

Organization Sustainability and Employee Performance in a Literature Review

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ABSTRACT

The purpose of the study is to see and describe from the review literature related to the variables present in this study. The existing problems are the elaboration of the review literature obtained by the researcher. The method used is qualitative with literature review, where the literature review of researchers and the findings of review articles are related to the results of each variable, employee trust is significant with employee trust, furthermore work life balance is also significant with employee performance, transactional leadership is significant with large presentations and there is also insignificant with minimal results, then Employee Performance with Organization Sustainability did not find direct results that stated significant or insignificant.

INTRODUCTION

In running the organization in various conditions with human resources who run companies that have been compiled, determined and carry out work according to their respective descriptions jobs, organizations here companies or other institutions that have legal standing want their organizations to target and have sustainability in the period from establishment to achieving the wishes of the upper leadership or owner. Organizational sustainability can occur with management that runs by employees can be as expected, so the sustainability of the organization in business is emphasized in the economy of the 21st century (Amjad et al., 2021), there is statements expressing a commitment to organizational sustainability help develop employee respect for environmental issues and motivation to face predictable challenges with ease (Chandra Das & Singh, 2016). Organizations will be sustainable if they take a mentoring and coaching approach to achieve organizational goals (Susanto, 2021) The performance of employees with the continuation of the organization is desired by any organization or company. Employee trust is something that is part of the organization so that employees can get maximum performance.

Employee confidence plays an important role in organizations, as confident employees are more committed to their work and stay with the organization longer than those who lack confidence (Weibel et al., 2016), employee trust as a principle of sustainable organizing (McEvily et al., 2003), Leadership behavior affects subordinates' trust in leadership, which is further influenced by leadership behavior (Bük et al., 2017). Employees at work need a balance to generate ideas, and contribution to the organization. Work-life balance is not just about income, or instant work results. Employee productivity and efficiency decline when an organization does not carefully consider and effectively manage the work-life balance of its employees (Abioro et al., 2018). In line with the opinion of (Mittal, 2017) stating the existence of flexible schedules, the ability to work from home and personal interests, some Indonesian workers – especially women – believe that work-life balance has now reached the desired level.

Leaders become role models in an organization, transactional leadership styles are already widely used by various organizations or companies, perspectives that distinguish transactional leadership and transformational leadership (Nungky Viana et al., 2020), in addition transactional leaders apply disciplinary control and open incentives to encourage employee excellence (Blickle & Schütte, 2017) . The link between transactional leadership and interaction between leaders and followers focuses on predicting employee performance; At the same time, Transactional Leadership seems promising as a follower analyzer in the organization (Zollo et al., (Zollo et al., 2021) besides that leadership is related to performance for employees (Dastane, 2020). Leadership brings the direction of the organization to a better direction and towards an agile organization (Susanto, 2022); (Susanto et al., 2022) The purpose of this scientific article is to see and describe from the review

literature related to the variables present in this study. The existing problems are the elaboration of the review literature obtained by the elitist.

THEORETICAL REVIEW

Organization Sustainability

The ability of an organization to grow and maintain growth over time while successfully meeting the needs of various stakeholders is referred to as organizational sustainability (Neubaum & Zahra, 2006), there are research results related to organizational commitment and organizational sustainability from (Koç, 2019).(Koç, 2019)

Employee Performance

According to (AR, Muhammad Thamrin Saribanon et al., 2023) Performance determines the success of the organization in the future (Shen et al., 2018) employee performance is an assessment of the performance of inexperienced employees must be carried out individually as part of the overall company performance appraisal system, while according to (Sedarmayanti, 2017) states that employee performance is the work of employees, the entire organization, or management processes that need to show appropriate and measurable work results. Performance is influenced by employee motivation and several other indicators (Setyawati et al., 2022)

Work Life Balance

According to (Abioro et al., 2018) states work-life balance is a balance between work and personal life, furthermore according to (Dhas, 2015) work-life balance is an improvement in employee performance, it is also important to foster a happy and healthy work environment in which people can manage their personal and professional commitments.

Transactional Leadership

Transactional leadership focuses on the exchange between leader and follower, while leader controls rewards and approvals (Meisam et al., 2013), according to (Abdelwahed et al., 2022) transactional leadership is based on the interaction between leader and follower.

METHODOLOGY

This scientific article uses a qualitative method with a review of scientific articles from dozens of existing international journals related to variables in this study. For the hope that in the future researchers want to get perspective results and recommendations given by the author from the results of the elaboration of the review of articles related to variables.

