

How a Leader/Manager can Enhance Organizational Performance through Sustainability Leadership

Feng Gu

Doctor of philosophy (PHD) Management, Limkokwing University of Creative Technology, Cyberjaya, Selangor, 63000, Malaysia

Abstract

The sustainability also highlights some leadership attributes associated with affective sustainability leaders, for example their typical leadership behaviours, and we can use this as an assessment framework to identify opportunities to improve in sustainability. Leadership looks at the forms of leadership that are needed to address sustainability challenges. Couple of messages for me here, the first one is people might notice the similarities between the forms of leadership that described in this business to address sustainability challenges, and also the concept of enabling leadership that was raised in the unit on complexity leadership. For me, they're very similar concepts, the idea of creating a space for individuals to come together different stakeholders with different views, different needs to interact, to jointly solve problems as a tool to identify opportunities for improvement. I trusted people enjoy it, stay leadership, and people can see the relevance of this form of sustainability leadership.

Keywords

Leadership, management, organizational.

1. Introduction

1.1. Topic Explanation

In this paper, I will focus on analysing the performance of organisations through sustainable leadership, and the key roles that leaders and managers play in the organisation. Finally, I will link the determinants of leadership and organisational performance to sustainable leadership. A company must have leaders or managers, because the two kinds of people will be leaving the company or organisation. It will enhance the organisational performance through system quality leadership because they control the company or organisation, so the performance is the result of the organisation or the company, and how do we think the leadership or the management is good or not. So it depends on how sustainable the company's leadership is.

2. Literature Review

2.1. Leader and Manager Relate to Organisational Performance

For leadership, we have to think about what is sustainability leadership, this means there must be a sustainability leadership in a company that results sustainability leadership is a good way of management or leadership of a company. Leaders or managers can be a guidance in company or organisation and the performance is a long-term and sustainable situation in a company that's controlled by leaders or managers.

Managers and leaders decide and control the company or organisation's future. Let's assume if leaders and managers can handle the organisational performance so that means managers or leaders also can damage a organisational performance or a company's future. This is the point, how important of a manager or leaders in the company. That most depend on the performance.

Organisational performance is a data and also a result of the leaders or managers performance. If a leader or manager run a company very well that directly effects the organisation of performance. There are two performances between manager and leaders with organisational result.

2.2. Organisational Performance

In fact, everything has its own performance in a company. But there are some factors on a company and organisation leaders and managers as essentials. A person can be the importance of a company, but it's not all of the company's future. In other words, managers and leaders are playing a major role in a company, but their performance has different forms and different factors that constructed together. The reason why we are talking about leadership and management in a company, because managers and leaders are important in a company and they have the right to control and to decide the way of performance. So this means they have rights or they have their ability to enhance organisational performance, organisational performance is the way of success. There is a predicting unit performance by assessing transformational and transactional leadership.[Bass, (2003) p.207-218.]

So I'm going to analyse the following three points. The first one is what is manager and management in a company and the second one is, what is the leaders and leadership of a company? And the third one is organisational performance. What does it mean in the organisation and what is the connection between management and leadership of the company? Finally, I'm going to analyse how does manager and leaders improve and enhance the organisational performance? And how to define the organisational performance? Is standard in the organisational performance, or who decide and who can define the performance of organisation.

2.3. Sustainability Leadership

Sustainability leadership emphasis a long term sustainable status in the company. Likewise sustainable leadership gives a stable economic status in a company most people may be talking about how important is the leadership in the enterprise, but I think for this top we have to upgrade the analysis that is sustainability leadership mythology. What's the difference between leadership and the sustainability leadership, there must be some reason for sustainable leadership in the company. The first one is we have to focus on the time, we are not simply looking for a temporary leadership in the organisation. A temporary leadership only can push up short term. Organisational performance, so only a long term relationship to be a long-term organisational performance, this is why people look for sustainability instead of a temporary relationship or development in a company.

