

AN ALTERNATIVE STRATEGY TO CREATE SUSTAINABLE ORGANIZATION: IDENTIFY EFFECT FROM PANDEMIC ERA

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ABSTRACT

Purpose: This research aims to provide alternative strategies that can be used by organizations to ensure the sustainability of their organizations, especially during the post-COVID 19 pandemic. **Methods:** The method used is a literature study by identifying changes that arise due to the pandemic. **Analysis data:** Data analysis was carried out by conducting a critical and thorough study of the related literature and described descriptively. **Result and discussions:** The results of this study are that there are four main components that need to be considered by the organization to ensure its sustainability, namely (1) Cultivating core values; (2) Human Resources Management; (3) Ability to adapt. **Conclusion:** Based on these four components, the organization can implement the MOVING Strategy (**M**aking value embedded, **O**rientation to human, **A**lways **A**dap**t**ing) as a form of effort for organizational sustainability that is obtained from learning about the Covid 19 Pandemic.

Keywords: sustainable organization, strategy organization, pandemic era

INTRODUCTION

The Covid 19 pandemic set by the World Health Organization (WHO) since March 2020 provides valuable lessons for all sectors of life. Until now, the WHO has not officially revoked the Pandemic status, but the world's population can breathe a sigh of relief, because several countries have relaxed restrictions in preparation for the change in the Covid-19 pandemic to become endemic, including in Indonesia.

This pandemic, which is expected to pass soon, must not be allowed to pass. There are many lessons that can be learned from the impact caused by the Covid 19 pandemic. One of the most prominent is the economic impact, which can be seen from the decline in people's income levels and the increase in Termination of Employment (PHK) which results in a large number of unemployed. (Aeni 2021). This phenomenon occurs in both old and new organizations, both large and small.

Small-scale organizations engaged in the trade sector or known as Small Medium Enterprise (SME) are the focus of the

government to immediately disburse assistance (Masruroh, Andrian, and Arifah 2021) because of the relatively large number in Indonesia and become one of the important factors supporting the economy. In addition, the pandemic also has an impact on the formal workforce in Indonesia (Martanti Dewi et al. 2020). Economists and many institutions predict the spread of Covid-19 in Indonesia in various scenarios with different assumptions. The various scenarios that have been prepared show that the spread of Covid-19 is increasingly widespread and will gradually slow down Indonesia's economic growth and increase the number of poor people in Indonesia. (Martanti Dewi et al. 2020). In addition to these impacts, the pandemic also teaches that change is a necessity, staying silent and not adapting is not a wise choice to get through a pandemic.

THEORETICAL BASIS

In recent years, the major global debate has been on sustainable

development. The unbridled capitalist approach to development has exposed its disastrous consequences for our earth and people. As a result, sustainable development has emerged as the standard for which all societies must aim. It is supported by three pillars: financial, social, and environmental. The environmental dimension garnered the most focus at the start of academic research on the issue, but in recent years, the social dimension has emerged as a highly investigated field. (Duvnjak and Kohont 2021)

Sustainability at the level of social concepts is very relevant when it comes to the Covid-19 Pandemic. Through pandemics, organizations are taught to be more agile and adaptive in responding to circumstances. Agile organizations supported by adaptive leadership are seen as able to bring organizations not only to survive in the pandemic era but also to be sustainable in the post-pandemic era. (Fridayani 2021). The role of leadership is very important in an organization (Abijaya, Wildanu, and Jamaludin 2021). A leader must be able to control resources and other factors to achieve organizational goals. More than that a leader must also be able to ensure that the organization can survive and be sustainable.

Sustainability can also be interpreted as an effort to continue to develop following changing times and conditions, so continuous learning is needed. Learning organizations enable a company to consistently and efficiently adapt to a quickly changing market. As a result, the current study evaluated organizational learning as a type of dynamic capability. Organizational learning refers to an organization's ability to adapt to changes in its external environment, allowing for positive organizational improvements and speedy adaptation to environmental turbulence (Iqbal & Ahmad, 2021). In a learning organization, each individual who learns acts as an agent for the organization. Everything that is learned by each individual is stored in the memory of the

organization as an evaluation material in every decision making. Although it does not guarantee that individual learning will encourage organizational learning, however, there will be no organizational learning without individuals who carry out the learning process. (Sunarta 2021)

Through the implementation of a learning organization, there are several benefits that can be obtained by the organization, namely the ability to solve complex problems, increase the value of human capital, reduce risk in the decision-making process, and higher employee satisfaction. These are the components to ensure the sustainability of an organization.

