sustainable competitive advantage. This finding is in accordance with research (Sezen-Gültekin & Argon, 2020), with the results of organizational resilience having a highly positive relationship with the overall dimension of organizational sustainability. Organizational resilience is positively related to company performance.

### **Resilience Affects Transformational Leadership**

Results showed that resilience also had a significant positive influence on transformational leadership ( $T = 5,484$ ,  $p = 0,000$ ). Leaders with high levels of resilience are able to respond in a positive way to crises and can inspire followers to do the same. Resilience can influence perceptions of transformational leadership. Positive relationship between servant leadership and employee resilience. These findings are consistent with research (Salam et al., 2023) with results Resilience can influence perceptions of transformational leadership.

### **Succession Planning Affects Organizational Sustainability**

Results showed that succession planning had a significant positive influence on organizational sustainability ( $T = 2.649$ ,  $p = 0.008$ ). This shows that a purposeful and planned HR management strategy can have an impact on the long-term success of the organization. These findings correspond to. Succession planning is an important strategy to improve organizational sustainability. Mentoring, training, job rotation, coaching, talent management, and internships as succession planning strategies are positively correlated to family business sustainability with statistical significance. These findings are consistent with research (Ugoani, 2020). With the results, there is a positive association between management succession planning and organizational sustainability.

### **Transformational leadership and succession planning as intervening variables capable of mediating learning agility toward organizational sustainability**

Results also showed that there was a significant positive influence of learning agility, transformational leadership, and succession planning on organizational sustainability ( $T = 2.074$ ,  $p = 0.038$ ). Transformational leadership and planning are intervening variables that are able to mediate

learning agility toward organizational sustainability significantly and positively. This shows that it is important for organizations to develop effective transformational leadership and implement sound succession planning to achieve organizational sustainability. Leadership factors and human resource management can serve as mechanisms that link individual learning abilities with organizational sustainability.

### **Transformational leadership and succession planning as intervening variables that mediate resilience to organizational sustainability**

Results also showed that there were significant positive influences of resilience, transformational leadership, and succession planning ( $T = 2.051$ ,  $p = 0.040$ ). Transformational leadership and succession planning are able to mediate resilience to organizational sustainability significantly and positively. This suggests that efforts to develop effective transformational leadership and implement sound succession planning can increase the positive impact of resilience on organizational sustainability. Transformational leadership and succession planning can serve as intervening variables mediating the relationship between organizational resilience and sustainability, implying the importance of considering intermediary mechanisms in understanding the complex relationships between variables. Learning agility, transformational leadership, resilience, and succession planning are interrelated factors and can contribute to organizational sustainability. By managing these factors wisely, the organization can better deal with challenges and changes and is able to ensure the continuity of its growth and success in the long run.

### **Managerial Implications**

Organizations can improve sustainability by strengthening and enhancing employee learning agility capabilities to enhance transformational leadership within the organization. Although there is a positive influence between transformational leadership and organizational sustainability, it is not statistically significant. In the context of this research, there are other factors that play a role in influencing organizational sustainability besides transformational leadership.

Organizations need to consider the importance of developing resilience in leaders or aspiring leaders. Through resilience training and development, organizations can ensure that leaders have better transformational leadership qualities, which in turn can have a positive impact on organizational performance and development. Organizations need to pay special attention to the development and implementation of structured and comprehensive succession planning.

Organizations need to recognize the importance of learning agility and resilience in improving organizational sustainability and how transformational leadership and succession

planning can play a role in mediating those relationships. By understanding the role of these intervening variables, organizations can develop more effective strategies to achieve long-term sustainability.

## **CONCLUSION**

The results showed that there is a positive and significant influence of Succession Planning on Organizational Sustainability. This shows the importance of implementing good succession planning in maintaining and improving organizational sustainability. Transformational Leadership has a significant role to play in mediating the relationship between Learning Agility and Resilience with Organizational Sustainability. These results indicate that transformational leadership can be a bridge that connects individual learning ability and resilience with efforts to improve organizational sustainability. Individual learning ability (learning agility) and individual resilience also have a positive influence on Organizational Sustainability. This research also carries some implications and directions for further research. There are several factors that may not be measured in this study, such as organizational culture factors, industry dynamics, or other variables that can affect the relationship between these variables. These results can provide guidance for organizations in developing sustainable and effective succession planning strategies and reinforce the importance of transformational leadership in supporting organizational sustainability in an era of evolving business dynamics.

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