3. Critically Analysis

3.1. Connection between Management and Leadership

Leadership can foresee organisations future and gives a systematic plan of the company's direction, so a sustainability leadership could give a company different strategies step by step. And in the meantime to put different suggestions or advices in different periods of time of a company constantly making different advantages or benefits in the organisational performance, that automatically transfer it into a organisational energy and culture. It is absolutely a positive energy and a company's development. After 21st century, most of enterprises produced a lot of excellent leaders. And absolutely those leaders turn out too many leadership in different company and handling a company's everything. But nowadays, many companies realised obviously only excellent leaders or leadership are not enough to get a company better. So they have to find out an alternative way to improve their company's quality and their leaderships skill in other words.

Sustainability leadership is a way of testing a command in the company. It's not only a hence, an organisation of performance, but also improves a leadership's quality. How do people tell when something doesn't work as we expect or more helpful? How do bodies tell if others can produce something that looks to challenge all of the opinions? For example, why is Apple so innovative, there are more creative than the others, and yet they're just in a computer business like everyone else. People have a similar way to a related facility, the associated businesses, the equivalent expert, the related media. Then why is it that seems to have something different? Why Martin Luther King led the civil rights act? He wasn't the only one who experienced in a pre-civil rights America, and indeed, not the single noble rank of the day, why him? Why were the Wright Brothers able to master human-crewed flight when different organizations who were adequately equipped, fully supported? And they didn't end powered manned flights.

3.2. Organizational Effectiveness

Organizational effectiveness is the efficiency of a business, however it's also important to focus on quality products and services. The key to organisational effectiveness is using the right tools and strategies to accomplish a specific goal. Human resources plays a key role in organisational effectiveness of any company according to forms human resource personnel provide assistance with organisational effectiveness by helping with the employee performances. Leadership requires active measures to work with different groups and individuals. A leader must understand the strengths and weaknesses of different professionals before making a plan of action to improve the effectiveness of the organisation. After identifying the strengths and weaknesses of professionals with different educational backgrounds, focus on the growth, the company by building effective teams, develop teams with complementary skills and strengths, encourage professionals to work towards specific goals, and assign projects based on their skills, knowledge, and background.

There is a perspective as we got to get into the why here, what is causing organisations increasingly embraces mobility, and leadership of sustainable development. A leadership might be for a decade summarises, and inside that is driving the shift, and people must develop a business model if contributing to society and the environment instead of taking from them. And it's not just a leader that has this inside, of course organisations and businesses. Of all varieties, from small companies to transnational, likely embracing sustainability and not simply as seen in the past, as an effort to comply with regulations or to be charitable through corporate social responsibility initiatives, but I'm embracing sustainability strategy sustainability at the heart of a company's business model.

As we've all experienced, first hand in our personal lives and in our work we are increasingly operating in an environment characterised by volatility uncertainty complexity and ambiguity. This is actually a term that was coined by an army war leader describes the geopolitical context resulting from the end of the cold war. But more recently it is now used widely in business to describe the complexity of the operating environment. The Business of Sustainability is what does It mean to managers now. [3] So all of this is feeding into businesses shifting their approach to one where sustainability is more embraced, and what we're starting to see is that because of the volatility companies are experiencing. They began to look outward in an effort to understand the sources of disruption they face and to determine how best to navigate them. So this is lead many institutions to take more of a systems approach, recognising their fundamental connectedness to the world around them, and seeing not only the extent to which they are impacted by outside forces, but becoming more and more aware of the breath and depth of their own impact on society.

3.3. Improve and Enhance the Organisational Performance

A perspective as companies do this naturally deep is their responsibility companies and organisations feel towards diver stakeholders as they become more aware, and also it becomes

clear that without engagement and collaboration with stakeholders. A lot of these challenges cannot be addressed these things are feeling. A second shift which is the integration of sustainability into strategy as a means to mitigate risk that they're facing but also to strengthen there in the face of the world. And finally to also capture value and see the opportunities for creating new value by focusing on sustainability. So before people go into more detail I want to step back, and just see if words about sustainability, because it is a term that is often understood differently by different people. It seems to invoke different reactions from different communities, and I think a starting place for thinking about sustainability is the when people reminds us, that the economy is a wholly own subsidiary of the environment and not the other way around. We really can't have an economy without environment all of the inputs come from our environment.

