

Leadership Regeneration and Management Transformation as Strategic Approaches to Organizational Human Resource Development: A Case Study of AMA-Indonesia Batam

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ABSTRACT

This study analyzes leadership regeneration and management transformation as integrated strategic approaches to organizational human resource development (HRD) within a professional organization. Using a qualitative case study approach at AMA-Indonesia Batam, the research examines leadership succession not merely as a leadership change but as a strategic process that drives managerial transformation and human resource strengthening. Data were collected through in-depth interviews, observations, and document analysis involving organizational leaders, members, and the Muscab committee. The findings reveal that participatory and transparent leadership regeneration stimulates changes in organizational structure, decision-making processes, and work culture, which subsequently enhance member competence, organizational adaptability, and sustainability. Practically, this study provides guidance for professional organizations in designing participatory leadership succession mechanisms and adaptive management systems to support continuous HRD and long-term organizational sustainability. This study contributes analytical insights into the linkage between leadership succession and HRD in the context of local professional associations.

Keywords: Leadership Regeneration; Management Transformation; Human Resource Development.

1. INTRODUCTION

Human resource development (HRD) is a fundamental element in sustaining organizational performance and long-term viability, particularly in an era marked by rapid environmental change and increasing organizational complexity. In professional organizations, where operational effectiveness depends not only on formal structures but also on leadership quality and active member participation, HRD functions as a strategic priority rather than a mere supporting activity. Effective HRD enables organizations to enhance individual competencies, strengthen collective capabilities, and foster a culture of continuous learning and professionalism. As organizations face growing challenges related to technological advancement, dynamic stakeholder expectations, and heightened professional standards, the ability to systematically develop human capital becomes essential for maintaining competitiveness, adaptability, and organizational sustainability.

Leadership plays a critical role in shaping organizational direction and influencing human resource development by determining strategic priorities, managerial practices, and organizational culture. Effective leadership has been shown to directly affect the development of a learning-oriented environment, enhance member motivation, and strengthen overall organizational capacity (Northouse, 2019). Leaders function not only as decision-makers but also as role models

who influence attitudes toward learning, collaboration, and performance improvement. In contrast, weak or ineffective leadership often results in unclear organizational direction, low commitment, and fragmented human resource development initiatives, which ultimately hinder the achievement of sustainable organizational outcomes.

Leadership regeneration, commonly referred to as leadership succession, is a strategic process intended to ensure leadership continuity while simultaneously enabling organizational renewal. This process involves not only the replacement of leadership positions but also the systematic transfer of knowledge, values, and strategic vision from outgoing leaders to their successors. (Day & Dragoni, 2015) emphasize that effective leadership succession reduces leadership gaps, preserves institutional memory, and supports organizational stability during periods of transition. Conversely, ineffective or poorly managed leadership regeneration may disrupt organizational processes, weaken strategic direction, and lead to stagnation or declining performance, particularly in organizations that rely heavily on leadership legitimacy and continuity.

In the context of professional organizations, leadership regeneration is particularly crucial due to the voluntary nature of member involvement and the organization's dependence on collective legitimacy rather than formal authority. Leaders in such organizations must gain trust and acceptance from members to effectively mobilize participation and sustain organizational activities. Transparent and participatory leadership succession processes have been shown to strengthen legitimacy, enhance organizational trust, and foster higher levels of commitment among members (Bolden et al., 2019). When members are involved in leadership regeneration, they are more likely to perceive the organization as inclusive and accountable, which in turn increases engagement and supports long-term organizational sustainability.

Leadership regeneration alone, however, is insufficient to effectively address complex organizational challenges, particularly in dynamic and competitive environments. Several studies indicate that leadership change must be accompanied by management transformation to ensure alignment between the new leadership's vision and existing organizational systems, structures, and practices. Without such alignment, new leaders may face structural constraints that limit their ability to implement strategic initiatives. (Kotter, 2012) emphasizes that successful organizational change requires deliberate adjustments in organizational structure, operational processes, and work culture to support new strategic directions. Consequently, management transformation becomes a critical mechanism through which leadership regeneration can translate into sustainable organizational improvement.

Management transformation refers to systematic and intentional changes in organizational governance, operational mechanisms, and decision-making patterns aimed at improving organizational effectiveness and adaptability. Such transformation involves redefining roles, redesigning processes, and reshaping organizational culture to better align with strategic objectives. (Burke, 2018) emphasizes that management transformation enables organizations to respond more effectively to internal and external changes by fostering flexibility, collaboration, and continuous improvement. Through these changes, organizations can create an environment that supports ongoing human resource development, encourages organizational learning, and enhances the capacity of members to adapt to evolving professional demands.