RESULTS

Next will be presented a presentation of the review article related to variables where transactional leadership with employee performance from the results of the study according to (Hoxha & Heimerer, 2019) where the purpose of the study states to examine management styles, namely. employee efficiency, as well as transaction management and transformation with results research where transactional is not significant with employee performance, but significant with transformational leadership with employee performance, then the results of objectives and research results from (Aslam, 2015) which examines the impact of work-life balance on worker performance in Pakistan's education sector. The study also examined the effect of transactional leadership moderation on the relationship between work-life balance and employee performance, with the fact that work-life balance has a clear positive effect on employee performance, The results of the study also show that transactional leadership has a significant moderation effect. Furthermore, a scientific article from (Kalsoom et al., 2018) where the goal is to look at two leadership styles that affect employee performance in the FMCG industry of Pakistan, with the results of research both leadership styles have a positive relationship with employee performance, transactional leadership styles have a strong positive correlation with employee performance.

The results of the study from a scientific article from (Abdelwahed et al., 2022) where the purpose of the study stated to test the influence of transactional leadership style (TLS) and entrepreneurial spirit (ETP) on employee performance (EP) and the role of passion mediation between TLS and EP in Pakistan, and the results of the scientific article had a positive and significant influence of TLS and ETP on EP. Thus, ETP is recognized as an intermediary between TLS and EP. The results of the study will provide significant input and implications for managers, entrepreneurs and managers. Employees' perception of leadership style has a significant impact on higher job performance. Furthermore, the results of the study from (Sundi, 2013) stated in the objectives of his research to evaluate, analyze and empirically prove the influence of transformational and transactional leadership on employee performance in the Konawe District Education Office of Southeast Sulawesi Province, the influence of transformational and transactional leadership on work motivation of 0.484 and (b) the influence of transformational, transactional and motivational leadership work against a merit score of 0.628. There are results from the study according to the literature of the above scientific article that are insignificant between transactional leadership and employee performance.

After describing the literature review of the transactional leadership variable with the employee performance variable, the work-life balance variable will be described with the employee performance variable including from (Lucy Wambui et al., 2017) states that the purpose of this study is to determine the effect of work-life balance on employee performance, and the results so that organizations find ways to balance the work of employees and pay attention to the needs of their families to reduce imbalances and thereby

improve their performance, another scientific article from (Soomro et al., 2018) With the aim of the study to test the relationship between work-life balance, work-family conflict and family-work conflict and perceived employee performance, with job satisfaction acting as a moderation variable, with the results of work-life balance and work-family conflict positively affecting employee performance. Job satisfaction has a moderating effect on the relationship between work-life balance, work-family conflict, and family-work conflict on the perception of employee effectiveness.

Furthermore, a scientific article from (Haider & Campus, 2018) states with the purpose of the study testing a moderate mediation model used to answer how and why work-life balance affects employee performance and how it affects job satisfaction with colleagues by improving the psychological well-being of employees, the results of the study Empirical results show that mental well-being mediates the relationship between work-life balance and work performance, and employee satisfaction with co-workers improves work performance by strengthening the influence of work-life balance on mental well-being. Scientific article from (Oyewobi et al., 2019) with the aim of a paper to assess the role of organizational commitment mediation in the relationship between work-life balance (WLB) and the performance of women construction professional organizations in the Nigerian construction industry, with the results of the study there is a positive relationship between Work Life Balance and organizational commitment, and organizational commitment mediates the influence of WLB on performance organization.

A scientific article from (Tamunomiebi & Oyibo, 2020) reviews the literature on the assessment of work-life balance in Nigeria and suggests appropriate solutions to address work-life imbalances and related negative overflow problems to improve employee performance Improve and create optimal organization, with the results of research from the paper as following employers to promote policies and structures that promote work-life balance for employees in their companies. Next up is a paper from (Le et al., 2020) reviewing the literature on the interfaces of Asian working life, identifying research gaps, and suggesting future research. This review complements the literature by developing a conceptual model that supports our theoretical understanding of work-life research in Asia, with research results the need for further methodological development, multilevel analysis and expansion of work structures and leisure in Asia. From some literature reviews between Work Life Balance and Employee performance have a positive effect, but there are also research results as proposals for subsequent researchers with the same variables by using different research methods.

