



## Organizational Sustainability: Leadership Development, Resilience Organization, Community Trust, Organizational Performance

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**Abstract:** The purpose of this study is to prove and strengthen the results of previous research derived from scientific articles related to the variables used in this study, The research method used is qualitative with literature studies, by proving the results of scientific articles originating from reputable international journals in accordance with the variables in this study, the variables in this study have a positive and significant influence on only one variable with less strong evidence because the findings of scientific articles are not directly as variables in the study, namely community trust with sustainability organizations, recommendations for future research for other researchers with differentiating variables that can be used, namely Corporate social responsibility, Social and environmental accounting, organizational trust, regional innovation, and public trust, innovation and satisfaction.

**Keywords:** Sustainability Organization, Leadership Development, Resilience Organization, Community Trust, Performance Organization

### INTRODUCTION

A sustainable organization creates an organization that can survive in the long run by continuing to grow. To achieve this, high-quality management and continuous management development are essential to ensure the continuity of the organization. Leadership development can help organizations achieve their goals more effectively and efficiently. This can be achieved through management education and development programs that aim to strengthen management skills and encourage creativity and innovation within organizations. By improving management skills, an organization can optimize its performance and increase its competitiveness. In addition to management development, a sustainable organization must also have a high level of resilience. Organizational resilience can be interpreted as the ability of the organization to adapt to change.

According to have been studied independently, (Galpin et al., 2015) sustainability is very important for organizations because it affects their effectiveness and can help them survive in hostile situations, maintaining long-term sustainability is difficult, as it requires

the ability to evaluate and adapt sustainable actions when changes in social, economic and environmental impacts are observed (Fiksel et al., 2014) leadership is a complex and socially constructed phenomenon" (p. 152) that requires leaders who can operate in an interdependent, ambiguous, and constantly changing global context (Forbes, 2014) , The idea of management philosophy is embedded hierarchically. Leaders are seen as individuals, those in hierarchical positions seem to have superior knowledge and expertise, they give orders and supervise and encourage others to achieve their interests and goals. Leaders are viewed as active, setting goals, planning strategies to achieve them, and followers as passive, implementing them (Bass & Stogdill, 1990)

People believe that companies in producing goods or services are in accordance with market demand, sustainability and sustainability have many meanings that can be adjusted to the needs of their makers. "Sustainability is a controversial and messy concept, often accused of being everything and nothing, and justifying almost everything (Shucksmith & Rønningen, 2011).

From several descriptions conveyed and several phenomena, the purpose of this study is to prove and corroborate the results of previous research derived from scientific articles related to the variables used in this study.

## **LITERATURE REVIEW**

### **Organizational Sustainability**

According to (Senge, 1990) organizational sustainability is the ability of an organization to continuously learn, adapt and innovate to create value for stakeholders while minimizing negative impacts on society and the environment further according to (Freeman et al., 2010); (Zen et al., 2023) Organizational sustainability is the ability of an organization to build and maintain long-term relationships with all its stakeholders, including employees, customers, shareholders, and the community.

### **Leadership Development**

According to (Maxwell, 1993) the process of increasing one's ability to lead and influence others to achieve common goals, further according to (Goleman, 2017); Leadership development is the development of emotional intelligence and social intelligence, which are the keys to effective leadership in today's complex and interconnected world. Leadership is needed in the company because the figure of a leader can manage employees and can bridge the company to achieve goals quickly. Companies that do not have a leader will generally encounter obstacles in employee development and company development. this is in line with research conducted by (Susanto et al., 2023; Susanto & Sawitri, 2022); (Jumawan, 2023); (Susanto et al., 2022); (Pahrudin et al., 2018)

### **Resilience Organization**

According to (Mader et al., 2019) Organizations that can (Mader et al., 2019) according to Tang, C. S. (2010) Resilience Organization is an organization that understands risks, anticipates and mitigates the impact of risks, and can recover quickly from disasters or crises.

