

Sustainable Management of the Organization

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Abstract: Under the contemporary dynamic conditions the objective of securing and maintaining sustainability of organizations by all means is becoming more and more difficult task for their management who constantly strives at supporting the balance between the inside resources and the influence of the environment through a wide range of technical, financial, and legal solutions. However, it is also necessary to take into account the fact that the various aspects of human behaviour are of key importance for achieving sustainability. These aspects are characterised by a high level of complexity and degree of predictability. As a result it is necessary to apply various methods for managerial influence upon the behaviour at all levels of the organization in order to achieve dynamic balance and sustainability of the system.

Key words: human factor, organizational sustainability, behavioral sustainability, organizational civil behaviour

I. INTRODUCTION

Each organization, as a systemic phenomenon, is characterised by certain features. The literature generally points out that the main characteristic of organizations is their being purposeful (organizations are set up with the priority of achieving goals which could be formed inside them or could be set from outside). However, in the recent years there are authors who have stated that the new understanding about the main characteristic of organizations is based on their sustainability.

II. CHARACTERISTICS OF ORGANIZATIONAL SUSTAINABILITY

It could be generally said that sustainability is related to the ability of the system (organization) to preserve a certain behaviour under condition combining the influence of the internal and external environment. Sustainability is directly related to change and the requirements for adaptation to the environment, i.e. the assessment of the sustainability at the outlet of the system depends on the requirements for adaptation to the permanently changing environment needed for the functioning of the organization. In other words, from a practical point of view preserving the sustainable behaviour means creating a balance between the internal

conditions of the system and its external environment that would facilitate the development of conditions for the best possible utilization of the system's potential [2].

We could define sustainability of organizations as the ability of self support, self regulation and effectiveness which result from the development and improvement of their own strengths, adaptiveness and social functions. It is necessary to point out here that sustainability could be viewed as:

- The ability, potential, and capacity of the organization to realize its goals, mission, and vision. It is not an inherent characteristic of the organization.
- Sustainability is more than just mere survival of the organization. In order to determine an organization as sustainable it is necessary for it not just to exist but to develop, grow and be capable of influencing the level of development of the sphere in which it operates.
- Sustainability is the main indicator of determining the success of an organization. It is not only a resulting condition but an on-going process of investments in final results. It is also a process which requires flexibility in the transformation of the invested resources, capacity and reliability of the organization.

On the basis of what has been stated so far it can be concluded that the organization is an open self-stabilizing system which aims at permanently maintaining balance between its internal capacities and the influence of the environment for securing sustainable development.

III. CHARACTERISTICS AND CONCEPTUAL ASPECTS OF SUSTAINABILITY

The literature provides various definitions and classifications of the notion of sustainability. Actually, sustainability is a universal characteristic of the organization and could generally be discussed from the point of view of the following manifestations [5]:

Institutional sustainability. The institutional sustainability is the ability of a company to secure a strategic framework for its development, an effective management and an efficient team. To achieve this sustainability an organization should take into account the following elements:

- A strategy - each organization whose aim is to achieve sustainability should develop a strategy. The strategy has to outline the vision, mission, and objectives of the organization. It also has to define the resources required for its accomplishment;

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- Management team / Structure;
- Leadership;
- Management;
- Human resources;
- Company culture;
- Good communication, advertisement and public relations. .

Program sustainability, which is revealed by the ability of the company to secure the best possible conditions and programs. It should make an impact and contributes to satisfying the needs of the target group. The main aspects of the program sustainability are:

- The competencies of the team;
- Assessment of needs ;
- Provision of product and service quality;
- Project management;
- Supervision and monitoring of the interaction between the results and the impact, on one hand, and the results and products, on the other hand.

Financial sustainability is revealed by the ability of the organization to provide the resources needed for the achievement of the institutional and program sustainability. The aspects of the financial sustainability are:

- Infrastructure and resource base;
- Financial stability;
- Profitability;
- Relations with third parties;
- Revenues from services and other activities;
- Financial management;
- Transparency and audit.

After the various aspects of sustainability and their elements have been analysed it could be concluded that the ability of the organization's management to coordinate, develop and operate with the outlined elements makes it possible for the organization to keep its integral characteristics, strategic potential and functional characteristics within the framework of already set parameters or under conditions of major transformations of the environment. This determines the possibilities for conflict free change in new situations and the achievement of sustainability, flexibility and adaptability of the managed organization.

IV. THE RELATIONSHIP: ORGANIZATIONAL – BEHAVIOURAL SUSTAINABILITY

In order to have effective social and economic results in the society and respectively in the organizations, it is of key importance to have correspondence in the economic as well as in the social behaviour of individuals. The fact that organizations concentrate mainly on the economic interests could lead to questionable success if they do not work simultaneously with this on increasing the sustainability of the moral values system. These values determine not only the behaviour and positive relations among the members of

the group but also the agreement between the personal and organizational interests [1]. In line with this it could be said that there is a direct relation between the sustainability of the organization and the behavioural sustainability determined by the sustainability of the values. In this context K.Kamenov states: "... the system of moral values could become a regulator of the individual's behaviour in the group. The sustainability of these values is in the basis of the moral standards of behaviour which, combined with the legal ones, are the main source of behaviour for the human factor and group activity." [3] (see Figure 1)

In this way the ethics and law, on one hand, model the human behavior and as a result the sustainability of this behavior. The way these are combined in an organization predetermines to a very great extent its resistance.

