

Sustainable Patterns Emerging from Leadership and Organisational Modeling

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Abstract

Contributing to advance the discourse of organisational research, literature and sciences, the present study critically maps out the contemporary organisational models (2010-2015) on social sustainability for organisational stakeholders. Under the systematic literature review, research design is based on the SALSA framework. The type of data and analysis of this study are qualitative with high level of inductivity followed by systematic approaches of literature search, creation of literature base comprising of 70 articles thematically, and thus analysing the major 14 models argued by the researchers from critical realist viewpoints revealing important sustainable patterns of the models critically. Undergoing the analysis and synthesis, these organisational models (following model dissections) fit together as per revealed modeling patterns and alignments, of which two major alignments of “relational-group-transformational” and “open-system-RBV-organic” respectively form the leadership (behaviour, scope, focus) and organisation (structure, resources, design) oriented modeling scenario for organisational stakeholders on sustainable management.

Keywords: Leadership, Modeling, Organisation, Organisational Literatures, Organisational Models, Organisational Stakeholders, Social Sustainability, Sustainable Management

Introduction

Sustainability and Social Sustainability for Organisational Stakeholders

The concept of sustainability emerged in 1960s to address the environmental degradation that was created

due to poor resource management (McKenzie, 2004). As the environment was becoming increasingly important concern all over the world, sustainability was adopted as a common political agenda. In line with this, Organisation for Economic Cooperation and Development (OECD) was created in 1960 to promote sustainable policies for achieving economic growth and employment for its member countries (Global Sustainability, 2001). The 1987 Brundtland Commission report of the United Nations defines the term sustainable development as, “... development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Werther & Chandler, 2011, p. 320). Thereafter the concept of ‘triple bottom line (TBL)’ was developed by Elkington (1994) that encompasses environmental, social and economic concerns being three pillars of sustainability (McKenzie, 2004). It offered performance beyond the traditional measures of profits and shareholder value to include social dimensions of the stakeholders (Slaper & Hall, 2011; Elkington, 1994). Elkington (1994) also focused that it is not possible to achieve an expected level of sustainability without the equal combination of environmental, economic and social aspects of the organisation simultaneously (McKenzie, 2004; Sutton, 2000).

Subsequently, social sustainability is defined as a life-enhancing process within communities that can develop the social conditions of human beings (Adams, 2006; McKenzie, 2004). The features of this social condition comprises with equity of access to key services (including health, education, transport, housing and recreation), equity between future and current generation, cultural integration, peoples participation, creating awareness on social sustainability among the stakeholders, a sense of community responsibility, collective community identity, political advocacy etc. (Magis, 2010; McKenzie,

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2004). Moreover, social sustainability encompasses various organisational issues, such as employee motivation, stakeholders' inter-relationships, stakeholder participation, social equity, livability, health security, social capital, human rights, social justice, cultural competence, organisational resilience, and employee communication to address the demands both of the organisation itself and the concerning stakeholders (Magis, 2010; Light, 2008). According to the Western Australia Council of Social Services (WACOSS):

“Social sustainability occurs when the formal and informal processes, systems, structures and relationships actively support the capacity of current and future generations to create healthy and livable communities...” (McKenzie, 2004, p.18).

Therefore, it can be said that social sustainability incorporates the combination of various societal issues, strong sense of social cohesion, and collaborative participation of all stakeholders in the planning and implementing process of the organisation (McKenzie, 2004). Without internal stability, employee satisfaction and congenial environment inside the organisation, an organisation does not get good reputation and acceptability by the external stakeholders specially clients, investors, and competitors (Choo, 2006). In this context, the social issues and demands addressed in the organisational context by the relationships among the managers, employees and the shareholders (organisational stakeholders) can foster social sustainability in the organisation accordingly.

Werther and Chandler (2011) divided stakeholders into three separate groups: organisational stakeholders (internal to the organisation), economic stakeholders, and societal stakeholders (latter two are external to the organisation). Among the three kinds of stakeholders, organisational stakeholders are at the center within a larger circle and are mainly concerned for societal issues inside the organisation (Werther & Chandler, 2011). Therefore, organisational stakeholders are the center of multi-stakeholder perspective (Sarkis, Cordeiro, & Brust, 2010) where employees are found in an important position those are also the occasional customers of the organisation (Friedrichsen, Brandstätt, & Brunekreeft, 2014; Vlachos, Panagopoulos, & Rapp, 2014). In this context, people who are closest to an organisation and have the strongest and direct access on organisational resources are called organisational stakeholders: shareholders, managers, and

employees (Freeman, 2010; Heracleous, 2003). Being an organisational stakeholder, the shareholders contribute to the organisation through their invested capital, whereas managers as organisational stakeholder are responsible for coordinating organisational resources and ensuring the organisational performance. Alongside, the employees as another core organisational stakeholders have various responsibilities and duties into the organisation through different organisational strategies and roles (Jones & Wicks, 1999). Besides, organisational stakeholders can influence both the ethical standards of an organisation and the extent to which they are performed (Beringer, Jonas, & Gemünden, 2012).

