

# SUSTAINABLE LEADERSHIP TO CREATE SUSTAINABLE ORGANIZATION: IDENTIFY EFFECT FROM PANDEMIC ERA

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## Abstract

*Leaders must continue to learn and adapt to effectively lead their organizations. Leadership style is a key aspect in ensuring the organization's sustainability, especially after the world suffered from the Covid 19 pandemic. To develop a sustainable company by learning from pandemic occurrences, a new breakthrough in leadership style is required. This article provides a new alternative strategy for leaders in managing their organizations in the context of sustainability. The strategy is obtained from the process of identifying the impact of the Covid 19 Pandemic. Not many Indonesian researchers have considered sustainable leadership styles in studying organizations resilience. The method used is a literature study by identifying changes that arise due to the pandemic. Data analysis was carried out by conducting a critical and thorough study of the related literature and described descriptively. There are three main components need to be considered by the organization to ensure its sustainability: (1) Cultivating core values; (2) Human Resources Management; and (3) Ability to adapt. (1) Cultivating core values; (2) Human Resources Management; (3) Ability to adapt. Conclusion: Based on these three components, organizations can implement sustainable leadership by "MOVING strategy" (Making value embedded, Orientation to human, Always Adapting) as a form of effort for organizational sustainability that is obtained from learning about the Covid 19 Pandemic.*

**Keywords:** Sustainable leadership, sustainable organization, strategy organization, pandemic era

## INTRODUCTION

The Covid 19 pandemic set by the World Health Organization (WHO) since March 2020 provides valuable lessons for all sectors of life. Until now, the WHO has not officially revoked the Pandemic status, but the world's population can breathe a sigh of relief, because several countries have relaxed restrictions in preparation for the change in the Covid-19 pandemic to become endemic, including in Indonesia. This pandemic, which is expected to pass soon, must not be allowed to pass. There are many lessons can be learned from the impact caused by the Covid 19 pandemic, especially about the style of the leader. Leaders play an important role in any organization. A leader is required by organization to control and influence each member of the group. The leader is the person in charge of the organization's long-term viability. They must advise and manage their members to fulfill the organization's goals (Putri, Mirzania & Hartanto, 2020). The word disruptive leadership appears to be related with the current period or age, as it is now commonly referred to as the disruptive era. According to Hasselgren, Dellve, and Gillberg (2022), in keeping with the concept of distributed leadership as a "collective activity," the findings highlight the importance of trusting collaboration with responsible and

experienced personnel in its actual implementation. The findings also suggest that managers' experiences with inadequate organizational governance may foster some dispersed leadership approaches, as they may inspire leaders to seek help and direction from their staff and imply more "flexibility."

Another important factor that can be taken from the Pandemic besides leadership is the impact on the economy, which can be seen from the decline in people's income levels and the increase in Termination of Employment (PHK) which results to many to be unemployed (Aeni, 2021). This phenomenon occurs both in old and new organizations, whether in large or small scale.

Small-scale organizations engaged in the trade sector or known as Small Medium Enterprise (SME) are the focus of the Indonesian government to immediately disburse assistance (Masrurroh, Andrean, & Arifah 2021) because its large number and it has become one of the important factors which support the economy. In addition, the pandemic also has an impact on the formal workforce in Indonesia (Martanti, Magdalena, Ariska, Setiyawati, & Rumboirusi, 2020). Economists and many institutions predict the spread of Covid-19 in Indonesia in various scenarios with different assumptions. The various scenarios that have been prepared show that the spread of Covid-19 is increasingly widespread and will gradually slow down Indonesia's economic growth while increase the number of poor people in Indonesia. (Martanti, et al., 2020).

In addition to these impacts, the pandemic also teaches that change is a necessity, staying silent and not adapting is not a wise choice to get through a pandemic. The pandemic is also becoming more conscious of the importance of sustainability, which must always be pursued. Sustainability, or a sustainable future, is regarded as an overarching goal of the sustainable development process, which can be attained through a sustainable development process in which the three core pillars of sustainable development, social, environmental, and economic sustainability, must be balanced to achieve long-term prosperity (Ketprapakorn & Kantabutra, 2022).