Besides being defined as an organization that continues to learn or carry out continuous improvement, today's organizational sustainability is often associated with efforts to face world challenges such as climate change, extreme poverty, scarce resources, cultural conflicts, political instability, human migration-based disruption, and globalization. To address such challenges, a universal set of goals, targets, and indicators, namely Sustainable Development Goals (SDGs), was introduced by the United Nations. (Iqbal and Ahmad 2021). The conference resulted in several agreements within an ambitious and comprehensive framework to address development needs on a national and international scale. In recent years, sustainable development has represented one of the most important policy objectives at the global level for both profit and service.

The concept of sustainability is found in all fields be it environment, social welfare, health, medicine, and education. Empirical facts show that this concept has caught everyone's attention proving its significance (Salabi & Prasetyo, 2022). However, this article will not discuss in detail and in depth the SDGs and will focus more on creating sustainable organizations.

Sustainable organizations are also often associated with the concept of green

or friendliness to the environment. (Jevnaker and Olaisen 2022) said that "Green" action has two meanings. On the one hand, green spiritually denotes a new, creative, or renewing ability. Green, on the other hand, represents new beginnings, insufficient or limited experience, and immaturity, which may lead to reckless actions. In other words, reimagining as "green" endeavors is not only positive, and both meanings appear to be essential. Long-term creative action may necessitate rethinking and redoing in various sectors such as project concepts, knowledge management, design development, and job organization.

Departing from the two meanings of "green", it is important for the organization to reformulate its strategy to make it more relevant to the times. The condition of the pandemic that is increasingly sloping and hopefully soon turns into endemic is the right time to reflect on the next step. Later in this article, we will discuss three important factors in supporting a sustainable organization, namely organization values, human resources, and the ability to adapt and change.

METHOD

This research is based on literature research by looking for various literature references related to the research subject which are described descriptively. A critical and thorough study of the literature related to the subject matter to be studied and analyzed. (Rahmadani & Qomariah, 2022). Concept or literature review is done by examining and collecting data from literature sources regarding the factors that affect sustainability in an organization. Then conduct analysis and discussion as well as draw conclusions and suggestions.

Literature study aims to find the rationale for obtaining and building theoretical foundations, frameworks of thought and hypotheses. In this activity, the stages carried out are: (1) Collecting data in accordance with the identification of research problems, through the study of

reports, books, research results, (2). Search for research article data that can be done by visiting online journal pages (OJS) and (3) Data analysis is carried out after the screening stage to data extraction, then a synthesis is carried out using the narrative method to answer the research objectives.

RESULTS AND DISCUSSION

Cultivating core values

Since its inception, the organization has always had a foundation in the form of a formulation of the vision, mission, goals, objectives and values that the organization will live by. (Kusuma and Fridayani 2022). Corporate value is a message from the organization to realize a common goal. Therefore we need the right process so that the message is clear and can be conveyed in a simple way to ensure that all teams are able to catch the message clearly. Especially leaders and line managers who have the responsibility to deliver what is expected and what should be (Setyana and Aruman 2021). Over time, the formulation of the foundation can be revitalized or updated to ensure its relevance to current conditions. Directly or indirectly, these foundations will shape the culture of an organization. In line with research results Masrudin, 2022 which shows that a well-internalized organizational culture and values will have a positive and significant impact on employee performance.

Organizational culture that is attached to the values of humanism and kinship tends to be more resilient in dealing with pandemics, because at that time the priority was human safety. In addition, a sense of kinship also raises a high sense of belonging to the organization, so that members of the organization will take an action called organizational citizenship behavior (Fridayani 2022). To create a sense of kinship, the organization must also understand what the goals of its members are.

Dhingra et al., 2021 said that people all throughout the world are reevaluating their lives and employment as a result of the

COVID-19 pandemic, and many now expect their jobs to be a key source of purpose in their lives. Employers, whether prepared or not, will need to contribute to meeting this demand, or risk losing talent to organizations that will. The benefits of achieving individual purpose are enormous, self-reinforcing, and extend not only to employee well-being but also to company performance.

Human Resources Management

The key approach in the social dimension to implementing a sustainable organization is about the sustainable management of people or human resources (Duvnjak and Kohont 2021). The use of Human Resources technologies to assist embed a sustainability strategy in the organization, as well as the development of an Human Resources Management system that contributes to the firm's long-term performance Sustainable human resource management fosters the skills, motivation, values, and trust required to achieve a triple bottom line while also ensuring the long-term health and sustainability of the organization's internal and external stakeholders through policies that promote equity, development, and well-being and help to support environmentally friendly practices. Good quality of human resources is one that must be pursued for organizational sustainability, this can be done by implementing knowledge management. Intangible knowledge management has a relatively greater effect on sustainable competitive advantage compared to physical resources (such as financial resources, buildings, locations, or facilities).

