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SCIENTIFIC REVIEW

THE RESILIENCE AND LEADERSHIP SUSTAINABILITY

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ABSTRACT

Leadership sustainability is a multifaceted concept that encompasses self-awareness, learning, resilience, empathy, vision, ethical practices, and more. Leaders who prioritize these factors can maintain their effectiveness and impact over the long term, driving positive outcomes for themselves, their teams, and their organizations. Resilience is a fundamental quality for leadership sustainability. It equips leaders with the tools to handle challenges, maintain focus on their goals, and inspire their teams to work together toward a sustainable and successful future. Studies may investigate the relationship between sustainable leadership and organizational performance, including financial performance, employee satisfaction, and stakeholder trust.

Keywords: *Resilience, Leaders, Leadership Sustainability, Sustainable Development Goals*

JEL classification: *L29, H12*

INTRODUCTION

Leadership sustainability refers to the ability of leaders to maintain their effectiveness and impact over an extended period. It encompasses various aspects that enable leaders to thrive and lead effectively in the long term. Here's an analysis of key factors contributing to leadership sustainability.

Sustainable Development Goals (SDGs) require countries, organizations, and individuals to take action for sustainable development [1]. To reach the SDGs at both the national and organizational levels, in the first place leadership styles should adopt to achieve long term Goals (SDGs). Namely, sustainable leadership refers to a leadership style and approach that considers the long-term consequences of decisions and actions on environmental, social, and economic factors. It prioritizes the well-being of not only the organization but also its stakeholders and the broader community. When it comes to the impact of sustainable leadership on economic growth, there are several key aspects to consider: One of them is that sustainable leaders tend to take a long-term perspective on decision-making. While short-term gains are essential, sustainable leadership focuses on creating value and positive impacts over the long run. This perspective can lead to more stable and consistent growth, as decisions are less likely to be driven by short-term market fluctuations.

Sustainable leaders often prioritize engaging with a broader range of stakeholders, including employees, customers, suppliers, and local communities. By addressing their concerns and needs, they can build stronger relationships and foster a positive reputation for the organization. A positive reputation can lead to increased customer loyalty, investor confidence, and access to capital, all of which are essential for economic growth.

According to our opinion, many researchers in this area started from common premises. Sustainable leadership can attract green and

socially responsible investment. As more investors prioritize environmental, social, and governance (ESG) factors, companies that embrace sustainable practices are likely to have better access to capital and a more positive investment climate, which can facilitate economic growth. However, they came to a strong disagreement with respect to the effects of greening the leadership on economic growth [2]. It's important to note that the impact of sustainable leadership on economic growth can vary depending on the specific context, industry, and overall economic conditions. However, the growing recognition of the interconnection between sustainable practices and economic prosperity has led many organizations and leaders to embrace sustainable leadership principles as a strategic advantage for long-term success.

In addition, sustainable leaders may take a proactive approach to addressing global challenges such as climate change, inequality, and poverty. By contributing to solutions and participating in initiatives that aim to tackle these challenges, sustainable leadership can foster a more stable and sustainable global economy.

Workers' rights and Sustainable Development Goals (SDGs) are closely interconnected and mutually supportive. Several Sustainable Development Goals are directly related to workers' rights, and by advancing these rights, progress can be made towards achieving the broader sustainable development agenda.

Promoting workers' rights involves various aspects, including:

- a. Labor standards and regulations: Establishing and enforcing labor laws that protect workers' rights, including fair wages, safe working conditions, and the right to organize and collectively bargain.
- b. Social protection: Ensuring access to social safety nets, healthcare, and education, which can contribute to better living

conditions and increased productivity.

c. Gender equality and diversity: Eliminating discrimination and ensuring equal opportunities for all workers, irrespective of their gender, ethnicity, or background.

d. Fair trade and responsible business practices: Encouraging businesses to adopt ethical and sustainable practices throughout their supply chains, promoting decent working conditions.

e. Skill development and education: Investing in education and training programs to equip workers with the skills needed for decent work and economic growth.

By prioritizing and advancing workers' rights, societies can create more inclusive and sustainable economies, contributing to the achievement of the SDGs and ultimately improving the well-being of all individuals and communities.

LITERATURE REVIEW

We can find extensive literature on leadership for sustainability . In line with this, Scharmer [3] has extensively researched leadership for sustainability. He developed the Theory U, which offers a framework for transformative change and leadership practices that foster sustainability and social innovation. From the perspective of learning organizations, Senge [4] has written about sustainable leadership in the context of learning organizations. His ideas emphasize collaboration, long-term thinking, and systems understanding for achieving sustainable outcomes. Sustainable leadership also includes all aspects in the context of business and organizational behavior. In this context, Hoffman, and Roy [5] have conducted research on sustainable leadership. They explored the

role of leaders in fostering sustainability within corporations and industries. Given the research and practice by Avery and Bergsteiner [6] show that operating on sustainable principles increase business performance and resilience. Therefore, executives are urged to adopt these practices in their business. In addition, another study explored whether the direct supervisor's leadership style affects employee engagement using Avery's classical, transactional, visionary, and organic leadership paradigms as the theoretical framework. Results showed that the visionary and organic paradigms are likely to enhance employee engagement, whereas classical and transactional styles negatively affect employee engagement [7]. A lot of research in the field of business management has mainly used quantitative analysis, such as Avery and Bergsteiner [8], who created a set of sustainable leadership questionnaires including 57 measures based on 23 practices of sustainable leadership.

