

Organization Development and Sustainability in Youth Organization

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Abstract

Organizational development programs are essential for organization to achieve their goals and enhance their effectiveness. Improved effectiveness can result in higher quality operations and increased productivity of human resources. Therefore, it is crucial for all organization to undergo an organizational development program that assesses their system, structure, process, strategy, and technology. Such a program can improve the excellence of human resources in the organization. An effective strategy can promote organizational sustainability, but as the environment changes, organization need to review their strategies in organizational development planning. Thus, this paper discusses the literature for organizational sustainability in profit and non-profit. Previous research has shown that both profit-based and non-profit-based organization face challenges in maintaining sustainability due to social, economic, and political changes. This is because these changes can affect each non-profit organization, which has its own unique mission, strategy, and goals. Youth organization as non-profit organization commencing with the organization's decision to formally endorse the innovation, is best characterized as a period of experimentation through which innovative ideas are incrementally translated into youth organization sustainability.

Keywords: Organizational Development Program, Organizational Sustainability, Sustainability, Non-Profit Organization, Youth Organization

Introduction

Non-profit organizations have recently focused their efforts on addressing various global challenges, with sustainability emerging as a prominent concern. While the pursuit of sustainability is not a new phenomenon, it has consistently been recognized as a vital objective for organizations. This surge is evident through the extensive body of research studies that search into the multifaceted aspects of sustainability and examine the factors influencing the success or failure of sustainability goals. (Ceptureanu et al., 2017; Lee & Nowell, 2015; Valentinov & Vacekova, 2015; Iwu et al., 2015; Helmig et al., 2014;

Weerawardena & McDonald, 2010; Grunert & Hildebrandt, 2004; Duckles et al., 2005). This surge in scholarly attention reflects an increasing acknowledgment of sustainability as a critical global issue that necessitates comprehensive exploration and effective solutions.

The concept of organizational sustainability encompasses the comprehensive scope of an organization's development program, which is strategically designed to achieve enduring transformations that strengthen and enhance the overall effectiveness of the organization (Hall & Goodale, 1986). This developmental approach allows the organization to actively pursue its objectives, with the potential to yield significant socioeconomic implications when effectively implemented. Ghemawat (2010) emphasizes the substantial time investment required to successfully attain these objectives. The primary goal is to prevent the organization from regressing to its initial state, emphasizing the criticality of implementing changes that not only create a significant impact but also improve the organization's overall situation (Cumming & Worley, 2005). Thus, it becomes essential to conceive and execute these changes with a long-term perspective, facilitating a more efficient and consistent enhancement of organizational effectiveness over time. By prioritizing long-term sustainability, organizations can cultivate resilience and adaptability to navigate dynamic challenges, thereby ensuring their continued success and positive contributions to society at large.

The categorization of organizations into profit-based and non-profit entities is widely recognized in academic literature (Etzioni, 1964). Each category operates with distinct objectives and purposes. Profit-based organizations primarily focus on generating financial returns, while non-profit organizations are driven by their mission and vision to serve the public or address social needs. The differentiation between these two types of organizations has significant implications for their operations, strategies, and outcomes.

In the range of organizational development programs, the role of transition processes holds significant importance as they strongly influence the path organizations take toward their desired objectives. These processes encompass a diverse array of activities and initiatives that are geared towards enhancing organizational effectiveness, efficiency, and sustainability. Nonetheless, transitions are known to be intricate and demanding, frequently giving rise to obstacles and setbacks for organizations, irrespective of whether they are profit-oriented or non-profit in nature.

For non-profit organizations navigating transitions effectively is of utmost importance. They face unique challenges such as limited financial resources, reliance on external funding, and the need to balance social impact with operational efficiency. Therefore, it becomes imperative for non-profit organizations to develop and implement effective strategies that enhance their overall effectiveness, improve the quality of their services, and optimize their use of human and financial resources.

By exploring the literature on organizational sustainability in both profit and non-profit contexts, this paper aims to provide a comprehensive understanding of the factors, approaches, and best practices that contribute to successful organizational transitions. By examining the experiences and insights from various studies and scholarly works, the paper seeks to identify key strategies and interventions that can be adopted by both profit-based

and non-profit organizations to navigate transitions more effectively and achieve long-term sustainability.