Intangible knowledge management refers to an organization's internal and external performance including engagement, employee retention, and stakeholder policies (Gofur and Soediantono 2022). In managing these lands, strategic planning is needed which plays an important role in the management of human resources. Human resource management is defined as the process and

efforts to recruit, develop, motivate, and evaluate all the human resources needed to achieve its goals. Human resource planning is influenced by internal factors and external factors. In a crisis situation such as a pandemic, human resources who have high loyalty to the organization are urgently needed, this cannot be created in an instant. The process to create human resources or in this case loyal employees is to ensure that they experience happiness in their workplace (Fridayani, 2022). This can be realized through a good HR management strategy. The pandemic has also taught that crisis situations can occur at any time, therefore the provision of reserve funds for the needs of employees is also one of the important factors that must be pursued. (Kumajas and Wuryaningrat 2021), Thus, employees feel more secure and lead to loyalty to the company.

By having loyal human resources, the organization can be more resilient when facing a crisis, and in terms of organizational sustainability supported by qualified employees will have more strength to face various challenges. Therefore, HR management is a key factor to create sustainability.

Ability to adapt

The ability to adapt quickly is non-negotiable in this era of rapid change (Fridayani 2021). The ability of people who can work successfully and efficiently in non-standard situations can be called adaptive skills. Organizations and institutions need to assess and develop this capacity among their employees to deal with uncertainty (Marzuki, Agusmadi, and Usman 2021), The latest example is the COVID-19 pandemic which has caused major changes so that an adaptive attitude is needed. The definition of adaptive performance reflects various features of adaptive performance such as complex dimensions, personal characteristics, behavioral responses to different contexts, and the ability to modify skills and knowledge. However, the common theme of each definition is that they describe the

flexible and responsive work behaviors required to adapt to changing conditions and demands.(Marzuki, Agusmadi, and Usman 2021).

In the context of organizational sustainability, which is supported by adaptive performance, it is also important to be aware of change. Organizations need to be prepared for environmental changes and the individual development of each member. Organizational change is marked by all members making various coordination efforts in the future. In another sense, organizational change is a series of processes that determine the attitude of the organization to the environmental conditions it faces (Manurung and Aslami 2022). However, changes must still be managed properly, it is also necessary to pay attention to the impacts that may arise. The main impact of mistakes made in managing change is the emergence of resistance from managers or employees related to changes made by the organization (Nur, Sinaga, and Aslami 2022). Resistance to change as an emotional reaction or behavior that appears in response to the emergence of threats, either real or imaginary when there is a change in routine work.

Departing from these various phenomena and learning from the pandemic, it is appropriate for organizations to make adaptive behavior a new habit and always manage change systematically. This application cannot be separated from the role of information technology (Tri Murti et al. 2021) to support it.

CONCLUSION

The Covid-19 pandemic and all its impacts are clear evidence that uncertainty that demands change is a necessity, so efforts are needed to support its sustainability. Organizational sustainability is an important issue for all types of companies to reduce risk, deal with uncertain situations, and seek stability in a rapidly changing market (Gofur &

Soediantono, 2022). Asbari et al., 2021 define sustainability, as the mother layer of organizational and technological innovation that generates bottom-line and top-line returns.

In this article, we specifically present the social dimension in the context of sustainability. Based on the explanation that has been explained, there are three important aspects in ensuring sustainability, namely the cultivation of organizational values, human resource management and adaptability. In summary, the three aspects invite the organization to keep moving, although sometimes the movement is slow due to a sudden crisis, or it is deliberately slowed down for the reflection process, however the organization must continue to move to ensure its sustainability. Therefore, as a conclusion in this article, it is necessary to implement a "Moving Strategy" as shown in the following figure.

The first step is to ensure that the basic values in an organization have been embedded in "Making value embedded", this is a key factor so that the organization is not easily shaken. Next is the focus on managing its human resources "Orientation to human" because they are a valuable asset in the organization, it is important to ensure that all members of the organization are prosperous and safe. The last is the ability to always adapt and manage change "Always Adapting" in order to continue to survive and even thrive in an era of uncertainty.

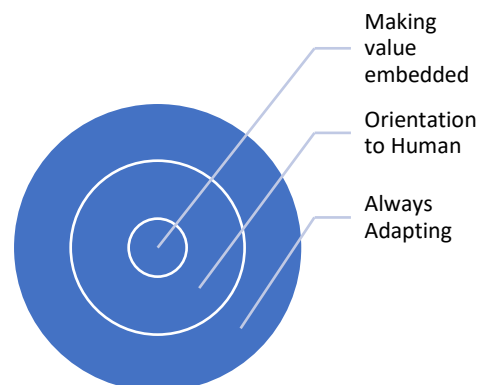


Fig 1. Moving Strategy

By implementing the MOVING Strategy, it is hoped that a sustainable organization will be created. This article can be a reference for further research by raising a case study, or in the form of participatory action research so that obstacles and other possible alternatives can be identified, and can also be continued by analyzing the impacts that arise after the implementation of this strategy.

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