The leader's function is essential to addressing change and achieving sustainability. Changes in the business environment, such as new requirements from corporate constituents, influence the management of the organization. In organizations that formally adopt sustainability principles, senior leaders enforce the traditional leadership tasks of establishing direction, fostering alignment, and sustaining commitment. However, traditional development theory views development through the lens of economic growth, and traditional leadership is solely profit-driven (Klarin, 2018; Smith & Sharicz, 2011). Therefore, contemporary leaders must strike a balance between the interdependent environmental, social, and economic pillars of sustainable development (Burawat, 2019; Correia, 2019; Iqbal, Ahmad, & Halim, 2020)

(Iqbal, Ahmad, Nasim, & Khan, 2020; Iqbal & Ahmad, 2021) assert that, to establish the sustainability of an organization, the proper leadership style must be developed. Previous studies have identified sustainable leadership as one form of leadership. The ten pillars of sustainable leadership include change orientation, social and environmental consciousness, broad systems thinking, business acumen, credibility, adaptability, tolerance, translation skills, persuasion, energy, passion, assistance, and development. As opposed to short-term objectives, sustainable development leadership will prioritize long-term objectives. Individual sustainability contributes to the growth of employees and the organization. (Inthavong et al., 2023; Piwowar-Sulej & Iqbal, 2023; Sanchez-Carrillo, Cadarso, & Tobarra, 2021)

## LITERATURE REVIEW

Leadership is a hugely intricate process that can never be fully captured. To become a leader, you must be passionate about lifelong learning and possessing a self-development spirit. A leader must abandon "one-size-fits-all" solutions to acquire trust, respect, and support. Integrity is essential for resolving any leadership quandary. Finally, leadership necessitates collaboration between leaders and followers, as well as collaboration between people and systems that are continually adjusting to new challenges (Luedi, 2022).

In particular, the challenge faced today is surviving and then recovering from the pandemic.

Leaders need to formulate new strategies because of the identification of the impact of the pandemic, so too those focusing on sustainability are highly needed. Based on Suriyankietkaew, Krittayarangroj, and Iamsawan, (2022), Sustainability leadership is an influence process that provides direction, alignment, and commitment while addressing environmental, social, and long-term sustainable development. The terms "green leadership," "eco-sensitive leadership," "sustainability leadership," and "globally responsible leadership" are used interchangeably in the literature to communicate the same notion of sustainable leadership. SL encompasses all behaviors and practices that provide long-term value for all stakeholders, including society, the environment, and future generations.

Sustainable leadership is also investigated theoretically in terms of how different leadership approaches, such as qualities, context, and interactionism, might be linked to sustainable development. As a result, the phrase sustainability leadership, or more particularly, leadership for sustainability, might be characterized as a blend of many leadership techniques in each context (in this case, sustainable development) (Filho et al., 2020).

The ethical factor is a key component of the element of sustainability. Integrity, professionalism, and personnel development are the three pillars of ethical leadership. (Krisharyuli, Himam & Ramdani, 2020). This is also essential for leaders who are concerned with sustainability. In the next chapter, the three important factors need to be considered by sustainable leaders in managing their organizations will be discussed. They related to values, human resources, and adaptability. The factor of social justice is also important in today's modern leadership style (Parapini, Hirpara, Scott, Sidhu, & Karimuddin, 2022) and is worthy considered as element of sustainable leadership.

### **Sustainable Organization**

In recent years, the major global debate has been on sustainable development. The unbridled capitalist approach to development has exposed its disastrous consequences for our earth and people. As a result, sustainable development has emerged as the standard for which all societies must aim. It is supported by three pillars: financial, social, and environmental. The environmental dimension garnered the most central at the start of academic research on the issue, but in recent years, the social dimension has emerged to be a highly investigated field. (Duvnjak & Kohont 2021)

Sustainability at the level of social concepts is very relevant when it comes to the Covid-19 Pandemic. Through pandemics, organizations are taught to be more agile and adaptive in responding to the circumstances. Agile organizations supported by adaptive leadership are seen as able to bring organizations not only to survive in the pandemic era

but also to be sustainable in the post-pandemic era (Fridayani, 2021). The role of leadership is very important in an organization (Abijaya, Wildanu, & Jamaludin 2021). A leader must be able to control resources and other factors to achieve organizational goals. More than that, a leader must also be able to ensure that the organization can survive and be sustainable.

