

How Important is RBV for Sustainable Leadership?

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ABSTRACT

This is a review article from “How Does Sustainable Leadership Influence Sustainable Performance? Empirical Evidence from Selected ASEAN Countries.” It used the quantitative methods by using 5 hypotheses to be proved. It was a study about the mechanism of institution training and the mental support to make continuous managers. The data was collected from ASEAN countries. They were Malaysia, Indonesia, and Brunei. They were from 369 small business companies. By using PROCESS Macro in SPSS, the research was done. The outcomes of the study would reveal the up step of mental support that would make the up underhand influence of the continuous managers on the continuous approach to institution training. The ratio of the reaction was 41%. At that moment existential proofs, subjects, and the next research way have also been put in the closing of the study.

I. INTRODUCTION

The article told that climate change has given many causes, one of these is too many businesses' activities around the world. To make sustainable development continues, we need good leaders to handle those problems. From the research before (Boiral et al., 2014), researchers have tried to find out what a good manager is. They studied Canadian SMS. They looked at how the managers can handle the situation while there is climate change and environmental issues, how they looked the managers can make the business is stable although the condition and climate change. Then another research (Biermann, F., Kanie, N., & Kim, R. E. 2017) about the extent of the changes with the reasons and objectives of the sustainable development goals to be moved ahead. In this case, the SDGs take a sample of a novel that exists in government at large. It can be seen from the goal to handle it. The focus of this research is several years of research involving approximately 30 graduates and the holding of a series of seminars in Asia, North America, and Europe, as well as leaders in New York with leaders at the United Nations and diplomats. As for

the results of this study, it was concluded that the arrangement that was by the objectives was a new way of working for the interests of world politics. This research also looks at the situation where they can see the results of the implementation they are doing and see what the shortcomings of the results of this research are and will make future research. According to a subsequent study (Iqbal, Ahmad, Nasim, & Khan, 2020), the results contributed to continuous development are divided into several ways. This study is to test the results of leaders who continuously pay attention to psychological security and the results of the work. In addition, this study also produces a continuation and source of literature on leadership by further exploring the main results of the safe area in terms of psychology which acts as a link that combines leadership continuity in subsequent work. In another study (Metcalf & Benn, 2013), the researcher saw that there were inconsistencies in principles and doubts about the characteristics of leaders related to the successful implementation of maintaining the company or CSR in the group, also all the convoluted problems. No matter how difficult and dynamic a group is, it must be continued, in other words, it takes a leader who can maintain the group, for it takes a great leader. In a study (Shriberg & MacDonald, 2013) what was done was to find answers to the first question about the design and tactics that will be made so that leadership continuity brings benefits, secondly what the basic and what program will is provided learning, thirdly what is needed to sharpen the skills that will make the group or company able to continue.

II. SUMMARY

To make a relation around the hypotheses, the researchers used the RBV theories. It is about how a company can fight for its sustainable development based on the employees that it has. The company must manage the strategy to control the internal factors around the employees to avoid the company from every factor that won't be needed. To prove all, the researchers had collected many data from three countries, Malaysia, Brunei, and Indonesia. The RBV theory has been used to make a relationship between the effective manager with the company learning, and the progress ability theory to connect the company learning with effective performance.

In the RBV theory, it was told that origin is unusual, unique, and continuous (Collis & Montgomery, 1995). Effective managers subject, communicate, and final, and do not need people or money matters but focus on the decision-makers (Hargreaves & Fink, 2012). The researchers hoped the RBV theory would support sustainable leadership development to make the leadership

in a company can fight against the problem around the company, especially about the climate which used to change all the time. Based on the job-demand (JD-R) model, the communication about the needs for the job and where the center of the work effectively trains workers to reach their needs for the future. Related to the JD-R patterns (Demerouti et al., 2001), this research carried the company study as a need for the job and the mental support as the center of the work demand.