A renowned psychologist Goleman's [9] research on emotional intelligence has highlighted the importance of self-awareness, empathy, and social skills in sustainable leadership. He argues that leaders who possess emotional intelligence are better equipped to address sustainability challenges. In line with this, Radović-Marković [10] put in relation a highly intelligent leader with a low intelligent one, with the main goal to establish his individual contribution to the business, provides identical results. Her research has shown that for those in leadership positions, emotional intelligence accounts for as much as 90% of their professional success and differentiates them from those leaders who have average job performance. Namely, leaders with their collaborative, communication, visionary and other skills, as well as with high emotional intelligence, are much easier to cope with all the challenges of the enterprise. To lead successfully, leaders have to clearly communicate organizational goals to employees and through that communication, inspire employees to trust in their leadership and to perform at the highest levels possible [11].

An expert in complexity leadership and systems thinking, Uhl-Bien's research [12] delves into how leaders can navigate complex challenges related to sustainability. Her work emphasizes adaptive leadership and the importance of distributed decision-making. Selected mentioned theories about sustainable leadership theories that are applicable to the world-wide countries is best achieved by addressing the cultural differences in these countries with globalization-related influences.

RECOMMENDATIONS

Reaching leadership sustainability involves developing a set of practices and strategies that allow you to maintain effective leadership over the long term. Here are some key steps you can take to achieve leadership sustainability:

- **Lead with a Clear Purpose:** Understand your purpose as a leader. Clearly define your mission, vision, and values, and align your actions with these principles. Having a sense of purpose will keep you motivated and resilient during challenging times.
- **Continuous Learning and Development:** Never stop learning and improving your skills as a leader. Attend workshops, seminars, and conferences related to leadership, communication, and management. Read books and articles to stay updated with the latest trends and best practices.
- **Build a Strong Support Network:** Surround yourself with a network of mentors, peers, and team members who can provide support, advice, and constructive feedback. Having a support network will help you navigate tough decisions and maintain perspective.

- **Embrace Adaptability:** The business landscape is constantly changing, and as a leader, you must be adaptable. Be open to new ideas and willing to adjust your strategies as needed. This flexibility will enable you to stay relevant and effective in various situations.
- **Promote Work-Life Balance:** Sustainable leadership requires a balance between professional and personal life. Make sure to prioritize self-care, maintain a healthy work-life balance, and encourage your team members to do the same.
- **Delegate and Empower:** Effective leaders know how to delegate tasks and empower their team members. Trust your team to handle responsibilities and give them the autonomy to make decisions within their roles. This not only relieves your burden but also fosters a sense of ownership among team members.
- **Cultivate Emotional Intelligence:** Emotional intelligence is crucial for sustainable leadership. Understand and manage your emotions, empathize with others, and build strong relationships with your team. This will create a positive and supportive work environment.
- **Encourage Innovation and Creativity:** Foster a culture of innovation and creativity within your organization. Encourage your team members to think outside the box and share their ideas. This approach can lead to continuous improvement and adaptability.
- **Lead by Example:** Set a positive example for your team by demonstrating the behaviors and values you expect from them. Be transparent, ethical, and accountable in your actions.

- **Monitor and Evaluate:** Regularly assess your leadership style and its impact on the organization. Solicit feedback from your team and stakeholders to identify areas for improvement and make necessary adjustments.
- **Stay Humble and Grateful:** Recognize that leadership sustainability is an ongoing journey. Stay humble, acknowledge your mistakes, and be grateful for the opportunities to lead and make a positive impact.

CONCLUSION

Sustainable leaders prioritize ethical behavior and decision-making, considering the long-term consequences of their actions on various stakeholders. They promote integrity, transparency, and fairness in all aspects of their leadership. In addition, they encourage a culture of learning, experimentation, and continuous improvement. Sustainable leaders prioritize the well-being of their employees. They create supportive work environments, emphasize work-life balance, and foster a culture that promotes mental and physical health.

A long-term perspective can lead to increased resilience and adaptability in the face of external challenges such as market fluctuations, regulatory changes [13] and climate-related risks [14]. Namely, the literature indicates that organizations should consider long-term perspectives rather than short-term views for sustainable growth [15].

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