With reference to this in recent years researchers dealing with the problems of the sustainability of human behaviour within the organizations have been advocating the idea of the organizational citizenship behaviour of subordinates. This behaviour involves the efforts of the members of the organization to support the organization, its image, objectives, and sustainability. The job satisfaction of the organization's members as well as its motivational characteristics are combined to facilitate the development of organizational citizenship behaviour. This behaviour could be decomposed to several major types [4]:

- *Supporting behaviour* – voluntarily helping the others in cases of work related problems, providing help for prevention of problems, supporting understanding, conflict solving, etc.

- *Sportsmanship behaviour* – maintaining positive attitude when facing challenges and problems, sacrificing personal interests in the name of the organization. поддържане на положителна нагласа пред лицето на предизвикателства и проблеми, жертване на личните интереси в името на групите.

- *Loyalty to the organization* – defending the organization from outside threats, advertising the organization to outside people, support and commitment to the organization even in unfavourable condition.

- *Obedience to the organization* – acceptance of the rules and respect and adherence to the regulations of the organization, time saving, etc.

- *Individual incentive* – voluntarily accepting additional responsibilities, being imaginative and innovative in work, encouraging colleagues to do their best in the work, going beyond formal work responsibilities.

- *Citizenship virtues* – involves participation in the management of the organization, information regarding the organization's activities, etc.

- *Self improvement* – voluntary work to update own knowledge and skills, acquiring new skills to enhance the work of the organization.

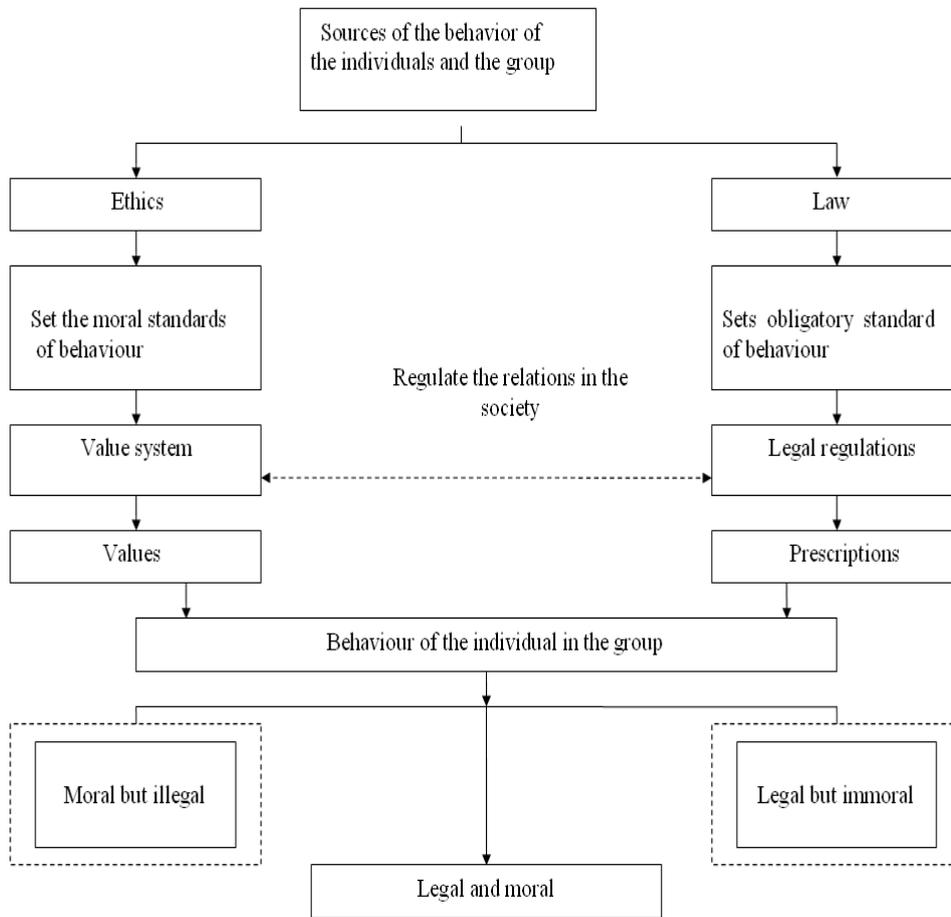


Figure 1. The relation between ethics and law as sources of behaviour [3]

V. CONCLUSIONS

As a result of what has been outlined it could be concluded that the technical, financial and regulatory decisions have an important role in achieving the sustainability of the organization. This does not mean that the importance of the key factor for its establishment, existence and development, namely the human factor, should be denied. On the contrary, it should focus the attention of the subject of management towards finding appropriate methods for influencing the behaviour and complexity of the human relations. These methods should take into account the values, the social and ethical point of view, the law, motivation, etc. It should also be noted that the model of behaviour adopted by a certain individual could be valuable only if it is accepted as a standard of behaviour by the whole team. This model should be an element of the shared values of the organization. This assures not only a conflict free interaction with the environment (because it adheres to

the law, for example) but also leads to sustainability and provides strategic horizons for the organization itself.

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