



Impact Of Sustainable Leadership Practices On Public Sector Organizations: A Systematic Review of Past Decade

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A Leadership has identified as the important factor that participate to the public sector organization success. Therefore, leader has and subordinates effort put together in order to enhance the performance of organization by leadership. In recent years, different leadership concepts have emerged for increasing sustainability of organization in terms of sustainable leadership that is the new established leadership style. This paper addresses the relationship between 23 sustainable leadership practices towards enhancing performance of organization. This paper purposes is to explore the theoretical review that sustainable leadership practices has effect on public sector organizations. This literature review is gained from books and journals of SL practices in public organizations. The overall determination of this paper to highlight the benefits and values of leadership sustainability and practices by leaders adapted in public sector organizations.

Keywords: Leadership, Sustainability, Practices, Performance, Public Organization

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INTRODUCTION

After the Second World War, the modern concept of sustainability took shape. From this moment on, people became more aware of the development of the environmental and economic quality. For business leaders sustainability is becoming essential, many factors operate by it such as minimize and less capacity, change climate, practices of immoral corporation, and enhancing corporate standard (Avery, 2009). Previously, research suggest that development of sustainability emerged in a worldwide framework and their goal within satisfaction of human needs (Brundtland, 1987), sustainable corporation presents a huge variety of firm's partners meeting the need of a firm, also need to meet the future stakeholders as well without compromising the firm's ability (Dyllick & Hockerts, 2002). Organizations must control and maintain the economic, environmental and social growth towards the performance. Previously, research suggest that choosing the management/leadership practices to enhancing the firm's performance by promoting sustainability, because at the expense of business performance sustainability is not attained (Avery & Professor, 2005; Stone, 2000).

Leadership sustainability recognize that brings change itself, can re-energize the organizations, communities and world for provides new thinking, creative ideas and discoveries. The leaders have the ability to find the proper relation between organizations demand and their most important consideration (Info, On, Print, & Online, 2017). Since sustainable leadership practices, is essential components for organizations higher performance and higher quality products, prior times of management requires leadership for the improvement and handling the associated image of the firm from mistakes and blunders destruction (Gayle C. Avery, 2010). Both internal and external factors affected by enormous challenges to the performance of organization.

In public sector of organization, this paper purpose for reviewing theoretical literature on practices of leadership sustainability. Especially in Asian countries form the last decade the paper present practicable approaches, solutions to enhance the performance of public sector organizations.

From 2009-2018 published articles gives the information about how organizations implement the practices of leadership. Many organizations increase their performance and business resilience must use the practices of leadership sustainability. Some organization that successfully implement the practices for sustainable future growth in which, Wal-Mart introducing the sustainable business's strategy for reducing the impact of organization on world-wide environment, this organization become more ethical and socially responsible for showing the idea of sustainability to its suppliers, clients and community (Unveils, 2015). As well as educational organizations also participating in the sustainable leadership theoretical framework in further education that enhance the performance of the various sector organizations. In 2011, BMW is another well-known organization that achieved the long-term goals in terms of meeting the sustainable leadership practices that successfully implement in their organization. Organizations can increase their performance of the firm by adapting the leadership sustainable (H. B. Avery, 2011). Other researchers suggests that SME can also implement the sustainability for satisfied their firm's employees in long-term. The purpose of SME article identified practices of management from sustainable leadership framework and their impact on employees satisfaction toward the business higher performance (Suriyankietkaew, Avery 2014).



Literature Review

SUSTAINABLE LEADERSHIP

Achieving more maintainable results, speeding up inventions, reducing unwanted employee turnover are purpose of managerial perspective of sustainable leadership. The new concepts about leadership is introduced by (Avery, & Bergsteiner, 2011) known as “Rhineland” or “honeybee” leadership “sustainability. Across the world studies and analysis of more than 500 companies suggests that sustainable leadership is an important component when taking decisions in long term view with raising customer value intentions, competency building, giving high quality products services and resolutions (Hargreaves & Fink, 2003). Success of organization is the source of growing sustainable leadership.

“A sustainable leader who response to bring changes and face challenges rising along the way and to encourage people and create long-term oriented plans for people to put their efforts together is done by sustainable leader”(Dr Wayne Visser, 2011). “Actions to support and inspire people is the first priority of sustainable leader towards a progressing world, change in the way to think in the development of sustainability is the major goal of sustainability thinkers” (Judi Marshall, 2011; Usmani, 2019).