Sustainability can also be interpreted as an effort to continue to develop following changes in times and conditions, thus a continuous learning is needed. Learning organizations enable a company to adapt to a consistently and efficiently rapid changing market. As a result, the current study evaluated organizational learning as a type of dynamic capability. Organizational learning refers to an organization's ability to adapt to changes in its external environment, allowing for positive organizational improvements and speedy adaptation to environmental turbulence (Iqbal & Ahmad, 2021). In a learning organization, everyone who learns acts as an agent for the organization. Everything that is learned by each individual is stored in the memory of the organization as an evaluation material in every decision making. Although it does not guarantee that individual learning will encourage organizational learning, however, there will be no organizational learning without individuals who carry out the learning process (Sunarta, 2021)

Through the implementation of a learning organization, there are several benefits that can be obtained by the organization, namely the ability to solve complex problems, increase the value of human capital, reduce risk in the decision-making process, and higher employee satisfaction. These are the components to ensure the sustainability of an organization.

Besides being defined as an organization that continues to learn or carry out continuous improvement, today's organizational sustainability is often associated with efforts to face world challenges such as climate change, extreme poverty, scarce resources, cultural conflicts, political instability, human migration-based disruption, and globalization. To address such challenges, a universal set of goals, targets, and indicators, namely Sustainable Development Goals (SDGs), was introduced by the United Nations (Iqbal & Ahmad 2021). The conference resulted in several agreements within an ambitious and comprehensive framework to address development needs on a national and international scale. In recent years, sustainable development has represented one of the most important policy objectives at the global level for both profit and service-oriented (not-for-profit) organizations.

The concept of sustainability is found in all fields be it environment, social welfare, health, medicine, and education. Empirical facts show that this concept has caught everyone's attention proving its significance (Salabi & Prasetyo, 2022). This article however, will not focus on the SDGs, but will discuss further on how to create a sustainable organization.

Sustainable organizations are often associated with the concept of green or friendliness to the environment. Jevnaker & Olaisen (2022) stated that "Green" action has two meanings. On the one hand, green spiritually denotes a new, creative, or renewing ability. Green, on the other hand, represents new beginnings, insufficient or limited experience, and immaturity, which may lead to reckless actions. In other words, reimagining as "green" endeavours is not only positive, and both meanings appear to be essential. Long-term creative action may necessitate rethinking and redoing in various sectors such as project concepts, knowledge management, design development, and job organization.

Departing from the two meanings of the "green", it is important for the organization to reformulate its strategy to make it more relevant to the times. The condition of the pandemic that is increasingly sloping and hopefully soon turns into endemic is the right time to reflect on the next step. Later in this article, we will discuss three important factors in supporting a sustainable organization, namely organization values, human resources, and the ability to adapt and change.

## **RESEARCH METHOD**

This research is based on literature study by assessing a variety of references which have described the research subject clearly. A thorough study is conducted to criticize and analyze the subject matter in discussion (Rahmadani & Qomariah, 2022). Concept or literature review is done by examining and collecting data from literature sources regarding the factors that affect sustainability in an organization. Final analysis and discussion are conducted to draw conclusions and suggestions.

Literature study aims to find the rationale for obtaining and building theoretical foundations, frameworks of thought and hypotheses. In this activity, the stages carried out are: (1) Collecting data in accordance with the identification of research problems, through the study of reports, books, research results, (2). Search for research article data that can be done by visiting online journal pages (OJS) and (3) Data analysis is carried out after the screening stage to data extraction, then a synthesis is carried out using the narrative method to answer the research questions.