Ultimately, the goal of this academic paper is to contribute to the existing body of knowledge on organizational sustainability by providing evidence-based arguments, insights, and recommendations that can inform practitioners, policymakers, and researchers in their efforts to promote the success and resilience of organizations across different sectors and contexts.

Literature Review

Organizational Development

The concept of organization as social entities or groups of individuals working towards common objectives is widely recognized in the literature (Nadler & Thusman, 1988). The implementation of organizational development programs holds significant importance for every organization as it serves as a powerful tool for realizing the organization's purposes and vision. These programs are designed to establish specific targets that aim to improve various aspects of the organization, including its systems, structures, processes, strategies, and technologies. By focusing on these areas, organizational development programs have the potential to enhance both the efficiency and effectiveness of the organization, as well as the individuals within it (McLean, 2006; Cummings & Worley, 2009).

Prioritizing organizational development programs is crucial for organizations to stay competitive, adapt to changes in their environment, and achieve their set goals (Senior, 1997). Through these programs, organizations can foster a culture of continuous learning, development, and improvement. By enhancing their skills and knowledge, employees can become more competent and equipped to meet the challenges and demands of their roles, ultimately contributing to the overall success of the organization.

Furthermore, organizational development programs facilitate the alignment of individual and organizational objectives. By providing opportunities for training, mentoring, and skill development, these programs can enhance employee engagement and satisfaction, leading to higher levels of motivation and productivity. As employees grow and develop within the organization, they become valuable assets who can contribute effectively to the organization's goals and objectives.

It is important to recognize that organizational development programs are not fixed entities but rather dynamic processes that necessitate ongoing dedication and adjustment. In the context of today's swiftly evolving business environment, organizations must consistently evolve and enhance themselves that maintain their competitiveness and sustainability. Through active participation in organizational development programs, organizations can take proactive measures to confront challenges, capitalize on opportunities, and cultivate a culture of innovation and advancement.

Organizational development programs necessitate careful and strategic planning, as they rely on the active involvement of both management and individual decision-makers (Cummings & Worley, 2005). Blake and Mouton (1969) have emphasized the crucial role of meticulous planning and effective management in organizational development, advocating for an implementation approach that prioritizes top-down coordination and treats the organization

as a cohesive system. Furthermore, the works of Nadler and Thusman (1988) draw attention to the fact that organizations operate within a broader system wherein individuals within the organization interact with and influence the external environment. This interconnectedness highlights the criticality of precise planning in organizational development programs to ensure effective alignment with both internal and external dynamics. By incorporating complete planning and efficient management, organizations can optimize the outcomes of their development initiatives, paving the way for positive transformation and enhanced overall organizational performance.

Organizational development is a comprehensive and systemic process that encompasses both the economic and social dimensions of an organization. This approach recognizes the importance of considering the physical and mental attributes of individuals with the purpose of achieving improved social, economic, and political outcomes, as highlighted by Blake and Mouton (1982). By allocating for the multifaceted nature of human beings, organizational development aims to create positive change within an organization, benefiting both the individuals within it and the broader society.

Additionally, organizations operate within an environment that is influenced by various factors, including political, economic, technological, and social elements. These external forces can be shaped by competitors, customers, suppliers, and new market entrants, as Ghemawat (2010) suggests. It is essential for organizations to remain attuned to changes in the environment to effectively respond to emerging opportunities and challenges.

By actively monitoring and adapting to the evolving external environment, organizations can identify potential opportunities that can positively impact their operations and enhance their overall quality. The ability to seize beneficial opportunities can lead to organizational growth, improved performance, and increased competitiveness.

Organizational development recognizes the interconnectedness between the economic and social aspects of an organization and emphasizes the importance of understanding and responding to the external environment. By embracing this systemic approach, organizations can enhance their resilience, adaptability, and overall effectiveness, ultimately positioning themselves for long-term success in an ever-changing landscape.

Organizational development programs play a crucial role in expanding and improving the effectiveness and well-being of an organization, as emphasized by (Brown, 2010). The success of such programs relies on deliberate planning, involving all levels of the organization, from upper management to the lowest level. This inclusive approach ensures that the entire organization is aligned and actively participating in the development process.