Positive changes brought towards the meaningful progress of the organization can be attained by sustainable leadership (Rushton, 2002), They must create models for positive learning about leadership for others (Business, Quarterly, Jan, & Graham, 2016; Dion, 2008; Rushton, 2002; Thomas, Jr, & Dienhart, 2004). The purpose of sustainable development transforming the relationship between economic growth, the society and the environment from negative to positive perspectives. Opportunities in business development and changes in the business models can be attained by fully acceptance of the challenges of sustainability by business organizations.

For an organization, the development of sustainability means the implementation of company’s activities and strategies that meet the interest of interested parties and organization that can protect, reinforce, and enhance the natural and human resources required for the current and future needs of the organization. Sustainability indicators referred that communication and planning is a tool to facilitate the purpose of decision taking and it is essential to build the limited number of simplified indicators that achieve the sustainability (Ciegis, Ramanauskienė, & Martinkus, 2009). For specific organizations at specific time understanding the meaning of sustainability is necessary for the protection of firm’s natural resources that can be achieved that higher performance of organization. Sustainability has positive impact on organization’s long-term decisions.

As a summary of the occurrence of leadership sustainability within higher level of ethical values, (Zuperkiene, 2014) the implication of process that minimize the undesirable impact on climate: a vast variety of relationship for sustainable management of proper quality and balancing. Management responsibility gaining the opportunity for their employees including provide honest information about products, good attitude with individuals, and in decision-making process participation.

WHY LEADERSHIP SUSTAINABILITY IS NECESSARY?

Sustainable leadership is essential for developing the business in all levels and economic and environmental stability within which required smooth and stable economic growth includes the economic balance, the rates of inflation, the leaders ability getting creative ideas. Environment and economic sustainable development are similar and it impact on organizations sustainable culture (Ciegis et al., 2009). Sustainability that operates by businesses has more durable record of success and profitability than those that do not

(HARGREAVES, 2012).

Sustainability mindset—moving from “me” to “we” (Reynolds, 2015). The purpose of strong internal sense of sustainable leaders that grows into the higher sense of aim and mission towards organization long-term performance. Organizations need those leaders who improve the social and environmental issues around the globe and pressure maintained of both long-term and short-term plans along with demanding important consideration (HARGREAVES F. D., 2012) present seven important characteristics of sustainable leadership: 1. Sustainable learning maintain and develops by leadership continuous improvement. 2. Future achievement ensured by sustainable leadership. 3. Leadership style acts as sustainable leader. 4. The aspects of social justice focused by sustainable leadership. 5. Leadership sustainability flourishes monetary fund resources. 6. The environmental natural ability to do something better established by leadership of sustainability. 7. The future oriented environment carried by sustainable leadership. Building capacity and sustaining an initiative influenced by the leadership.

(Cowie, Jones, & Harlow, 2011) suggest that leadership needs the creative ideas for the purpose of shared with one another. Sustainability is essential for setting directions and developing people towards the higher performance of organization.

Sustainability focuses on creating policies that support the initiative, secure monetary funds and set up the plans for support and build the capability that develops the resources within entire organization that is the essential component of sustainable leadership (Hargreaves & Fink, 2003). Across various personnel changes sustainability must be measured in the long oriented context (Sami et al., 2018; Zuperkiene, 2014).

SUSTAINABLE LEADERSHIP PRACTICES

The 23 sustainable leadership practices derived from Anglo/US and Rhineland capitalism principles that both are used in short term and long term business perspectives. Major difference between the Anglo/US and Rhineland is characterized that companies and communities having higher level of partnership. by high level of partnership, whereas Anglo/US capitalism does not require business to partners with society. Instead Anglo/US capitalism sees maximize the owner’s wealth that corporation of economic, legal and social mission. Anglo/US capitalism has created an extreme form of corporate leadership based largely on business practices that is originally promoted by Chicago School we call this the Locust Approach (which reflects difficult, heartless, and organizations taking profit. Similarly, Rhineland capitalism sired a form of corporate leadership that we call the honeybee approach (which is knowledgeable, business partner. The form of capitalism practices in a particular region influences how easy or difficult it is to adopt sustainable principles. It is important to emphasize that Anglo/US and Rhineland capitalism models are not understood in a geographic sense (Gayle C. Avery, Sustainable Leadership: Honeybee and Locust Approaches, 2011).