### **Organizational Performance**

According to (Coulter, 2012) achieve its goals by achieving optimal efficiency, then according to (Garvin, 2016).

### **Community Trust**

According to (McFarland et al., 2016) individual or group belief in the ability and intention of others to act in accordance with socially accepted norms and values, Broadly

speaking, community trust is a form of trust or belief that is fundamental to community life and involves social relationships and interactions between individuals or groups and the environment and other people around them.

## RESEARCH METHODS

The research method used is qualitative with literature studies, by proving the results of scientific articles originating from reputable international journals in accordance with the variables in this study.

## RESULT AND DISCUSSION

Based on the research objectives above, it will be described from scientific articles with evidence related to research variables in this scientific article;

The study from (2022) states that with the results of its research empirical facts in the form of: (1) organizational effectiveness has a significant effect on community satisfaction; (2) Innovation in local government has a significant impact on community satisfaction; (3) Organizational performance has a significant effect on public trust. (4) City innovation has a significant impact on public trust. (5) employee satisfaction has a significant effect on public trust; (6) Organizational performance indirectly affects public trust through community satisfaction. (7) Innovation in local government affects public trust through community happiness, the distinguishing variables with this study are innovation and satisfaction.

The next study from (2022) with the results of the study Organizational effectiveness was found to have a significant impact on community satisfaction. Another result is that community innovation has a significant impact on community satisfaction. The third finding is that organizational performance has a significant effect on public trust. The fourth result is: City innovation has a significant impact on public trust. The fifth result is: People's happiness has a significant impact on people's trust. The sixth outcome is: Organizational effectiveness indirectly affects public trust through community satisfaction. The seventh finding is that community innovation affects public trust through community satisfaction, the distinguishing variables with this study are regional innovation, and public trust. From the two presentations of the two scientific articles above, there is a positive influence between community trust and organizational performance, as evidenced by the findings of these two scientific articles.

The next study from (Jones et al., 2019) with the results of research the most important indicators for the sustainable development of the region, according to locals, are environmental quality and quality of life. On the other hand, trust in local and central institutions and local companies is not important to local communities. These results highlight the importance of combining global and national-level evaluations with local social sustainability measurements to better understand what matters to local communities before starting to shape public policy.

Subsequent studies from (Winther, 2017) results with qualitative research methods of variation in society describe the heterogeneity of community resilience, explain the ambiguity of individual characterization of community resilience, and emphasize the importance of interdisciplinary and holistic approaches to community development. The SCD framework is presented as a useful tool for assessing mid-level sustainability and promoting sustainable development of rural communities. From the two explanations of this scientific article, it indirectly does not prove that the variable of community trust with sustainability has a significant influence, therefore the researcher only provides an overview of the results of research that intersects with the variables in this study.

The next study from (Burns et al., 2015) using qualitative research methods then the results of the following research review and summarize the literature on leadership, leadership development, and education for sustainability to suggest best practices in

leadership development. Some suggested pedagogical practices are encouraging leadership development including: Observation and self-knowledge, reflection, exploration of ecological and multifaceted perspectives, and experiential and collaborative learning.

The next study from (Sarmawa et al., 2020) with the results of the calculation resulted in a total sample of 93 LPD. The number of samples in each group was determined by stratified proportional random sampling. Data collection was carried out by distributing questionnaires to LPD administrators. The collected data was analyzed using the SmartPLS 3.0 program. The results of the analysis show that ethics is an important part of company management, so managers who reflect company leadership and prioritize ethical behavior can be called ethical, the distinguishing variable with this study is organizational trust.

The next study from (James & Priyadarshini, 2021) method used is qualitative with the results of our research emphasizing the role of leadership that transforms the business vision from a shareholder concept into broader stakeholder relations for economic, environmental, and social progress. RL is built on an ethical framework and our leadership approach is based on accountability and responsibility for organizational sustainability and overall development. Finally, a conceptual model for RL is proposed that explains the many dimensions that lead to results in a changing business world. From scientific articles described by proving the variables of this study, there is a positive influence between leadership and sustainability organizations.