The Role of Organisational Modeling for Sustainability

A model is regarded as simplification of reality or description of real world, and by this means, modeling is the way of depicting the model or putting it into perspective (Faisal & Al-Esmail, 2014; Dussart, Aubert, & Patry, 2004). Hence, good modeling implies a good representation of reality (Dussart *et al.*, 2004). Models which address different organisational issues have been useful to various stakeholders for various reasons, hence organisational modeling holds a significant relevance and usefulness for the decision makers, e.g. managers and leaders (Faisal & Al-Esmail, 2014). In line with this, depicting models to conceptualise critical organisational aspects has also remained ever on the increase by organisational researchers, theorists and academicians over the passage of organisational research (Albani & Dietz, 2009; Barnett & Carroll, 1995; Malone & Smith, 1988; Gerwin & Tuggle, 1978). Not only in the academic domain, but this uprising of organisational modeling is furthermore prominent in the management consultancy field which caters to the need of the organisational decision makers practically (Crucini & Kipping, 2001). In doing so, the consultancy models are also needed to be developed on research-based models for a greater validation and acceptance (Donnelly, 2008). Therefore, the need and role of research-based models as a tool in organisational leadership and herein describing complex organisational issues is paramount to organisational decision makers, e.g. managers and leaders together with organisational consultants.

Organisational modeling shows the way for the managers on how to organise or accommodate different aspects of organisational demands, priorities, and different thoughts within one framework. Many organisations implement their activities through different strategies and models those depend on organisational structures, governing structures, cultural diversity, priorities of the organisation, leadership patterns and of course nature of the organisation (Cooperrider & Pasmore, 1991). There are various organisational issues those are addressed by different organisations differently due to lack of uniformity and also lack of knowledge on the very types of models appropriate for their organisations (Miller, 2003; Schein, 1980). Moreover, the world is changing by facing diversified challenges like climate change, globalisation, changing economic trends or socio-cultural diversification, financial crisis etc. those create pressures on the institution to adjust with the changing situations (Baker, 2007; Das, 2004). To cope with these uncertainties, organisations tend to explore innovative methods of achieving competitiveness since growing internal and external factors such as varying demographics, globalisation and technology influence organisational performance as well (Saeed & Wang, 2014). Sustainable development through utilising organisational models properly therefore is needed not only for the organisational stakeholders like managers, employees and shareholders but also for the external stakeholders like customers, competitors, investors etc. in order to sustain in the global era (Reiner, 2010).

Organisational Models on Social Sustainability for Organisational Stakeholders

Organisational researchers have produced an array of academic research proposing models addressing sustainability issues for the organisational stakeholders (Faisal & Al-Esmael, 2014; Mihaela & Bratianu, 2012; Albani & Dietz, 2009; Dussart *et al.*, 2004). Despite this worth, the fact of the matter remains that these organisational models span across diversified concepts, hold multifaceted perspectives, cover multi-dimensional issues and are built on very different essence of conceptualisations and constructions (Glass, 1999; Glass & Cahn, 1997; Deaner, 1994; Brown, 1967; Andrew, 1965). Research-based organisational models appeared between the timeframe '2010-2015' can be

regarded as contemporary as Gale (2013) has termed contemporary being 'the present, the here and now, the experience of the current moment'. In the contemporary organisational literature, researchers have also adopted an array of perspectives covering the topics under social sustainability of the organisational stakeholders, e.g. participation and engagements, motivation and interests, empowerment, teamwork, diversity, social bondage, interaction, interpersonal relationships, communication and decision making, employee satisfaction, collective bargaining, harmony, trust, resilience, peace and conflict management in organisations (Handbook of sustainability management, 2012; Shaping the Future, 2011; Bertels, 2010; Wilk, 2010).