Previous empirical studies on leadership succession and management transformation have predominantly focused on corporate and public sector organizations, where formal authority structures and hierarchical systems are more established. As a result, limited attention has been given to professional associations, particularly at the local level, which operate under different organizational dynamics characterized by voluntary participation and collective governance. This lack of empirical research highlights a significant gap in understanding how leadership regeneration and management transformation jointly function as strategic mechanisms for human resource development (HRD) in professional organizations. Addressing this gap is essential to provide

contextualized insights that reflect the unique challenges and opportunities faced by professional associations in developing their human resources.

AMA-Indonesia Batam, as a local professional association, experienced a leadership transition through its Musyawarah Cabang (Muscab), which represented a critical moment for organizational renewal and strategic reflection. The Muscab process functioned not only as a formal mechanism for leadership regeneration but also as an institutional forum that enabled organizational members to reassess leadership performance, management effectiveness, and future strategic direction. This transition created opportunities to re-evaluate existing management practices, organizational structures, and human resource development strategies, thereby positioning the Muscab as a catalyst for broader organizational transformation rather than merely a routine leadership change.

Despite its practical significance, limited academic attention has been devoted to examining leadership regeneration and management transformation within local professional organizations in Indonesia. Existing studies tend to overlook the unique organizational characteristics of such associations, including voluntary membership, collective decision-making, and contextual leadership dynamics. Understanding how leadership regeneration and management transformation operate in this setting is essential to generate empirical insights that can inform effective organizational development strategies. Moreover, such analysis contributes to the broader literature on leadership and human resource development (HRD) by extending theoretical discussions to underexplored organizational contexts and local institutional environments.

Therefore, this study aims to analyze leadership regeneration and management transformation as strategic approaches to organizational human resource development through a qualitative case study of AMA-Indonesia Batam. This research seeks to explore how leadership succession processes and subsequent management changes interact to influence human resource development within a professional organization. By examining this case, the study provides empirical evidence on the role of leadership and management dynamics in strengthening organizational capacity and sustainability. Furthermore, the findings are expected to offer practical implications for professional organizations in designing effective leadership regeneration and management transformation strategies to support sustainable human resource development.

2. LITERATURE REVIEW

2.1 Leadership Regeneration

Leadership regeneration, commonly referred to as leadership succession, is a strategic organizational process aimed at ensuring leadership continuity and long-term sustainability. Contemporary studies emphasize that effective succession planning involves systematic leadership development, talent identification, and structured transition mechanisms to maintain organizational performance (Kim, 2021). Leadership regeneration supports the transfer of strategic knowledge and values across leadership periods, enabling organizations to remain resilient in dynamic environments. Recent research also highlights that succession processes contribute to organizational learning and strengthen human resource development by aligning leadership capabilities with future organizational needs (Rothwell, 2020).

In professional organizations, leadership regeneration is particularly critical due to the voluntary nature of membership and the absence of rigid hierarchical authority. Leaders derive legitimacy primarily from member trust and participatory governance rather than formal power. Empirical studies show that transparent, inclusive, and merit-based succession processes enhance organizational commitment, leadership credibility, and member engagement (Bolden et al., 2011). Conversely, poorly managed leadership transitions may lead to legitimacy deficits and reduced organizational effectiveness, underscoring leadership regeneration as a strategic mechanism for sustaining human resource development in professional associations.

2.2 Management Transformation

Management transformation refers to comprehensive changes in organizational structures, governance systems, operational processes, and work culture aimed at enhancing organizational effectiveness and adaptability. Recent literature emphasizes that management transformation is a strategic response to environmental uncertainty and organizational complexity, requiring alignment between leadership vision and internal systems (Kotter, 2012). Through transformation, organizations reconfigure decision-making mechanisms, communication patterns, and performance management systems to support strategic objectives. Such changes enable organizations to remain responsive and competitive while strengthening internal coherence.

In the context of leadership succession, management transformation functions as a critical mechanism through which new leadership translates vision into practice. Empirical studies suggest that leadership transitions often create momentum for reassessing existing management practices and initiating organizational renewal (Al-Haddad & Kotnour, 2019). When effectively managed, management transformation facilitates cultural alignment, employee engagement, and learning processes that support human resource development. Conversely, the absence of management transformation following leadership change may limit the effectiveness of new leadership and hinder sustainable organizational development.