From this research, it was explained that the design is centered on link building, system strategy, and program-focused training. The training facilitator explains the meaning of sustainability globally, focusing on a parallel community by focusing activities on interaction and participation in defining what leadership is. The problem with making this plan is that loyalty is global as opposed to loyalty in specialty versus method analysis. According to an analysis, (McCann & Holt, 2010), it is explained that the steps of the employees also the effective manager is identified by the staff of the fabricating institution. This is known by good communication and interaction between the workers and the effective manager, and they can work together. The research is also taken place in four fabricates around the US. To know about the case, the researchers made a quiz for the workers. They have used the relationship with the workers and the managers. The conclusion showed the weak interaction around them although the communication was recorded. The next research (Hallinger & Suriyankietkaew, 2018) concluded with the worked knowledge survey about tools of upgrading the meaning of science ineffective management. The research was analyzed by using the bibliometric analysis, they searched for nine hundred and fifty-two Scopus indexed articles from 1990 until 2018. This research was focused on the Western developed countries widely. They found six educational institutions to be searched. The next literature review (Avery & Bergsteiner, 2011) told many problems were founded on ineffective management at that time. They were related to the traditional policy. They were safe and simple. Then, the turnaround was troublesome and spent a lot of money. Next, people disbelieve and think not to believe the ideas. It was said that managers are only human although they have higher education, they still have a weakness to handle problems. So, don't move too much, it takes time to change. It needs to be socialized to the stakeholders to be ready to focus on the big change and much time. It means to change; it means to take a lot of time. The next research (Burawat, 2019). The research aims to test the systematic connection pattern around the innovative, credible manager, depending on the assembling training and continuous achievement. The research is about the average and top leaders

who handle average companies of Thai factories. This research used the quantitative method. It has collected data from a survey of 598 samples of 374 offices. They were 40 people observing, non-observing, and collecting deep interrogation. The pattern was the fabrics which the effects related to the innovation management and reliability achievement. The pattern was not the same as in convertible and non-convertible business organizations, also the patterns were not the same as the business organizations that applied the plans not more than five years more. The results from the interrogation told that the vehicle manufacturing sector should have some training programs even though the percentage is less than the other companies. This research found that building a good coo-relationship is important around effective managers, companies, training, and a communicator to make them work well. The next research (Al-Zawahreh et al., 2019), is about the level of the effective manager. The research took place with participants from the higher level of education in Jordan, 170 people from a public university unorderly. The researchers gave a quiz with 15 problems. The outputs of the quiz told there were three components related to effective managers. They were effective leadership, effective ideas, and effective motions.

HYPOTHESES

The article reviewed used some hypotheses. There were:

Hypothesis 1 (H1): Sustainable leadership significantly influences organizational learning.

The progress of an organization is determined by a leader. Therefore, leadership is required that always thinks ahead, be sensitive to changes that occur around it. They have three approaches to it. The main points of them are:

Point one. The issues are about circumstances and followed by knowledge determined by conditions and affirmative action and science. The learning processes focus on realities determined and told.

Point two. Focuses on social issues that exist in society. Solving this case, there must be improvements so that the problems that exist in society will be resolved with education as a tool for solving existing problems.

Point three. How the uncertainty of the conditions around us will lead to setbacks so it is necessary to clarify the conditions so that changes can be made so that we can survive.

Hypothesis 2 (H2): Organizational learning significantly influences sustainable performance.

The second hypothesis focused on the effect of learning on the organization that will affect the continuous display. The role of a leader in an organization is very important as a facilitator. He must support his employees to study (Chang et.al., 2011).

Hypothesis 3 (H3): Sustainable leadership significantly indirectly influences sustainable performance through organizational learning