Some organizations are already operating under sustainable principles of leadership. They present these as Honeybee organizations, and contrast them with Locust enterprises. Locusts adopt leadership approaches that are difficult, ruthless, profit oriented-at-any-cost, asocial. These approaches not distinguished by their raw materials, facilities, equipment or even the management formulae that they apply. The fundamental difference lies in how they use 23 intangible elements of leadership, known as ‘the practices of leadership sustainability’. These practices present good maintained climate, minimum finance, and increase the performance organization, reputation (Kantabutra, & Avery, 2011).

Avery was builds the practices of sustainable leadership practices (Avery, 2005) from the study of worldwide business industries original practices derived. The basic 19 practices (GC Avery, 2012) generate a set of 23 additional practices known as practices of sustainability or “Honeybee”. Adding four, other practices (innovation, belief, self-management and staff involvement) in latest



sustainable leadership framework. Many scholars (Albert, 1992; Dennis, & Winston, 2006) (Drucker, 1999) suggest that strategic foundation for organizational sustainability advocate by individual Honeybee practices. More recent literature (Jing, Avery, & Bergsteiner, 2013) sustainable leadership practices refers that sustainability of an organization contributing towards the superior outcomes of business including financial performance.

Avery (Gayle C. Avery, Sustainable Leadership: Honeybee and Locust Approaches, 2011) Business play important role in developing a long run future performance, and an increasingly strong interest in doing so. Sustainable leadership practices present good level of management, often minimum costs, increase the image and brand of an organization (Saratun, 2013). Research shows that practice meaning in term of building an awareness of something takes anywhere from two hours to two days, but genuine mastery takes one to seven years. The path from awareness to mastery relies on simple practice: the act of doing something consciously over and over again (LINKAGE INS'S, 2009).

The 23 sustainable practices from the pyramid gives direction and guidance for implementing them in to the organizational system. These practices divided into three group's called foundation practices, higher-level practices and key performance outcomes.

The lowest level of pyramid is **Foundation practices**. Management decides these practices introduces at initial time in the organization. Foundation practices '14' such as staff developing and training programs, minimize the staff retention (avoiding layoffs), plan for succession, giving values of understanding individuals (Avery, Bergsteiner, 2011; Dr Wayne Visser, 2011; Farooq, 2016). The organizations taking first step to conduct the 23 sustainable leadership practices implanting in the organization in day to day activities. For every worker enhanced their technical and social skills covered by the implementation of training and development programs. Previous research suggest that development programs for front-line workers are rare because lacking of these developing programs people not stay in the organization for long.

Sustainable Leadership (SL) Practices	Descriptions of the SL practices (Avery and Bergsteiner)
Foundation practices	
1. Developing people	Develops everyone continuously
2. Labor relations	Seeks cooperation
3. Retaining staff	Values long tenure at all levels
4. Succession planning	Promotes from within wherever possible
5. Valuing staff	Is concerned about employees' welfare
6. CEO and top team	CEO works as top team member or speaker
7. Ethical behavior	Doing the right thing as an explicit core value
8. Long-term perspective	Prefers the long-term over short-term profits, growth
9. Organizational change	Change is an evolving and considered process
10. Financial independence	Seek maximum independence from others
11. Environmental responsibility	Protects the environment
12. Social responsibility	Values people and the community
13. Stakeholder consideration	Everyone matters
14. Strong, shared vision	Shared view of future is essential strategic tool
Higher-level practices	
15. Decision-making	Is consensual and devolved
16. Self-management	Staff are mostly self-managing
17. Team orientation	Teams are extensive and empowered
18. Culture	Fosters an enabling, widely shared culture
19. Knowledge sharing and retention	Spreads throughout the organization
20. Trust	High trust through relationships and goodwill
Key performance drivers	
21. Innovation	Strong, systematic, strategic innovation at all levels
22. Staff engagement	Values emotionally committed staff, resulting commitment
23. Quality	Is embedded in the culture

Source: adapted from Avery and Bergsteiner (Gayle C. Avery, Honeybees & locusts: the business case for sustainable leadership, 2010)

The other level of practices that is **Higher-level practices**: This section covered by the six practices include creating self-managing employees, decision making, trusting atmosphere developed, and

forming the attitude of organization that permit sustainability of leaders and transfer the organization related information with others. Firms using the honeybee leadership practices for enhancing the business performance from recent years. The relevant foundation practices that maintain and promote the higher-level practices occurrence developed on this idea. When people learning from the training and development programs they feel about their self as valuable in the organization, employees will become self-managed, making important decisions, know and shared the organization's vision, also established the network within the organization and understand the culture. Trust depends upon the working of many foundation practices it cannot be solely build by the skills. Therefore, self-management and trust in the pyramid that appear from the mixture of various foundation practices emerges at higher-level practices (G. C. Avery et al., 2011; Capone, 2016; Varra & Timolo, 2017).