Sustainability is really not environmental or green concept is to think of it in the past. It's a very human concept, sustainability is about building a society provides for the longterm wellbeing of its people. This requires us to recognise our fundamental dependence on the natural world and to know that we must generate social, economic and environmental value in order to thrive. So we have to use the term intergenerational wellbeing to describe sustainability, because we're talking about the wellbeing of all people, not just a privileged few, and we're talking about building a society where we can provide, for that will be not just today but across generations. A lot of the social contract between business and society has broken down, and a lot of that I would argue is because of the hyper focus on shareholder prime when people put business in front of anyone else. And then people got some policymakers in back pocket then the outcome sometimes are things that aren't good for the population as a whole and rightfully, so people get angry about that right when people trying to do with business. Many other people are trying to do to build corporate governance model. What gift is better for society designs, if you can do that than people can grow a business focusing not just on one thing when managing a business more complex in a little harder that keep starts with a proposition for most people.

3.4. Importance of Sustainability in Business

The biggest challenge is actually applying with. So I think it is true, the building of a strong leadership, improvement culture is absolutely critical. If people are going to significantly improve performance, so essentially people want to achieve that leadership development must be regarded not as likely that actually is in person. Sustainable leadership focuses on the application of practices by manager effectively requires ongoing measurement of leadership activity and followed by action plans. Support change and then ensuring these targeted trying to catch him to support the managers. To apply those new skills and so this process leadership training becomes part of the process designed to support the ongoing application of those in practice.

Sustainability is really that has often been associated with green concept and doing environmental good. But in fact, if you look at really what abilities more broadly. It's a very holistic systemic definition is important to consider so. For example, economic, social and environmental factors. What makes a good team player is about personality and team effectiveness. [Driskell (2006) p.10, p. 249.]

My belief is that when sustainability as part of organisational strategy at the top table of organisation and is then fed through to order the components of the organisation. People get the traction think in recent years has been some real challenges in the top of the organisation, saying that this does set at the top table has been distractions around recovery from the global financial crisis that has been distractions around tech and innovation and disruption. I think all of that is perhaps relegated sustainability to an area around good housekeeping rather than competitive advantage. I've seen the relationship and the interplay between supplier and clients developed. And for me that's a problem because it means people focus on financial

targets and focus on taking the box rather than the performance and the key to performance which is actually about innovation.

What matters to the car and you can only do that by truly understanding the strategy. I don't mean what's on their website or I don't mean necessarily sustainability action plan. I mean truly in on the strategic vision for the firm, the obstacles. And people face that's not easy when they are in the process. For me, hanging and bringing people's food on stunning sustainability and have to get their intensive vision that people will have the lesson. Think about them breaking 2 different areas. The first of which is to understand why, why are we getting together? Why are we collaborating? What's the purpose we want to get out of it, rather than just perhaps trying to see the opportunities are about to for one friend to another. Measuring leadership in self-managed teams using the competing values framework. [Zafft (2011) p.46-58]

How can companies and organizations raise sustainable growth, what is real industry sustainability that supports masters society's constant problems? Enterprise sustainability doesn't work collectively; that's what the traditional financial model talks about. The profession of sustainability is the company. American economist Milton Friedman earlier spoke just financial businesses like applying over acquisition market portion, or shareholder use community or ecological matters occupy individual companies. That's whatever the state force of CEO features on sustainable corporate growth is to collective organizational ability and environmental control. [Huang (2013) p. 234-244.]

3.5. Realistic Example Analysis

Hence how sustainability run into the world of business? What part does it work in the initial stage of business sustainability groups respond to personal, ecological matters, and financial goals? Still, rest the only preference; people see that sustainability control can assist them in keeping expenses risks, growing their benefits as an organization, and separate themselves from their fierce rivals. Sustainability administration is entire regarding running the opportunities, and threats arise from business, environmental, and social concerns. And, yes, that's where largest organizations are now at the time of the marketing experience, also declared a filtered sharer content control is financial prosperity. A great example of this is Walmart, the world's biggest retailer. Its sustainability plan directs on overcoming false service water, packaging supplies, and transportation programs, which goes well in Walmart's plan at daily base rates.

Corporations think they've based better value maximization and try a triple end offer substance piece moves ahead stockholders market is not only about business, but also on environmental and civil aims. To fulfill those purposes, companies perform sustainability plans and strategies, handling sustainability control schemes and fitting basic; this is marketing sustainability to lead out the business in the triple ends plan and job duties and details.