A scientific article with the purpose of phone snubbing research, which is defined as an employee's perception that their line manager interferes with their smartphone while they are present, and examines its relationship to employee performance. Despite the importance of supervisor-subordinate interaction and the presence of smartphones, research has not explored how smartphones affect employees' main work outcomes, with the results of research on boss snobbery negatively related to employee job performance

through management trust and job satisfaction (Roberts & David, 2020), next from a scientific article belongs (Retno et al., 2020) to present insights into the impact of serving leadership on employee performance, organizational commitment, and employee trust in leaders, with the results of serving leadership research influencing employee engagement, trust, performance and corporate culture in the organization. The next scientific article from (Ozmen, 2018) states in the objectives of his research to analyze the concept of organizational trust and how employees really define organizational trust, the results of the study It overlaps closely with the relevant literature, but also expands the definition to include new factors such as reputation management, strategic management or ethics and values. According to the results, the employee's perception of the trust of the organization varies according to the characteristics of the individual and the organization.

A subsequent scientific article from (Kähkönen et al., 2021) states the purpose of the study reviewing and systematically reviewing research on trust improvements that have been carried out over the past two decades to provide comprehensive insights and future research directions for researchers and managers, with research results suggesting that the initial deployment of a trust recovery strategy in response to minor violations prevents such violations from escalating into larger violations, thereby increasing the effectiveness and efficiency of trust recovery with employees, concluding with a description of future directions. From several scientific articles between employee trust variables and employee performance, there have not been many studies that are directly between two variables, most of the research results are from scientific articles. The above is not employee trust directly also with employee performance, there is directly and significantly but only one research.

Furthermore, the relationship between employee performance variables and organization sustainability where from scientific articles (Amjad et al., 2021) with the aim of research to find out the underlying strategy to improve "organizational sustainability" (OS), the results of the study exhibits significant effects of GHRM practice, ie. (training and development, performance appraisal and reward and reward), on organizational sustainability, next from a scientific article stating in its research objectives to summarize and expand the fragmented literature on organizational citizenship behavior (OCB), leader-member exchange (LMX), learning, innovative work behavior (IWB), and performance employees across countries, disciplines, and organizations, with the results of the study showing a positive correlation between employee behavior and performance. They also reveal an interesting diversity in research in interdisciplinary fields that have cultural and contextual significance for science and practice.

The next scientific article from (Diamantidis & Chatzoglou, 2019) states in the purpose of his research to test the relationship between operational/environmental factors (educational culture, management support, environmental dynamics and organizational climate), work-related factors (work environment, work autonomy, work communication) and employee-related factors. (intrinsic motivation, skill flexibility, skill level, initiative,

adaptability, commitment) and its impact on EP, with the results of work environment research and management support having the strongest effect (directly and indirectly) on work performance, while adaptability and intrinsic motivation have a direct effect on work performance. From the results of the elaboration of several scientific articles between the variables of employee performance and organization sustainability, that there have not been many research results that carry out with these two variables and are still a little, the author himself only reviews minimally with significant results, the rest are only close and not absolute.

DISCUSSION

From the results of the research above with a review of literature between variables, there is no absolute research result used together as written by the researcher, from the description above Variables Employee Trust with Employee Performance There are significant research results, and variables are not absolute Employee Trust, furthermore between variables Work Life Balance and Employee Trust significant results, and also There is still a lack of literature with employee performance variables, then between transactional leadership variables themselves there are many research results, with the results if presented more are significant and there is also a lack of negativity.

Likewise, by looking at the results of researcher searches between employee performance variables and organization sustainability, there are no or minimal research results directly, there are only studies related to employee performance with subsequent organizational variables .

CONCLUSIONS AND RECOMMENDATIONS

It was found that the variable employee trust with employee performance is significant although it is not absolutely naming the variable with the name employee trust, second between the variables work life balance the result of the description above is The literature of the results is significant, furthermore, between the transactional leadership variable and the employee trust significant more than the description of the literature, but there are also insignificant ones, as well as the last variable of employee trust with organization Sustainability has not had any direct results stating significant from the above literature description.

Recommendations for the results of this scientific article in the future for other researchers can further strengthen research with these variables with research methods, and the use of diverse references.

FURTHER STUDY

It can still be developed by other researchers in the future.

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Researchers have limitations in terms of search, the depth of knowledge is common, and these results provide a characteristic and picture even if it is not large or there is a need.

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