The Importance of Leadership and Organizational Culture for Social Sustainability

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Abstract: Challenge in build continuity mainly in realize social sustainability is a thing to be challenge for every element in good individual or group. With the exists study of this, the aims is to review the exists of the resulting influence leadership and culture organization in build social sustainability in a organization. The method approach takes targets the study of supporting literature that has the same vision as this research. The results of the review show that both leadership and organizational culture have an important role in building social sustainability. This shows that the collaboration of the two conditions can maximize the potential for social sustainability that will be built in the future.

Keywords: Sustainability, Leadership, Organizational Culture

INTRODUCTION

In the current era of globalization, challenges in maintaining social sustainability are increasingly complex. Rapid environmental changes, population growth, intense economic competition, and social conflicts are some of the factors that affect social sustainability. In this case, the organization as a part and shelter of the community has a very important role in maintaining social sustainability. In an organization, good leadership and organizational culture are needed to ensure social sustainability.

Good leadership and organizational culture can create a healthy work environment, increase the motivation and performance of each supporting element, and build positive relationships between the organization and the surrounding community. It is very important to have an effective leader in an organization. A leader must be able to use his authority properly and constructively, and formulate clear and achievable goals based on the capabilities of the resources he has. In addition, a leader must be able to communicate clearly and openly with his members, so that members can understand the vision and goals of the organization and feel motivated to achieve them. An effective leader must also be able to lead by good example and inspire members to work hard and reach their full potential. With an effective leader, organizations can achieve better success and growth (Mukhtar et al., 2016).

Therefore, this literature will discuss the importance of how leadership and organizational culture affect social sustainability in an organization.

LITERATURE REVI E W

Leadership is a trait that refers to some opinion that leadership is a connection between leader and people that are being lead. According to Yukl (2010) , leadership is "the process of influencing others to achieve certain goals". Meanwhile, according to Northouse, (2019) leadership is "a process in which a person influences others to achieve goals and directs the organization in a more systematic and coherent way".

Leadership is the ability to influence, guide, and direct people or groups to achieve the desired goals. Leadership can also be interpreted as the ability to organize and motivate human resources to achieve certain goals. Northouse, (2019) also mentioned that in building the nature of leadership there are several types of leadership that are considered good in social organizations:

Leadership

a. Democratic Leadership: Democratic leadership is a type of leadership in which decisions are taken by consensus or deliberation among group members. Democratic leadership allows all group members to participate in decision making, thereby increasing the creativity, motivation, and confidence of group members.

b. Transactional Leadership: Transactional leadership is a type of leadership in which the leader rewards or punishes his subordinates based on achievement or failure in achieving the set goals. Transactional leadership is usually suitable for situations where the tasks to be completed are clear and structured.

c. Transformational Leadership: Transformational leadership is a type of leadership in which the leader seeks to increase the motivation, creativity, and confidence of group members through developing a shared vision and values. Transformational leadership tends to be better suited to situations where the tasks to be completed are unstructured and require innovation.

d. Servant Leadership: Servant leadership is a type of leadership in which the leader focuses on the needs and well-being of group members. Servant leaders help and support their subordinates to achieve their goals, so as to increase the motivation and performance of group members.

e. Adaptive Leadership: Adaptive leadership is a type of leadership in which the leader is able to adapt to the changes and challenges that exist. Adaptive leaders can change their strategy and tactics according to changing situations, thereby increasing the flexibility and success of the group.

The concept of organizational culture refers to a set of values, beliefs, and behaviors that shape the decision-making process of organizational members (Ortega-Parra & Sastre-Castillo, 2013) . Schneider et al. (2013) define organizational culture as the perceived norms in an organization that guide the behavior of its members to achieve organizational goals. The interaction between members of the organization and stakeholders, including each element in the organization, is what forms the organizational culture (Simoneaux & Stroud, 2014) . According to Yirdaw (2016) (Pathiranage et al., 2020), organizational culture acts as a cohesive agent that links the organization's non-human resources with human resources to enhance teamwork and performance.

Thus, organizational culture is defined as a valuable concept in the process of forming the best decisions for the sustainability of an organization by creating all forms of cooperation and the best performance in every behavior of members of the organization.

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 (Pahrudin et al., 2018); (Susanto, Syailendra, et al., 2023); (Susanto, Agusinta, et al., 2023); (Susanto et al., 2022);(Jumawan, 2023) .

The definition of social sustainability can be explained as the ability of a society to meet the needs and expectations of the present without compromising the ability of future generations to meet their own needs and expectations. The concept of social sustainability covers various aspects, such as social welfare, health, education, environment, justice, and community participation.

According to *the World Commission on Environment and Development* (WCED), social sustainability is "development which meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987) . Meanwhile, according to *the United Nations Development Program* (UNDP), social sustainability is "the process of using resources in a sustainable manner to meet increasing human needs, while maintaining the ability of nature to support human survival and biodiversity" (UNDP, 2013) . Thus, the concept of social sustainability emphasizes the importance of a balance between meeting current needs and maintaining the ability to meet future needs. This concept also emphasizes the importance of equality, participation and environmental protection in achieving social sustainability.