The third hypothesis is associated with the influence of sustainable leadership that affects the sustainable performance of this organizational learning. To maintain the continuity of the organization, it takes a leader who is willing to think ahead and pay attention to the progress of all by continuing to learn, thus the organization will give a good appearance with such a leadership role, then development will continue (P. Smith & Ramirez, 2012). An institution is a center for sustainable development to compete for advancement (Hosseini et al., 2020). From this process, there is not only learning but must continue to look for which one is best adapted to the circumstances of the institution. (Zhou et al., 2015). This process requires an active role from the staff (Eldor & Harpaz, 2016), where they communicate with each other fellow employees, supervisors, leaders. Not only domestically, but also from abroad with different education, different cultures, and locations (Van & Nafukho, 2019). It turns out that it is not easy to communicate with fellow employees, because they have different educational backgrounds, characteristics, and cultures, so it is difficult to exchange ideas (Rosendaal & Bijlsma-Frankema, 2015), so researchers feel the need to examine organizational learning at work. For this reason, researchers tried to use the JD-R model to address job demands, employee conditions so that they could work calmly and productively (Demerouti & Bakker, 2011; Salas-Vallina et al., 2017).

Hypothesis 4a (H4a): In the presence of high psychological empowerment, there will be a highly significant effect of organizational learning on sustainable performance

In the fourth hypothesis, the strength of the psyche is very necessary, because it will affect the condition of the institution's learning. In this fourth hypothesis, the task of the leader is to keep sounding what he is trying to do with his employees all with a center of attention to the space, continuing efforts, and alteration. (Peterlin et al., 2015). Based on the JD-R model, the researchers have a hypothesis that institution needs to learn because the demands of today's work require trained personnel and always keep up with the times, so these workers know what they want in their work. There needs to be a link between organizational learning and their work. The existence of a moderating variable from mediation occurs when the side power is an indirect effect on other

variables (Preacher et al., 2007). The mediation that is affected by the moderating variable, causes the availability of a path through the mediator and causes a change in the independent variable in the presence of a moderator (Morgan-Lopez & Mackinnon, 2006). The effect directly goes to the result and the two coefficient ways. They consist of the independent variable to the mediator and the dependent variable. The psychological power influences the way to learn for an organization as a mediator to the sustainable performance as the dependent variable. We can see indirectly the result of the sustainable leadership to the result of the learning process because of the interference of the psychological empowerment value.

Hypothesis 4b (H4b): There is a high conditional indirect effect of sustainable leadership on sustainable performance through organizational learning when psychological empowerment is high. This hypothesis states that the importance of a sustainable leadership role is because it is needed in an organization that wants sustainable continuity when high psychological empowerment is needed in the organization.

In table 1, the study collects questionnaires from the survey consisting of 6 divisions, namely sustainable leadership, organizational income, sustainable performance, psychological empowerment, and demographic data from respondents. For this calculation, the researcher used a Likert scale, ranging from strongly agree (5) to disagree (1) for the measurement. (Revilla et al., 2014).

Then, table 2. It was used to discuss the use of ANOVA (Analysis of Variance) tools. It has found no important things about the sample came from Brunei, Indonesia, and Malaysia. It was said that was an unclear problem. The results have found the data about the losing profit, usual circulation, ANOVA rates, also regular approach. Data were taken by looking at inequality and kurtosis (Hair et al., 2017).

Then, table 3 was about the definitive data. It's about the skewness values extending from 0.414 to 0.637 while values of kurtosis range from 0.198 to 0.210. It was used a Likert-type scale with 5 values. It was expected not to be high supposing that the same as 2.99, and normal if the number is from 3 until 3.99. Then the biggest if the number is more than 4 (Sekaran & Bougie, 2016). Seen in Table 3 the official study has 3.017 the average. It meant the controlling approach of the workers. It was about the existence of the company. Table 4 was about convergent validity. The charging of the products was more than 0,70. The rate of the AVE (Average Variance Extracted) of the models and more than average for their principal formula. They were stood for

suitable convergent validity. To evaluate the discriminant validity, the recent study has implemented the Fornell-Larcker standard because the rate of relationship is higher. From there, we can see the actuality of discriminant validity. Related to table 5, the researchers still used the Fornell-Larcker criterion such as mental approval, managerial training, continuous management, continuous achievement.