Need of Mapping out the Organisational Models on Social Sustainability

The contemporary social sustainability issues for organisational stakeholders are emerging and uprising than ever before with a growing research need to further the immature stage of social sustainability. Although social issues have been included with the triple bottom line as mentioned above, it was rarely equal to the economic and environmental concerns (McKenzie, 2004). In this light, the Global Reporting Initiative (2000) has reported that societal issues have been addressed infrequently and inconsistently across the organisations compared to other two issues of TBL (Global Reporting Initiative, 2000). The same tendency is also found by the Western Australian Council of Social Services (WACOSS) that there has been considerable work done on the environmental and economic aspects, while the social issues have been less focused in sustainability agenda (Global Sustainability, 2001). Spanning across miscellaneous organisational set-ups (Kilmann, 1983; Duncan, 1981) and with the passage of growing sustainability-oriented research in organisational domain (Silvius, Schipper, Planko, Van Den Brink, & Kohler, 2012), researchers have furthermore pointed out that social sustainability is mostly under-researched and under-developed phenomenon in both the sustainability and organisational research contexts (Duckworth, 2014; Ni, Qian, & Crilly, 2014; Murphy 2012; Gao & Zhang, 2006). The image of social sustainability itself is not clear, and the perception remains that whatever is not economic or environmental, that could be brought under the domain of social sustainability.

Purpose of the Study

In line with the aforementioned problematised approaches, the purpose of this study is to map out the organisational models on social sustainability for organisational stakeholders.

Research Questions (RQs)

In order to map out the organisational models on social sustainability, three research questions are formulated as follows to grasp the whole picture by stages, and to realise the purpose of this study:

RQ1: What are the organisational models on social sustainability?

RQ2: What are the characteristics / patterns of these organisational models?

RQ3: How do these organisational models fit together (through mapping out) critically?

Methodology and Methods

Theoretical and Literature Review-based Research Context

The research design of this study is literature review in the understanding of case-oriented research considering each model as an independent case (6 & Bellamy, 2012). Literature review is considered a handy methodology to get in-depth understanding on a research subject; thereby systematic assessment of published articles can help the researchers in identifying the organisational models on social sustainability for organisational stakeholders effectively. Booth, Papaioannou, and Sutton (2012) have mentioned that the role of literature review within the research is immense in understanding the state-of-the-art knowledge; therefore it needs to be systematic. Systematic literature review is termed as comprehensive accumulation, transparent analysis and reflective interpretation of the studies seeking out themes across literatures (Booth *et al.*, 2012). This can entail a mapping review / systematic map as well which attempts to map out existing literature from which further reviews can emerge, and as such this could be an evidence synthesis to grasp a holistic picture in line with the proceedings of

this study (Booth *et al.*, 2012). In line with elaboration of Booth *et al.* (2012), on systematic literature review, this study thus adopts the systematic approaches to searching, appraisal, synthesis, and analysis as per the SALSA framework of literature review (Fig. 1).



Fig. 1: SALSA Framework of Literature Review
(Booth *et al.*, 2012)

In this literature review research design, the systematic approaches to ‘searching’ for this study involves being thorough while searching for models on social sustainability for organisational stakeholders covering multiple fields (Booth *et al.*, 2012). The systematic approaches to ‘appraisal’ for this study involves carefully assessing the relevance and thus including the matching ones while excluding the ones which has got minimal alignment with social sustainability for organisational stakeholders contextually (Booth *et al.*, 2012). The systematic approaches to ‘synthesis’ for this study involves recollecting the similar concepts together and grounding it from similar capturing for social sustainability of organisational stakeholders. The systematic approaches to ‘analysis’ for this study involves applying the meaningfulness to the results coherently by bridging the differences that exist between different findings with regard to mapping out the models critically. Overall, managing the literature review of this research design as a methodological setting, this entails all in all systematic orientation of all the SALSA steps chronologically.

Creation of Literature Base

Data creation methods are used to create data as raw materials of research that can be used to perform further investigations (6 & Bellamy, 2012). In line with the context of this study, data has been created from Malmo University’s Summon database to extract the scientific articles accordingly. This created data is the basis of the study and can be termed as the literature base (Jesson, 2011; Machi, 2009). For creating data, nine relevant themes have been extracted on social sustainability for organisational stakeholders through content analysis of the Leadership for Sustainability (SALSU) Master program’s

curriculum (i.e. course guides) of Malmo University underpinned by pre-understanding of organisational and leadership theories. In this relation, Hsieh and Shannon (2005) have asserted that content analysis focuses on the characteristics of texts with attention to the contextual meaning which might be obtained from various articles, books, or manuals (Prior, 2003; Kondracki & Wellman, 2002; McTavish & Pirro, 1990; Budd, Thorp, & Donohew, 1967).