## **RESULTS AND DISCUSSION**

This chapter will explain the process of managing organizations from the perspective of sustainable leaders and sustainable organizations. There are three important factors that are the focus of this paper and the explanations are as follows:

### **Cultivating core values**

Since its inception, the organization has always had a foundation in the form of a formulation of the vision, mission, goals, objectives, and values that the organization will live by (Kusuma & Fridayani 2022). Corporate value is a message from the organization to realize a common goal. Therefore the right process is needed, so that the message is clear and can be conveyed in a simple way to ensure that all teams are able to catch the message clearly. Especially leaders and line managers who have the responsibility to deliver what is expected and what should be (Setyana & Aruman 2021). Over time, the formulation of the foundation can be revitalized or updated to ensure its relevance to current conditions. Directly or indirectly, these foundations will shape the culture of an organization. In line with research results of Masrudin, (2022) a well-internalized organizational culture and values will have a positive and significant impact on employee performance.

Organizational culture that is attached to the values of humanism and kinship tends to be more resilient in dealing with pandemics, because at that time the priority was human safety. In addition, a sense of kinship also raises a high sense of belonging to the organization, so that members of the organization will take an action called organizational citizenship behavior (Fridayani, 2022a). To create a sense of kinship, the organization must also understand the individual goals of its members.

Dhingra, Samo, Schaninger, and Schrimper, (2021) stated that people all throughout the world are reevaluating their lives and employment because of the COVID-19 pandemic, and many now expect their jobs to be a key source of purpose in their lives. Employers, whether prepared or not, will need to contribute to meeting this demand, or risk to lose its talents from the organizations. The benefits of achieving individual purpose are enormous, self-reinforcing, and extend not only to employee well-being but also to company's performance.

### **Human Resources Management**

The key approach in the social dimension to implementing a sustainable organization is about the sustainable management of people or human resources (Duvnjak & Kohont 2021). The use of Human Resources technologies to assist embed a sustainability strategy in the organization, as well as the development of a Human Resources Management system that contributes to the firm's long-term performance. Sustainable human resource management fosters the skills, motivation, values, and trust required to achieve a triple bottom line while also ensuring the long-term health and sustainability of the organization's internal and external stakeholders through policies that promote equity, development, and well-being and help to support environmentally friendly practices. Good quality of human resources is one that must be pursued for organizational sustainability, this can be done by implementing knowledge management. Intangible knowledge management has a relatively greater effect on sustainable competitive advantage compared to physical resources (such as financial resources, buildings, locations, or facilities).

Intangible knowledge management refers to an organization's internal and external performance including engagement, employee retention, and stakeholder policies (Gofur & Soediantono 2022). In managing these lands, strategic planning is needed and will play an important role in the management of human resources. Human resource management is defined as the process and efforts to recruit, develop, motivate, and evaluate all the human resources needed to achieve its goals. Human resource planning is influenced by internal factors and external factors. In a crisis situation such as a pandemic, human resources possessing high loyalty to the organization are urgently needed, and this cannot be created instantly. The process to create human resources or in this case loyal employees is to ensure that they experience happiness in their workplace (Fridayani, 2022b). This can be realized through a good HR management strategy. The pandemic has also taught that crisis situations can occur at any time, therefore the provision of reserve funds for the needs of employees is also one of the important factors that must be pursued (Kumajas & Wuryaningrat 2021), thus employees will feel secure and loyal to the company.

By having loyal human resources, the organization can be more resilient when facing a crisis, and in terms of organizational sustainability supported by qualified employees will have more strength to face various challenges. Therefore, HR management is a key factor to create sustainability.

### **Ability to adapt**

In the context of organizational sustainability based on adaptive performance, it is also essential to be aware of changes. Sharing a vision based on sustainability, developing long-term perspectives, promoting capacity development, and developing green initiatives are all advantages of sustainable leadership practices for organizational learning. (Hallinger, 2020; Iqbal & Ahmad, 2021). Additionally, research (Manurung & Aslami,

2022) has elucidated the significance of environmental change and the individual development of each member, which is exemplified by all members' future coordination efforts. In another sense, organizational change is a series of processes that determine the organization's response to its surrounding environment. Further research by (Nur, Sinaga, & Aslami, 2022) highlighted the significance of the potential consequences. The primary consequence of errors in managing change is the emergence of resistance from managers or employees regarding organizational changes. Resistance to change is an emotional or behavioral response to the emergence of both real and fictitious threats when there are changes in work procedures.