Benn et al (2014) propose that the implementation of action plans within the organizational development program directly influences the level of organizational effectiveness. When an organization enhances its management practices, leadership capabilities, strategic planning, program designs, and evaluation processes, it experiences an elevated level of effectiveness. This heightened effectiveness empowers the organization to achieve its mission and vision, leading to positive outcomes and sustained success.

By actively identifying and addressing areas requiring improvement, along with the implementation of carefully crafted action plans, organizations can enhance their operational efficiency, elevate their overall performance, and yield favourable outcomes for their stakeholders. The intentional planning and execution of organizational development initiatives not only contribute to increased organizational effectiveness but also foster a culture of ongoing improvement and innovation.

In Brown's (2010) study, it is highlighted that an organization's ability to adapt to its external environment is a crucial factor in determining its success or failure. The process of change, whether it occurs at a departmental level or encompasses the entire organizational system, plays a pivotal role in enhancing the system's effectiveness and unleashing the potential of individuals within the organization. As individuals within the organization undergo personal growth and development, the organization itself increases and gains a competitive edge in the marketplace. Hence, organizations must prioritize the embrace of change and foster an environment that promotes continuous learning and development. This approach is essential for ensuring long-term prosperity and maintaining relevance in an ever-evolving business landscape. The capacity to effectively respond to and capitalize on changing circumstances becomes a distinguishing characteristic that sets thriving organizations apart from those that struggle to survive.

Organizational changes play a crucial role in shaping the attitudes and perspectives of individuals within an organization. As the external environment continues to evolve rapidly, organizations need to adapt and undergo changes to enhance their performance and achieve optimal outcomes (Adeniji, 2013; McLean, 2006). The continuous development of the organizational environment has a significant impact on various aspects of the organization, including its strategy, structure, operations, and human resources.

To improve the effectiveness and efficiency of an organization, it is essential to implement organizational development programs that encompass systems, structures, processes, strategies, and technologies. These programs involve not only individuals but also groups and the entire organization, making careful planning and management crucial (Cumming & Worley, 2005). Organizational development initiatives have a comprehensive impact on the entire organizational system, from top-level management to lower-level employees, and therefore, they must be planned and managed comprehensively.

Through the implementation of organizational development programs, organizations can strategically target areas for improvement and ensure alignment between their systems and processes and their goals. These programs serve as a catalyst for enhancing organizational effectiveness, efficiency, and sustainability. Moreover, they create avenues for individual growth and development, which in turn contribute to improved performance and overall success of the organization. By engaging in meticulous planning and comprehensive management of organizational development initiatives, organizations can proactively foster positive transformations, optimize their operational procedures, and ultimately attain their desired outcomes.

Organizations are intricate systems composed of interconnected subsystems, and their developmental programs rely on interrelated factors such as structure, leadership, and

culture (Burke & Litwin, 1992). Meeting these requirements is vital for organizations to maintain consistent performance, growth, and development (Burke & Litwin, 1992). The life cycle of an organization is closely tied to its adaptability to environmental changes, encompassing its establishment, expansion, and potential dissolution (Blake & Mouton, 1982). To achieve its objectives, an organization requires capable leaders who can oversee and manage its design, organization, control, evaluation, and guidance (Blake & Mouton, 1982). The effectiveness of an organization is measured by its ability to meet organizational goals, objectives, and strategies, which ultimately determines its sustainability (Ghemawat, 2010).

The sustainability of organizations faces numerous challenges in strategic planning, encompassing various aspects such as facilities, environment, human resources, product innovation, organizational management, and practical implementation (Analoui & Samour, 2012). The complexity arises from the need for a well-crafted strategy that addresses these diverse needs and emphasizes the development of skilled individuals for the future.

Moreover, Analoui and Samour (2012) highlight the importance of aligning the strategy of non-profit organizations with their specific needs. Figge et al (2002) propose that such a strategy should balance economic, political, social, and technological factors to enhance organizational performance. Human resource development interventions guided by strategic orientation can effectively address these needs and ensure success by integrating policy plans and policies within the organization's human resources (Garavan, 1991; Garavan et al., 1995; Stewart & McGoldrick, 1996).