This set-up of nine themes has reinforced the article search process by producing initial sets of relevant keywords thematically leading to the literature base of this study (Refer to Table 1), as augmented by the chronological steps in the following paragraph. Nonetheless, Silaghi and Vargiya (2005) have opined that Keyword Spotting (KWS) is the recognition of predefined keywords where certain words are recognised more easily than other words. In this current study, “initial sets of keywords” are therefore conceptually spotted or pre-defined based on the pre-understanding of the themes (Table 1). Since this research is inductively approached, the literature searching process is further augmented through changes as and when needed depending on the “initial sets of keywords” (McDonnell, 2010; Silaghi & Vargiya, 2005).

As to the article search process toward creation of this literature base, the following ways and considerations of data creation were established accordingly. Firstly, articles have been retrieved from MAH Summon database considering the convenience and accessibility of the researchers. Secondly, advanced search options were

followed building on the initial sets of key words under the relevant themes inductively, which kept on changing as and when needed (Jesson, 2011; Machi, 2009). For instance, basic initial set of keywords on organisational systems denote a relevant group of keywords, e.g. “organization” (American spelling), “organisation” (British spelling), “structure”, “process”, “system” followed by several rounds of combinations with regard to “sustainability”, “sustainable”, “stakeholder” etc. beset with the Boolean query of using logical operators, e.g. “and”/“or” to filter out the matching articles in the domain of social sustainability for organisational stakeholders (Machi, 2009). This process was relevantly downsized to ‘article abstracts’ and/or ‘article titles’ to bring forth the most relevant journal articles on the aforementioned themes. Thirdly, only the full text online available and peer reviewed (academic) journal articles in English were extracted from seven relevant disciplines: anthropology, business, political science, psychology, social science, social welfare and social work, sociology, and social history considering the social and organisational aspects. In doing so, newspaper articles, book reviews, and dissertations were eliminated during the data creation process from MAH database. Fourthly, the scope of literature search was scaled down to a time span from 01/01/2010 to 30/04/2015 in line with the contemporary research publications. Finally, the articles containing proposed models in this context of the research have been retrieved and folderised accordingly. In this process, a total number of 70 articles were retrieved for creation of this literature base which emerged as the dataset for this theoretical study (Bernard, 2010; Gibbs, 2007).

Table 1: Data Creation Process for Literature Base

S/N	Themes	Initial sets of keywords	No. of Articles
01	Sociability and Personality of Leaders	Leadership qualities, attributes, attitudes, characteristics and personality factors	3
02	Division of Labor/Distribution of Tasks based on Specialization	Teamwork, team-effectiveness, team commitment, cohesiveness, coordination	4
		Leadership roles and capabilities, leadership knowledge, management skills and behaviors	4
03	Authority, Participation and Empowerment of Employees	Stakeholder/Employee participation, empowerment, involvement, engagement	6
04	Ensuring Integrity, Trust and Justice among the Staffs	Trust and social capital	1
		Organizational ethics, justice, integrity	2
05	Motivation and Satisfaction	Motivation, job satisfaction, rewards	2
		Organizational change, organizational development, openness, innovation	8
06	Organizational Performance and Effectiveness	Organizational performance and environment, effectiveness, competitiveness	3
		Organizational and group conflict management	4
		Organizational stakeholder management	3
07	Organizational Systems, Structures and Processes	Organizational systems, structure, and process	6
		Organizational resilience, risk/crisis management	4
		Organizational learning and Learning organizations	3
08	Organizational Networking	Inter-personal and inter-organizational cooperation, collaboration, network, cross-sector collaboration, multi-stakeholder collaboration	4
09	Organizational Culture, Communication and Decision-making	Organizational communication, decision-making	6
		Organizational sense-making, meta-narrative	3
		Organizational culture, values, cultural diversity, cross-cultural dynamics, intercultural competence	4
Total			70

Collection of Models

Data collection methods are the procedures of collecting important data from created data for answering the research question or purpose following scanning the text for particular themes, codes or content (6 & Bellamy, 2012). Based on the six data sampling criteria for theoretical study of Miles and Huberman (1994) as later on augmented by Curtis, Gesler, Smith, and Washburn (2000), a total number of 14 major models as being core data have been finally scaled down from 70 models of 70 different articles. These six selection criteria (Curtis *et al.*, 2000) of scaling down the models for data sampling are: 1) relevance to conceptual understanding, 2) potential to generate rich information, 3) analytic generalisability, 4) potential to generate believable explanations, 5) ethics, and 6) feasibility as originally postulated by Miles and Huberman (1994) and elaborated more in the following paragraph. The models which fulfill all these six data sampling criteria for theoretical study are deemed as major models and are found to be 14 in this study, rests are deemed as minor models not fully covering all the six aforesaid criteria.