Several of the previously cited studies have addressed the appropriate leadership style for coping with change, namely the leadership style of sustainability, as well as the impact that must be anticipated. Nonetheless, some of these studies have not elaborated explicitly on the significance of adaptability. In this era of rapid change, the ability to adapt rapidly is non-negotiable (Fridayani, 2021). Adaptive skill is the ability to operate effectively and efficiently in non-standard situations (Marzuki, Agusmadi & Usman, 2021). Organizations and institutions must assess and cultivate the capacity of their employees to cope with uncertainty. The most recent instance is the COVID-19 pandemic, which has caused significant changes that necessitate an adaptable mindset. The definition of adaptive performance reflects a variety of adaptive performance characteristics, including complex dimensions, personal characteristics, behavioral responses to varying contexts, and the capacity to modify skills and knowledge. Each definition, however, focuses on describing the adaptable and responsive work behavior required to adapt to shifting conditions and demands. On the basis of this presentation and the lessons learned from the pandemic, it is appropriate for organizational executives to make adaptive behavior a habit and always manage change systematically. Adaptability must be emphasized explicitly when identifying sustainable leadership roles.

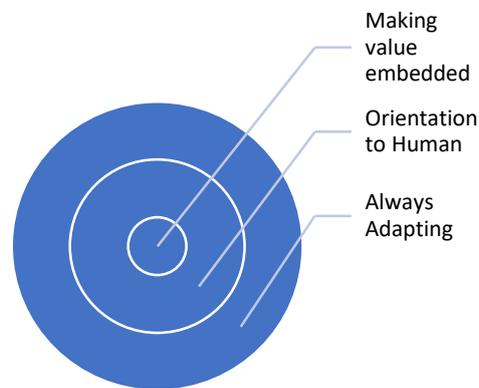
## CONCLUSION AND SUGGESTION

The Covid-19 pandemic and all its impacts are clear evidence that uncertainty that demands change is a necessity, so efforts are needed to support its sustainability. Organizational sustainability is an important issue for all types of companies to reduce risk, deal with uncertain situations, and seek stability in a rapidly changing market (Gofur & Soediantono, 2022). Asbari et al., 2021 define sustainability, as the mother layer of organizational and technological innovation that generates bottom-line and top-line returns.

In this article, we specifically present the social dimension in the context of sustainability. Based on the explanation that has been explained, there are three important aspects in ensuring sustainability, namely the cultivation of organizational values, human resource management and adaptability. In summary, the three aspects invite the organization to keep moving, although sometimes the movement is slow due to a sudden crisis, or it is deliberately slowed down for the reflection process, however the organization must continue to move to ensure its sustainability. Therefore, to conclude this article, it is necessary to carry out sustainable leadership with "Moving strategy" as shown in the **Figure 1**.

The first step is to ensure that the basic values of the organization have been embedded in "Making value embedded". This is the key factor so that the organization will not be easily shaken. Next is the focus on managing its human resources "Orientation

to human" because they are an asset of the organization; it is important to ensure that all members of the organization are prosperous and safe. The last is the ability to always adapt and manage change "Always Adapting" to continue to survive and even thrive in an era of uncertainty. By implementing the Moving Strategy, it is hoped that a sustainable organization will be created.



**Figure 1. Moving Strategy**

The implications of this article for organizations are the incentive for adjustments that organizations must make to ensure their sustainability. These transformations must be driven by their leaders. Moving strategies can be used by leaders when developing organizational plans. The impact of the pandemic can also be determined more thoroughly based on the peculiarities of each organization.

Furthermore, this article may serve as reference for further research e.g., by raising a case study, or in the form of participatory action research so that obstacles and other possible alternatives can be identified and can also be continued by analyzing the impacts that arise after the implementation of this strategy.

We acknowledge, however that the conceptual model has not been thoroughly defined in this article, nor have indicators of sustainable leadership and sustainable organization been presented. A large amount of literature is still required to construct a more comprehensive model.

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