Organization Sustainability

Organizational sustainability is a crucial and fundamental concept that plays a significant role in ensuring the well-being of both individuals and society. It refers to an organization's ability to maintain itself over time through continuous maintenance and improvement (Hasna, 2007). The achievement of organizational sustainability requires the creation of a productive and harmonious environment that addresses the social and economic needs of the country (Hasna, 2007). This necessitates a continuous effort on the part of the organization to improve and evolve, involving the planning, designing, and implementation of strategies that balance economic, social, and environmental goals and values (Sueldo, 2016).

One important aspect of achieving organizational sustainability is maintaining financial stability. An organization must ensure that it has the necessary resources and financial resilience to sustain its operations and achieve its long-term goals (Jegers & Verschueren, 2006). Managing operations effectively is also crucial in achieving sustainability. This involves optimizing processes, streamlining workflows, and utilizing resources efficiently to maximize productivity and minimize waste (Pfeffer & Salancik, 2005). Additionally, implementing effective strategies is essential for organizational sustainability. Organizations need to develop and implement strategies that align with their goals, values, and the changing dynamics of their external environment (Germak & Singh, 2010).

An organization development program serves as a critical strategy for promoting organizational sustainability and preventing regression to unfavorable conditions (Hall & Goodale, 1986; Cumming & Worley, 2005). This program entails a systematic approach to

improving the organization's effectiveness, efficiency, and overall performance. Effective planning is the cornerstone of such strategies, as it lays the foundation for identifying and diagnosing issues within the organization (Ivory & Brooks, 2018). Through careful problem identification and analysis, organizations can gain a comprehensive understanding of the challenges they face and develop feasible solutions to address them (McLean, 2006).

The pursuit of knowledge enhancement is a central objective within organizational development programs. By fostering a culture of continuous learning and improvement, organizations can enhance their capabilities, service quality, and productivity (Cumming & Worley, 2005). This commitment to knowledge acquisition and application enables organizations to adapt to changing environments, capitalize on emerging opportunities, and remain competitive in dynamic markets. By leveraging knowledge and implementing best practices, organizations can drive continual progress and innovation, ensuring their long-term success and sustainability.

An organization development program serves as a critical strategy for promoting organizational sustainability and preventing regression to unfavorable conditions (Hall & Goodale, 1986; Cumming & Worley, 2005). By implementing such a program, organizations can proactively address challenges and seize opportunities to enhance their long-term viability and success.

Effective planning lies at the core of organization development strategies, providing a structured approach to identify and diagnose issues within the organization (Ivory & Brooks, 2018). Through a comprehensive understanding of the organization's strengths and weaknesses, leaders can formulate informed decisions and develop appropriate solutions. This proactive problem-solving approach helps prevent the organization from regressing to previous unfavorable conditions and supports its ongoing sustainability.

Comprehending the identified issues and proposing feasible solutions are crucial steps in the organization development process (McLean, 2006). By analyzing the root causes of challenges, organizations can identify the most effective and suitable interventions. This thoughtful consideration ensures that any changes implemented align with the organization's objectives, values, and strategic direction, enhancing the likelihood of positive outcomes and sustainable improvements.

In order to ensure the long-term viability of a business, the concept of sustainability is of utmost importance. Jegers (2003) defines sustainability as the achievement of present success without compromising future needs. Organizational sustainability encompasses a continuous effort to maintain financial stability (Jegers & Verschueren, 2006), effective internal operations and management (Pfeffer & Salancik, 2005), and the implementation of sustainable strategies (Germak & Singh, 2010). It can be further described as the ability to preserve certain aspects while undergoing minimal change (Jegers, 2003). Organizational sustainability serves as a powerful business strategy for both short-term and long-term success, driven by financial stability and overall organizational achievement (Orlitzky et al., 2003).

In the context of an organization, successful business strategies are determined through management decisions. The decisions made by top management have a profound impact on the economic, social, and political environment of the organization, ultimately contributing to its success (Garza et al., 2014; Presley et al., 2007). Thus, the decisions made by top management play a critical role in ensuring the sustainability of the organization. Sustainability also entails a commitment to consider economic, environmental, and social factors within the organization. Achieving organizational goals, which are essential for the success of an organization, requires effective planning and strategic implementation by top management (Ivory & Brooks, 2018). Strategic planning is widely recognized as a crucial activity within organizations (Mintzberg, 1994).