The next study from (Asiaei et al., 2021) with the results of the study measuring sustainability performance affects the relationship between CSR and organizational performance. This study contributes to the literature on sustainability accounting in general and sustainability management guidelines in particular, by combining stakeholder theory and mediation concepts to show that measuring sustainability performance is a mechanism by which CSR can be achieved to influence business performance, with the distinguishing variables of Corporate social responsibility, Social and environmental accounting.

The next study from (Hossin et al., 2021) the results of our empirical study found that POS has a significant positive relationship with SOP and SOR, while SOR has a significant positive relationship with SOP. Regarding the mediation effect, we found that SOR can partially mediate the positive relationship between POS and SOP. We strongly believe that the results of this empirical study can help future researchers interested in understanding the relationship between perceived organizational support and sustainable organizational performance in the context of sustainable organizational reputation. In addition, such results can provide top managers and other decision makers with a platform for their efforts to improve and maintain the organization's reputation, ultimately leading to sustainable organizational performance with the right organizational support.

Subsequent studies from (Akram et al., 2018) research with research results confirmed that an organization's IT capabilities have a significant impact on organizational effectiveness and sustainable competitive advantage. In addition, an organization's information management capabilities partially mediate the relationship between IT capabilities and outcomes (i.e., organizational performance and sustainable competitive advantage). The study concludes with a discussion of the implications for academics and managers. From the results of the description above that there is a positive and significant influence between performance management and sustainability organization, with the proof of the scientific article above.

Subsequent studies from (Souza et al., 2017) with research results of long-term plans, regular meetings, benchmarking, cross-regional communication and clear hierarchies, partnerships, and eco-efficient actions are needed to develop organizational sustainability in both theory and practice. In terms of the human aspect, leadership and shared culture are ways to promote, train, and demonstrate sustainability for everyone within the organization.

Subsequent studies from (Marchese et al., 2018) using qualitative research methods with research results Resilience is seen as the ability of the system to (Marchese et al., 2018) prepare to face threats, mitigate impacts, recover, and adapt after sustained stresses or disruptive events. Three common management frameworks for governing sustainability and sustainable development have been found to dominate the literature: (1) sustainability as part of sustainability, (2) sustainability as part of sustainability, **and** (3) resilience and sustainability as separate goals.

Subsequent studies from (Corrales-Estrada et al., 2021) the results of the study there is a two-way relationship between organizational resilience and organizational resilience, but there is not enough evidence of its relationship with business continuity management. Moreover, using these results, we can conclude that there are four groups of relationships between them: (1) From risk management to business continuity management and organizational continuity; (2) flexibility and business continuity practices; (3) business continuity contribution to innovation and sustainable development; (4) Dynamic organizational resilience and organizational resilience to improve business continuity management. In addition, various phases are identified to understand organizational sustainability capabilities and the impact of organizational sustainability capabilities on business continuity management in the face of disruptive events.

The next study from (Negri et al., 2021) using qualitative methods with the results of research there is confusion about building sustainable and resilient supply chains; It is unclear what practices the two regions can promote together. An important contradiction is that resilience is more about efficiency, while resilience is about efficiency. We recommend studies to analyze the context and effects of implementation. We also note that performance measurement systems should be developed to assess the resilience and sustainability of supply chains, taking into account the time horizons considered in these measures. From the findings of scientific articles that have been described that it is proven that there are two scientific articles that state that there is an influence between organizational resilience and sustainability, strengthened by two variables using qualitative research methods.

## CONCLUSION

From the results of the discussion and discussion above, the variables in this study have a positive and significant influence on only one variable with less strong evidence because the findings of scientific articles are not directly as variables in the study, namely community trust with sustainability organizations, recommendations for future research for other researchers with differentiating variables that can be used, namely Corporate social responsibility, Social and environmental accounting, organizational trust, regional innovation, and public trust, innovation and satisfaction

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