In understanding of the six data sampling criteria for theoretical study (Curtis *et al.*, 2000), the selected models are likely to affect the scope for developing the

inductively from the given data in line with the purpose, research questions and conceptual pre-understanding of this study (based on criterion 1), selected models are likely to generate rich information on analysis of models and further mapping out (based on criterion 2), selected models are likely to enhance the generalisability or comprehensiveness of the findings toward social sustainability (based on criterion 3), selected models are likely to produce concrete descriptions in the context of organisational stakeholders (based on criterion 4), simultaneously selected models do not represent any personal benefits of the researchers confirming ethics (based on criterion 5), and all these selected models are extracted from the 70 articles which are all available, accessible and affordable to the researchers confirming feasibility (based on criterion 6). Therefore, the contents of these selected 14 major models represent greater connectivity, proximity and relevancy to the social sustainability aspects of the organisational stakeholders mitigating any overlapping and ensuring greater comprehensiveness (Curtis *et al.*, 2000; Miles & Huberman, 1994).

In this way, the inclusion and exclusion process of models for the final analysis of this study is developed which constitute the collection of the 14 models as shown in Table 2.

Table 2: List of Collected 14 Models

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S. N.	Models	Propounder(s)	Model No.
1	Model on Complexity Leadership	Clarke, 2013	M2
2	Model on Employee Retention	Sengupta and Dev, 2013	M6
3	Model on Stakeholder Engagement	O'Riordan and Fairbrass, 2014	M12
4	Model on Knowledge Sharing	Amir and Parvar, 2014	M18
5	Model on Leader Sense-making	Thiel <i>et al.</i> , 2012	M22
6	Model on Duality of Innovation and Ethic	Schumacher and Wasieleski, 2013	M29
7	Model on Competence Development	Fandiño and Marcos, 2013	M34
8	Model on Organizational Resilience	Kantur and İşeri-Say, 2012	M39
9	Model on Effective Self-organization	Solansky <i>et al.</i> , 2014	M43
10	Model on Intercultural Competence	Pliopaitė and Radzevicienė, 2011	M48
11	Model on Social Learning	Mitchell, 2013	M53
12	Model on Stakeholder Influence	Bourne, 2011	M59
13	Model on Collaboration System	Winkelen, 2010	M63
14	Model on Sustainability Interests	Hönsch <i>et al.</i> , 2014	M66

Coding the Contents of Models

Data coding methods are the procedures for determining the particular set of data under different categories related to the research questions (6 & Bellamy, 2012). In this theoretical study, content analysis is used as a research method for interpretation of the models through the systematic categorisation process of coding (Hsieh & Shannon, 2005; Downe-Wamboldt, 1992; Weber, 1990).

Organising of Models

Data organisation methods are the procedures for arranging all sets of data that have been created, collected, and coded by the researcher for addressing the purpose (6 & Bellamy, 2012). This has been augmented toward the arrangement of social sustainability aspects for organisational stakeholders.

Analysing the Models

Data analysis methods are the procedures for handling data to answer the research questions by showing or discussing important patterns (6 & Bellamy, 2012). After reviewing the proposed 14 models, contents of the models infer the essence of two major patterns concerning social sustainability under ‘organising’ and ‘leading’. In this inference as appeared from the review of models, the natures that have emerged on the basis of similar characteristics and patterns of the models are shown in Fig. 2.