RESEARCH

Objective of this article is to review the references about continuity social in organization to identify possible factors used to improve it, like leadership and culture organization. Researcher has analyze and synthesize various review literature from various journals and sources to understand the strategy to increase continuity social in the organization. Study of this is adopting literature review approach to reach objective of the research. Sustainability mini -review social done with examined and analyzed 10 articles peer-reviewed journals, as presented in the table below this.

Table 1. Distribution of Supporting Articles

No.	ArticleTitle	writer	Journals	Publishers	year
1.	A Literature Review on Organizational Culture towards Corporate Performance	Pathiranage et al	International Journal of Management, Accounting and Economics	Directory Open Access Journal (DOAJ)	2020
2.	Organizational transformation as a determinant of corporate hospitality and its effect on corporate sustainability	Utami et al	Emerald Insights	Directory Open Access Journal (DOAJ)	2020
3.	Assessment Of The Role Of A Leader In Shaping Sustainable Organizational Culture	Streimikiene et al	Economic Interferences	Directory Open Access Journal (DOAJ)	2021
4.	Linking Ambidextrous	Liu et al	Frontiers in	Directory Open	2019

			Psychology	Access Journal (DOAJ)	
5.	Organizational Culture to Innovative Behavior: A Moderated Mediation Model of Psychological Empowerment and Transformational Leadership The Factor That Influences Organizational Citizenship Behavior For The Environment	Huda et al	International Review of Management and Marketing	Directory Open Access Journal (DOAJ)	2021
6.	The Influence of Organizational Culture, Transformational Leadership, and Well-Being in the Workplace on Work Involvement of Private University Lecturers in South Jakarta	Pifianti et al	Journal Education	Directory Open Access Journal (DOAJ)	2022
7.	The Effect of Leadership Style and Welfare on The Performance of Manado Religious and Education Training Center	Rusley et al	International Journal of Human Capital Management	Directory Open Access Journal (DOAJ)	2019
8.	The Fact Of How Leaders Influence On Employee Creativity In Indonesia	Prasetyo et al	Journal of Leadership in Organizations	Directory Open Access Journal (DOAJ)	2022
9.	Effect of Leadership Styles, Social Capital, and Social Entrepreneurship on Organizational Effectiveness of Social Welfare Organization in Malaysia: Data Screening and Preliminary Analysis	Won et al	International Review of Management and Marketing	Directory Open Access Journal (DOAJ)	2017
10.	The Influence of Islamic Leadership on Motivation, Performance, and Islamic Welfare	Fahrullah	Journal of Islamic Economics	Directory Open Access Journal (DOAJ)	2022

Source: Literature Review Data, 2023

RESULTS AND DISCUSSION

Results on tabulation review literature shows that transformational leadership is more effective to encourage culture sustainable organization, compared with transactional leadership. This is because that transformational leader focus on transformation of the hope of employees and create more opportunities for cultured sustainable organization (Streimikiene et al., 2021). Study shows that behavior innovative influenced by culture ambidextrous organization and leadership transformational, work together through the empowerment psychological. This implies that the higher factors like context organization and leadership affect perception and understanding each member about role of them, which in the end affect their behavior innovative individual. Besides, this transformational leadership act as facilitator between culture ambidextrous organization and behavior innovative through psychological empowerment, as well as presenting new perspective about the role of leader transformational and his motivation in an organization (Liu et al., 2019). Other findings also prove that religious leadership can influence the welfare of each

member, which means that the better the existing leadership, the greater mic welfare of the members (Pifianti et al., 2022). Thus it is concluded that leadership influences sustainability (Chun Won et al., 2017); (Fahrullah, 2018); (Rusli et al., 2019); (Nilasari et al., 2022).

Furthermore of the review literature results found that culture organization is an important element of organization performance and resources of sustainable competitive superiority in a group . Empirical evidence show that lack of integration culture between the members may cause failure in group, while improvement culture could produce performance enhancement. Therefore, it is suggested to build an effective organizational culture to improve organizational performance (Pathiranage et al., 2020). In addition, the results also found that organizational culture has a significant influence on organizational friendliness and directly or indirectly has a significant influence in building the sustainability of an organization (Utami et al., 2020). In addition, with an organizational citizenship behavior program for the environment, organizational culture able to build significantly for the sustainability of the program (Huda et al., 2021).

CONCLUSION

Based on the description of the research results, it can be concluded that transformational leadership is more effective in promoting a sustainable organizational culture compare to transactional leadership. This is because of the transformational leader focus on transformation employee/member expectation and create more opportunities to the cultured sustainable organization. Organization Culture was also found as an important element from organization's performance and sustainable competitive superiority resources in a group, and lack of integration culture between the members may cause failure in group. Research also shows that culture ambidextrous organization and transformational leadership affect innovative individual behavior through psychological empowerment. And also, organization culture own significant influence of organization hospitality and sustainability of the citizenship behavioral programs of organization for the environment. Therefore, it is advisable to build an effective organizational culture to improve organizational performance and maintain the sustainability of programs carried out by the organization.

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