Strategies hold a significant position within organizations, ranging from top-level management to lower-level implementation, and necessitate continuous review to adapt to changing environments (Blake & Mouton, 1982). As emphasized by Jegers (2003), effective strategies contribute to organizational sustainability, and the achievement of organizational goals plays a crucial role in determining the duration of sustainability (Ghemawat, 2010). Thus, strategic management must be a source of strength for organizations, as it can positively impact their outcomes (Blake & Mouton, 1982).

Attaining organizational sustainability is a paramount objective for every organization and encompasses various elements, including socioeconomics, corporate social responsibility, the organization's longevity, and the integration of sustainability into the overall organizational strategy (Lankoski, 2016; Lozano, 2013). Ensuring continuity in these elements is crucial for positioning an organization positively in the market.

By focusing on organizational sustainability, organizations can contribute to the overall well-being of individuals and society by creating a stable and productive environment. This concept emphasizes the importance of balancing economic, social, and environmental factors, as they are interconnected and integral to the long-term success of the organization (Hasna, 2007; Sueldo, 2016). By maintaining financial stability, managing operations efficiently, and implementing effective strategies, organizations can position themselves for long-term success and make a positive impact on their stakeholders and the broader community.

Non-profit Sustainability

Non-profit organizations play a vital role in society as they operate within the third sector, focusing on welfare programs, addressing social exclusion, and supporting charitable activities (Morris, 2000). Unlike profit-oriented entities, non-profit organizations are formal, private, and independent entities that do not distribute profits to owners or shareholders. Instead, they rely on the voluntary contributions of time and resources from individuals associated with the organization (Salamon & Anheier, 1997). This distinct characteristic sets them apart and highlights their commitment to social impact and the betterment of communities.

However, non-profit organizations face significant challenges in maintaining organizational sustainability, like their profit-based counterparts. The sustainability of a non-profit organization is defined by its ability to maintain financial stability. Kaplan and Norton (2001) emphasize that non-profit organizations are evaluated based on their goal achievement and

financial sustainability. Economic achievements and principles play a crucial role in determining the sustainability of an organization (Fayol, 2005; Shafritz et al., 2005).

To navigate these challenges, it is essential for non-profit organizations to develop effective strategies that align with their specific needs. Analoui and Samour (2012) suggest that a well-designed strategy should balance economic, political, social, and technological factors to enhance overall organizational performance. Human resource development interventions aligned with strategic objectives can play a pivotal role in meeting these needs (Garavan, 1991; Garavan et al., 1995). However, it is important to acknowledge that some organizations may face challenges in adopting a strategic approach due to their focus on short-term planning (Garavan et al., 1999).

The success of a non-profit organization relies on several key aspects. Lorraine (1999) emphasizes the significance of clear goals and objectives, appropriate selection of programs and activities, strong support from the environment, committed leadership, integrated and continuous education, and continuous evaluation. By addressing these aspects, organizations can enhance their sustainability and ensure that resources, both physical and mental, are effectively cultivated in alignment with the organization's goals (Suroya, 1998). Assessing the sustainability of non-profit organizations requires careful consideration of the environment, leadership dynamics, social relations, and the effective utilization of resources.

In the context of youth organizations, sustainability is influenced not only by volunteers' self-oriented motives but also by other-focused motives. The engagement of volunteers in extra-role volunteer behaviour and their satisfaction can be significantly influenced by other-focused motives, going beyond self-oriented motivations (Cornelis et al., 2013). This highlights the importance of creating an environment that nurtures a sense of responsibility and encourages volunteers to actively contribute to the organization's mission.

In conclusion, non-profit organizations play a crucial role in society by addressing societal needs and promoting social welfare. Maintaining organizational sustainability requires efforts to ensure financial stability, effective management of operations, and strategic planning. By emphasizing factors such as the environment, leadership, social relations, and resource cultivation, non-profit organizations can enhance their sustainability and maximize their impact on communities. The engagement of volunteers, driven by both self-oriented and other-focused motives, further contributes to the sustainability and success of these organizations.