2.3 Organizational Human Resource Development (HRD)

Organizational human resource development (HRD) focuses on enhancing individual competencies and organizational capabilities through structured learning, training, and capacity-building initiatives. (Noe et al., 2020) define HRD as a systematic process aimed at improving performance at individual, group, and organizational levels by aligning human capital development with strategic organizational objectives. Contemporary HRD literature emphasizes that effective HRD extends beyond technical skill development to include leadership capacity, adaptability, and continuous learning as core components of organizational sustainability (Garavan et al., 2021). As organizations face increasing environmental complexity, HRD has become a strategic function that supports long-term competitiveness and organizational resilience.

In professional organizations, HRD plays a critical role in strengthening member competence, engagement, and collective capacity, particularly due to the voluntary nature of participation. Leadership practices and management systems significantly influence the effectiveness of HRD by shaping learning culture, resource allocation, and participation opportunities. Recent studies indicate that supportive leadership and adaptive management structures enhance knowledge sharing, professional growth, and member commitment within professional associations (Clardy, 2018; Lee & Chen, 2022). Therefore, HRD in professional organizations is not only a developmental mechanism but also a strategic tool for sustaining organizational legitimacy and performance.

2.4 Integration of Leadership Regeneration, Management Transformation, and HRD

Recent studies emphasize that leadership regeneration, management transformation, and human resource development (HRD) are interrelated processes that collectively shape organizational sustainability (Rogers & Smith, 2021). Leadership regeneration creates opportunities for organizational renewal by introducing new perspectives, strategic priorities, and leadership styles. However, the effectiveness of leadership succession largely depends on the organization's capacity to transform its management systems, structures, and work culture to align with the new leadership vision. Management transformation, therefore, serves as a bridging mechanism that translates leadership change into operational and cultural adjustments, thereby fostering an

environment conducive to continuous learning and human resource development (Appelbaum et al., 2020).

In professional organizations, the integration of these three elements is particularly critical due to the reliance on voluntary participation, collective legitimacy, and shared professional values. Effective leadership regeneration supported by adaptive management transformation can strengthen learning culture, enhance member engagement, and sustain organizational competence. Despite its strategic relevance, empirical research examining this integrated process within local professional associations remains limited. This study addresses this gap by analyzing how leadership regeneration and management transformation jointly function as strategic approaches to HRD in the context of a professional organization, thereby contributing to leadership, change management, and HRD literature.

3. RESEARCH METHOD

This study employs a qualitative case study approach to examine leadership regeneration and management transformation as strategic approaches to organizational human resource development (HRD). This approach is selected to enable an in-depth exploration of organizational dynamics, leadership processes, and contextual factors within a real-life setting. The qualitative case study design allows systematic examination of complex organizational phenomena that cannot be isolated or adequately measured using quantitative methods.

The methodological novelty of this study lies in the use of an integrated analytical framework that combines leadership regeneration, management transformation, and HRD as interrelated analytical dimensions. Rather than examining these constructs independently, the study analyzes their interaction within a single organizational context. This integrated approach provides a structured yet flexible method for capturing organizational change processes and their implications for human resource development.

The research was conducted at AMA-Indonesia Batam, a local professional association that experienced leadership transition through its Musyawarah Cabang (Muscab). A purposive sampling strategy was employed to select informants who possessed direct experience and in-depth knowledge of the leadership regeneration process. A total of 12 informants were involved, consisting of (1) four organizational leaders from both outgoing and incoming leadership periods, (2) five active members who participated in organizational programs before and after the leadership transition, and (3) three members of the Muscab committee responsible for managing the leadership succession process. Informants were selected based on criteria including length of organizational involvement, active participation in leadership transition activities, and willingness to provide reflective insights.

Data collection followed a systematic procedure consisting of: (1) in-depth semi-structured interviews with selected informants; (2) document analysis of organizational reports, meeting minutes, and policy documents; and (3) observational notes collected during organizational activities. These procedures enhance methodological transparency and allow the research process to be replicated in similar organizational contexts.

Data analysis was conducted using thematic analysis guided by the integrated analytical framework. Interview transcripts and documents were coded to identify themes related to leadership regeneration, management transformation, and HRD outcomes. Pattern matching and cross-source comparison were applied to strengthen analytical rigor. To ensure trustworthiness, data triangulation, member checking, and audit trails were employed throughout the research process.

4. RESULTS AND ANALYSIS

4.1. Results

The findings indicate that leadership regeneration at AMA-Indonesia Batam, conducted through the Musyawarah Cabang (Muscab), played a pivotal role in initiating organizational renewal. The leadership transition was not merely an administrative process but was perceived by

members as a strategic moment to redefine organizational direction and revitalize member involvement. Informants highlighted that the transparent and participatory nature of the Muscab strengthened leadership legitimacy, reduced internal resistance, and facilitated smoother leadership acceptance among members.