Key performance is the third and important level in the framework. There is creating new ideas, staff-management and quality, that is essential for providing that end-users what experience feel towards the performance of organization. The mixture of different lower and higher-level practices. Prior research (Lakshman, 2014) represents that enhance the quality in terms of empowered and skilled the employees and a culture that support to develop trust and sharing knowledge towards the long-term team orientation (G. C. Avery et al., 2011; Stewart, 2011; Varra & Timolo, 2017).

In all direction of enhancing the sustainability, that pyramid of leadership practices is purposeful. The flow of these practices not only the top-down and bottom-up infect at all level influenced by each other. Hence, these 23 practices implement for the purpose to ignore the extensive differentiations. The senior management executives clear-cut operate the ethical operations in many ways for long time survivals.

Methodology of the Study

This article is theoretical literature review, which is a form of research that reviews, critiques representative literature from 2009-2018 published articles. A literature research was conducted by two stages. First, to identify the relationship with sustainability. Second, to identify the how sustainable leadership practices enhance the public sector organization's performance. There were many research articles worked on leadership sustainability and leadership sustainable leadership practices separately. A literature research was conducted using electronic database Google scholar, research gate, and Emerald insights, Taylor and Francis, Science direct and Academia. "Leadership", leadership sustainability" and "Sustainable leadership practices" served as a keyword was used to search the paper's titles and abstracts. To be included in that review of literature, articles had to be peer-reviewed and relevant to the constructs and organizational research. This search resulted in 65 related articles published between 2009 to end of 2018. Theses articles were carefully studied because of non-related articles were excluded from the list because of their main topics did not concern the exact sustainable practices of leadership. In total, 44 articles selected for the review of literature.

Table no 1 represents the journals that publish the most related articles on leadership sustainability practices.

Table 1. Distribution of papers by journal.

Journal	No of papers
Journal of Strategy and Leadership	4
Journal of Leadership Quarterly	2
Journal of Management	3



Academy of Management Learning & Education Environmental Economics	2
School leadership and management	2
Journal of Leadership and organizational development	2
International journal of organization theory and behavior	1
Asia-pacific journal of Business Administration	1
Journal of Business Ethics and Quarterly	1
Literacy information and computer education journal	1
Journal of change management	1
Journal of cleaner production	1
Journal of business strategy	1
International journal of education management	1
International journal of business in society	1
Journal of global responsibility	1
Journal of financial crime	1
International journal of Entrepreneurship and small business	1
Journal of educational leadership and policy	1
Journal of commercial training	1
Institute of sustainable leadership	1

Discussion

From the perspective of previous research, this article presents the theoretical review of Leadership Sustainability. From feedback of the previous research, sustainability of leadership is the component of leadership that influence people, groups, organizations and societies towards taking the responsibility of sustainable future. The solutions about sustainability present by the sustainable leadership that accepted in different firm and business sector organizations all around the world. Relationship among the sustainable practices of leadership can manage the people and world, can increase the profit to promote the continuously performance of organization through leadership/management practices. In many public sector organizations, different types of leadership styles have been practices by leaders. These types of leadership styles used to prevent the managerial problems in organizations. Sustainable leadership now very popular leadership style that transforming the narrow image of organization in to the broad concept. There are some suggests that need to implement the Sustainable Leadership in organizations such as:

- Transfer the conventional business practices into the practices of sustainability.
- Bring major changes from the short-term to long-term performance of the organization by business practices.
- Senior managers of the organization changes the current leadership styles into Sustainable and that can take time to maintain them.

I hope that public sector organizations less facing the barriers and challenges because leaders having capability to apply and understand the sustainable leadership practices. This is valuable that having interest in implementing the leadership of Sustainable practices in public sector organizations for the purpose of better giving the sustainable returns, minimize the undesirable consequences, and get faster the organizational profit in future and also in present.

Conclusion

This review article present the overview and importance of sustainable leadership and impact of sustainable leadership practices in public sector organizations. Sustainable leadership adaptability clearly contributes towards the public sector organizations and creates the good balance between social and economic environment without

disrepair it. Therefore, research on implemented the sustainable leadership practices in public sector organization that serve the public in various ways from their unique products and services. There is a need to aware about sustainable leadership and overcome the challenges and barriers. That help the public sector organizations to reap the benefits of sustainable practices in organization management either in present or in future.

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