Discussion

The difference between profit and non-profit organization is apparent in their approach to human resource development. As non-profit organization like youth organization, commencing with the organization's decision to formally endorse the innovation, is best characterized as a period of experimentation through which innovative ideas are incrementally translated into good practice (Zeldin et al., 2005). As per the research by Mondy and Neo (1999), managing the workforce is the primary responsibility of human resources in an organization. Any deficiency in human resource development can have a current effect on the entire organization system. Hence, human resource development plays a crucial role in driving the implementation of organizational strategies and administrative management. This is necessary to cultivate an outstanding workforce capable of achieving organizational goal.

Within the context of human resource management, human resource development is a fundamental function that contributes to the success of individuals, groups, and organization (Mondy & Noe, 1999). It is essential to note that the importance of human resource development is evident in its ability to improve competition, productivity and creativity. Prioritizing the enhancement of efficiency and productivity within human resources is crucial in establishing robust ethical values that foster success. Therefore, sustainability in youth organization needs commitments, spending time and effort to in-role or extra-role helping, may add little in satisfying these motives and could thus feel more like a burden among youth association members (Cornelis et al., 2013).

Therefore, wide-scale adoption and implementation of innovation, specifically youth-adult partnership, may lie in the creation of incentives and support for organizational reflection are intentional learning environments in youth organization (Zeldin et.al 2005; McLaughlin, 2000). In contrast, several factors contribute to the prosperity of non-profit organization, such as well-defined goals and objectives, strategic program and activity selection, robust environmental support, committed leadership, integrated and continuous education, member-planned activities and programs, and continuous evaluation. The development of human resources in non-profits encompasses training and development, organizational development, career development, and community development. With the aim of ensure youth organizational sustainability, the quality of participation in youth organization leads powerful effects of the quality of the relational context of youth programs and organization (Martinez et al., 2017)

Despite the existing literature on human resource development in profit and non-profit organizations, there is a gap in understanding the specific differences and challenges in human resource development within youth organizations. While studies have examined the importance of human resource development in driving organizational strategies and administrative management (Mondy & Noe, 1999), there is limited research on the unique needs and approaches to human resource development in youth organizations. The literature also lacks exploration of the factors that contribute to the sustainability of youth organizations and how they can effectively develop their human resources to achieve their goals.

Furthermore, while there is some discussion on the impact of youth-adult partnerships and intentional learning environments in youth organizations (Zeldin et al., 2005; McLaughlin, 2000), there is a gap in understanding how these concepts can be practically implemented and incentivized within youth organizations to foster wide-scale adoption and innovation. Additionally, the literature does not extensively explore the specific strategies and practices that contribute to the prosperity and sustainability of non-profit organizations, particularly in the context of well-defined goals, strategic program selection, and continuous evaluation.

To address this gap, further research is needed to delve into the unique challenges and approaches to human resource development in youth organizations. Additionally, exploring the practical implementation of youth-adult partnerships and intentional learning environments, as well as identifying effective strategies for the sustainability of non-profit organizations, will provide valuable insights for organizational development and management in these contexts.

Implication and Recommendations

Non-profit organizations operate within a dynamic and ever-changing environment, making them susceptible to the impacts of various changes emanating from political, economic, technological, and social perspectives. As a result, the performance of a non-profit organization is inevitably affected, directly or indirectly, by these changes. High performance within the non-profit organization sector can lead to increased service quality, productivity, and continuous development. To this end, organizational development programs offer strategies to improve performance and quality, ensuring non-profit organizations remain competitive and sustainable in the long term.

The concept of sustainability is a vital component of organizational development programs, focusing on enhancing strategies, structures, technologies, and systems within a non-profit organization. This approach is critical as it improves the human resources of an organization, thereby enhancing the effectiveness of the organization. Therefore, effective planning and execution of organizational development programs are essential for non-profit organizations to adapt to changes in their environment and remain successful in the long run.

The objective of sustainability development in an organization is to enhance its effectiveness and create value. The ability to effectively address challenges is crucial to achieving sustainability in an organization. To attain its goals, an organization should invest in developing the skills and knowledge of its employees, which can lead to high-quality performance, improved productivity, and ongoing development, resulting in organizational sustainability. In conclusion, prioritizing organizational development programs is crucial for organizations to achieve their specific objectives and fulfill their vision. By focusing on improving various aspects of the organization, these programs have the potential to enhance efficiency, effectiveness, and individual growth. By continuously investing in the development of their workforce, organizations can create a competitive advantage, foster a positive work environment, and ultimately achieve long-term success.

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