Following leadership regeneration, the organization implemented management transformation to operationalize the vision of the new leadership. The results show that management transformation involved adjustments in governance structures, clearer division of organizational roles, improved coordination mechanisms, and more systematic program planning. These changes enhanced organizational efficiency and reduced ambiguity in task execution. Informants emphasized that management transformation enabled the organization to move from informal practices toward more structured and accountable management processes.

The findings further reveal that the integration of leadership regeneration and management transformation contributed significantly to organizational human resource development. Members experienced increased access to learning opportunities, greater involvement in organizational activities, and enhanced professional capacity-building initiatives. HRD activities became more aligned with organizational objectives, fostering stronger member engagement and commitment. This integration created a supportive environment for continuous learning and organizational sustainability within the professional association.

In addition, the findings suggest that the Muscab served not only as a leadership succession mechanism but also as a learning arena for organizational members. Through active participation in the leadership transition process, members developed leadership awareness, organizational understanding, and collaborative competencies. This experiential learning dimension strengthened informal leadership development and reinforced collective responsibility for organizational sustainability. Such findings indicate that leadership regeneration processes in professional organizations can simultaneously function as strategic HRD mechanisms, extending beyond formal training programs.

4.2. Analysis

This study contributes to the leadership and HRD literature by demonstrating that leadership regeneration functions as a strategic catalyst for organizational renewal in professional organizations (Setyowati & Octafian, 2025; Yukl, 2020). Consistent with recent succession studies (Kim, 2021), the findings show that leadership succession at AMA-Indonesia Batam ensured continuity while enabling renewal through new leadership perspectives. Unlike corporate settings, leadership legitimacy in professional associations is derived from participatory processes, highlighting the importance of democratic succession mechanisms such as Muscab in strengthening organizational stability.

The findings also extend change management literature by highlighting management transformation as a critical mediating mechanism between leadership regeneration and HRD outcomes. In line with (Kotter, 2012) and (Appelbaum et al., 2020), this study shows that leadership change alone is insufficient without corresponding adjustments in management structures, processes, and organizational culture. The empirical evidence suggests that management transformation translates leadership vision into operational and cultural alignment, thereby enabling effective human resource development.

Importantly, this study offers an integrative contribution by empirically demonstrating how leadership regeneration and management transformation jointly shape HRD in a local professional organization context (Wang & McLean, 2022). While prior studies often examine these constructs separately or focus on corporate and public sectors, this research provides contextualized insights into professional associations at the local level. The integrated analytical perspective advances HRD literature by illustrating that sustainable human resource development emerges from the

interaction between leadership succession and adaptive management transformation, rather than from isolated leadership or training initiatives.

Furthermore, this study contributes to HRD theory by highlighting the role of leadership regeneration processes as informal learning mechanisms within professional organizations. The Muscab not only functioned as a governance instrument but also facilitated experiential learning, leadership socialization, and collective sense-making among members. This finding supports contemporary HRD perspectives that emphasize learning embedded in organizational practices rather than solely in formal training programs (Torraco, 2020). By revealing how participatory leadership transitions foster leadership capability and organizational learning, this study expands the understanding of HRD as a socially constructed and context-dependent process.

5. CONCLUSION

This study concludes that leadership regeneration and management transformation play a strategic and interconnected role in organizational human resource development within professional organizations. The case of AMA-Indonesia Batam demonstrates that leadership regeneration conducted through a participatory and transparent mechanism such as the Musyawarah Cabang (Muscab) serves as a catalyst for organizational renewal, leadership legitimacy, and member engagement. Leadership succession in this context is not merely an administrative process but a strategic opportunity for strengthening organizational sustainability.

Furthermore, the findings highlight that management transformation is essential in translating leadership change into effective organizational practices. Adjustments in governance structures, operational processes, and organizational culture enable new leadership visions to be implemented systematically, thereby supporting continuous learning and capacity development. Without management transformation, the potential impact of leadership regeneration on HRD remains limited.

This study contributes to leadership, change management, and HRD literature by offering an integrated perspective that links leadership regeneration, management transformation, and HRD in a local professional association context. The findings provide empirical evidence that sustainable human resource development emerges from the interaction between leadership succession and adaptive management transformation, rather than from isolated leadership change or training initiatives. Practically, the study offers insights for professional organizations in designing participatory leadership succession and adaptive management strategies to strengthen human resource development and organizational sustainability.

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