In 2010, speeding purchaser goods programs for 2020, including growing sales while decreasing its environmental track and enhancing the existing forms of millions of bodies provided chains, are three of everyday and financial sustainability. It's all about the stockholders in market sustainability. One tip out everyday and environmental matters are a method to an end. The point is being a financial benefit. We call it refined shareholder value of management market sustainability brings it up a groove by finding a triple purpose that covers not only practical but also environmental and cultural goals. All three programs experience inside out, how can businesses withdraw opposing side results? Of course, this is big, yet, it doesn't move much enough. It's about working grants to business sustainability difficulties, which claims to move from inside out to outside. In the first, see the tests, and then rise, marking them using their devices, individually startups and group businesses, get these difficulties as chances. People speak societal and eco issues without skipping.

4. Conclusion

The sustainability also highlights some leadership attributes associated with affective sustainability leaders, for example their typical leadership behaviours, and we can use this as an assessment framework to identify opportunities to improve in sustainability. Leadership looks at the forms of leadership that are needed to address sustainability challenges. Couple of messages for me here, the first one is people might notice the similarities between the forms of leadership that described in this business to address sustainability challenges, and also the concept of enabling leadership that was raised in the unit on complexity leadership. For me, they're very similar concepts, the idea of creating a space for individuals to come together different stakeholders with different views, different needs to interact, to jointly solve problems as a tool to identify opportunities for improvement. So for example, sustainability leaders at typically outstanding social networks, and that makes sense given the number of stakeholders that are typically involved in sustainability challenges. So developing sustainability leader recognised the need to build skills in that area in particular. I trusted people enjoy it, stay leadership, and people can see the relevance of this form of sustainability leadership.

References

- [1] Bandura, A. (1977). *Social learning theory*. Englewood Cliffs, NJ: Prentice Hall.
- [2] Bass, B.M. (1999). "Two decades of research and development in transformational leadership." *European Journal of Work and Organizational Psychology*, 8, 9–32.
- [3] Bass, B.M., Avolio, B.J., Jung, D.I. & Berson, Y. (2003). *Journal of Applied Psychology*, 88, 207–218.
- [4] Berns, M., Townend, A., Khayat, Z., Balagopal, B., Reeves, M., Hopkins, M.S. & Kruschwitz, N. (2009). *MIT Sloan Management Review*, 51(1), 20–26.
- [5] Driskell, J.E., Goodwin, G.F., Salas, E. & O'Shea, P.G. (2006). *Group Dynamics: Theory, Research, and Practice*, 10, 249.
- [6] Dyllick, T. & Hockerts, K. (2002). "Beyond the business case for corporate sustainability." *Business Strategy and the Environment*, 11(2), 130–141.
- [7] Hartle, F. (1995). *How to Re-engineer Your Performance Management Process*. London: Kogan.
- [8] Hind, P., Wilson, A. & Lensen, G. (2009). *Corporate Governance*, 9, 7–20.
- [9] Hirshleifer, D. (1993). "Managerial Reputation and Corporate Investment Decisions." *Financial Management*, 22, 145–160.
- [10] Huang, S.K. (2013). *Corporate Social Responsibility and Environmental Management*, 20, 234–244.
- [11] Jackson, I.A. & Nelson, J. (2004). *Profits with principles: Seven strategies for delivering value with values*. New York: Currency Doubleday.
- [12] Jansen, P.G.W. & Kalshoven, K. (2013). "How 'ethical' is ethical leadership? Separating ethical leadership behaviours from other types of leadership using Habermas' theory of communicative behaviour." Internal report. VU University Amsterdam.
- [13] Judge, T.A. & Bono, J.E. (2000). "Five-Factor Model of Personality and Transformational Leadership." *Journal of Applied Psychology*, 85, 751–765.
- [14] Kumar, D. (2010). *Enterprise growth strategy*. Surrey, GBR: Ashgate Publishing Ltd.
- [15] Wilson, V. (1999). *Is my team ploughing?* *The Australian Library Journal*, 48(1), 57-68.
- [16] Zafft, C.R., Adams, S.G., & Matkin, G.S. (2011). *Engineering Management Review*, 39(1), 46-58.