The research also used VIF (Variance Inflation Factor) to evaluate the existence of multicollinearity (Hair et al., 2017). The rate of VIF was more than 5.0. It showed the existence of multicollinearity (Hair et al., 2017). Table 6 still showed the existence of multicollinearity. The rates of VIF were different from all predictors. They were not more than 5.0. The factual data explained the existence of an important correlation with the continuous manager and managerial training ($\beta = 0.111$; $P < 0.05$). It is related to H1. It means that H1 is agreeable. Next table 7, it showed the importance of the eventual reaction of the continuous managerial of the continuous achievement with managerial training ($\beta = 0.047$; $P = 0.007$) < 0.05). It proved that hypotheses 2 and 3 have supported each other. Table 7, the communication word of emotional approval with official training importantly modifies continuous achievement. The result of cognitive approval was ($\beta = 0.021$; $P < 0.004 < 0.05$). It was a strong relationship between the official training of continuous managers the mental approval. The conclusion was that H4 is accepted in the research. Table 8, it said about the rates of evaluation, the value of judgment, load positive gaps (up and down level). In the restricted cautious results of the continuous guidance on continuous appearance by managerial training to the down, middle, and up rates of mental encouragement. The rates of mental encouragement were important. The score was up (0.022) to down ((0.012), the rates of mental encouragement. It means that Hypothesis 4 is agreeable.

Using RBV and dynamic capability theories, and compiling with the JD-R model, can answer the problem for this research. It can share with the publication about the continuity and studying by improving how continuous managerial strengthen continuous capability in the existence of the emotional permission. By evaluating the influence of continuous management, the researchers used the RBV theory.

III. CRITIQUE

As we know, the ASEAN countries are 14, but the researchers just searched for three countries. They just chose the three Muslim countries. They consisted of three levels. The lower-

middle country was represented by Indonesia, the upper-middle was Malaysia, and the high income was Brunei Darussalam.

The research done in ASEAN about climate change meant that the leaders of the small companies couldn't handle the climate problems there. It meant that the companies made more pollution than other countries.

The research just chose small companies from the three countries (SMEs). They consisted of around 98.50% of firms in Malaysia, and 89.2% of them operate in the mining, agricultural, construction, manufacturing, and service sector, respectively. Based on total employees and sales turnover 98. Brunei Darussalam consists of 98.37% of the others. Indonesia as the largest Muslim populated country owns 99% of the total business as SMEs that are classified regarding the amount of annual investment, annual sales turnover, and the total number of employees.

The research focused on sustainable leadership, how the leaders in the small countries handled their companies while their companies' caused problems with pollution or other climate problems.

The researchers just used the four elements to be searched for psychological empowerment, organizational learning, sustainable leadership, and sustainable performance. They looked for how far effective managers work for developing the changing climate issues.

The researchers used the group-sampling method. They collected data from the workers who work in the up-level position among the SMEs but only in the capital city of Brunei, Indonesia, and Malaysia. It meant that the problems only in the capital cities of the three countries above. The faculty members were involved in this research around three cities. There were 369 completed. They distributed 900 questionnaires. The value of the response is 41.0%. They were shown in SPSS at every level in this research. The respondents are 35.23% males and the females were 64.77%. They were around 29 to 36 years old (44.72%) that have been working for 1 to 5 years. Malaysians were about 45.26%, Indonesians were 21.41% and the rests were Brunei.

This research had 5 hypotheses, although they can be acceptable. The researchers had to collect many data to make sure the data could be acceptable, such as table 1 was about Respondent's Demographics, table 2 was about Test of Differences (ANOVA), table 3 was about Descriptive Statistics, table 4 was about Convergent Validity, table 5 about Fornell-Larcker Criterion, and table 6 was about Sustainable performance .166 .381 .704 .707 Table 6. Variance Inflation Factor (VIF). This study used many references from the last studies to support their ideas.

IV. CONCLUSION

1. This research focuses on ASEAN countries. Most of these ASEAN countries maintain their economy by assembling businesses that produce high carbon emissions that cause pollution (Hara, 2201).
2. To handle the problems that happened in a company, we should focus on the training programs for the leaders.
3. The training programs should be about sustainable leadership, organizational income, sustainable performance, psychological empowerment.

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