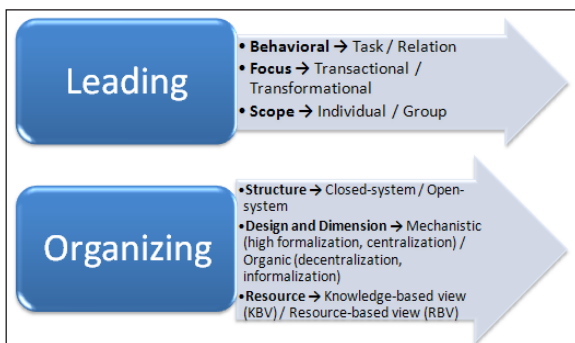


Fig. 2: Patterns Emerging from Models

Mapping out Organisational Models on Social Sustainability

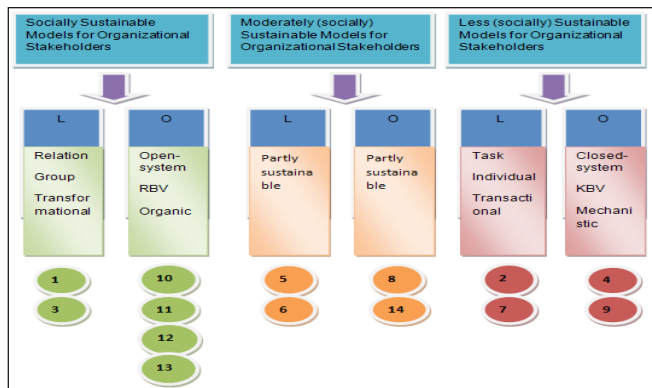


Fig. 3: Critically Mapping Out Organisation (O) and Leadership (L) Oriented Models

Looking into the arrangement of the organisational modeling critically (Fig. 3), the socially sustainable leadership and organisation oriented models capture the alignment of relational-group-transformational (1, 3) and open-system-RBV-organic (10, 11, 12, 13) respectively.

Therefore, the models on complexity leadership and stakeholder engagement represent the socially sustainable leadership oriented models for organisational stakeholders. Likewise, the models on intercultural competence, social learning, stakeholder influence and collaboration system represent the socially sustainable organisation oriented models for organisational stakeholders. On the contrary, the less socially sustainable leadership and organisation oriented models offer the alignments of task-individual-transactional (2, 7) and closed-system-KBV-mechanistic (4, 9) respectively. Moreover, the remaining models (5, 6, 8, and 14) which are outside the fold of the aforementioned four alignments technically typify as the moderately socially sustainable models for organisational stakeholders.

Conclusion and Recommendations

Gist of Core Findings

In line with the purpose of this study which is to map out the organisational models on social sustainability for organisational stakeholders, 14 organisational models on social sustainability have been dissected which revealed leadership (behaviour, scope, focus) and organisation (structure, resources, design) oriented modeling patterns. Undergoing the analysis and synthesis of this research, these organisational models fit together as per revealed patterns and alignments, of which two major alignments of relational-group-transformational and open-system-RBV-organic respectively form the socially sustainable leadership and organisation oriented models for organisational stakeholders.

Contribution to the Theory and Field of Organisational Social Sustainability

As with the passage of growing sustainability-oriented research social sustainability is mostly under-researched and under-developed phenomenon (Murphy, 2012), newly developed models on social sustainability are also incoherently presented that provides lack of understanding for organisational researchers to capture the contemporary organisational social sustainability modeling trends (Murphy, 2012; Magis, 2010). This research contributes to outshine the theoretical discrepancy and ambiguity in organisational modeling on social sustainability by

sorting out the contemporary organisational models and mapping out the unorganised models for organisational stakeholders in this under-researched field of social sustainability revealing the contemporary patterns and trends of organisational modeling.

Implication for Further Research

This study puts forth new research directions for organisational researchers and academicians as the state of the field on social sustainability is understood depending on the revealed patterns of the organisational models, over-representation (over-valued) and under-representation (under-valued) of organisational concepts. In this connection, in the contemporary organisational literatures there seems an over-representation of employees as being the core organisational stakeholders, whereas the other two organisational stakeholders, e.g. shareholders and managers are vividly under-represented in the contemporary organisational literatures and modeling. Furthermore, there seem to be new organisational models but following the age-old classical theories which gives rise to the need for development of contemporary organisational theories keeping pace with the practical needs of the stakeholders.

Recommendations

For the organisational practitioners, the core recommendation remains to embark on the socially sustainable organisational modeling alignments in order to ensure the organisational social sustainability. This being said, as the contemporary modeling trends suggest, when the organisational stakeholders are cherishing their social relationships with peers, managers and networks, when they are utilising their capacities and creativities in collaborative group-works as joint resources for change, innovation and development; and also when they are well motivated, empowered, networked, directed and nurtured as to their roles, then the organisation can ensure the social sustainability of their organisational stakeholders.

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