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## Sustainable Organizational Performance in Healthcare: A Literature Review

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**Abstract.** *The purpose of this research is to explain the variables that influence Sustainable Organizational Performance (SOP) in health services. Performance assessment plays a crucial role in ensuring the delivery of high-quality healthcare services. The concept of Sustainable Organizational Performance (SOP) integrates environmental, social, and economic dimensions of performance, aligning with the Triple Bottom Line (TBL) framework. Using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method, database searches were conducted through Google Scholar, Science Direct, and PubMed with the keywords “Sustainable Organizational Performance,” “Sustainability Performance,” and “Sustainability Organizational.” From a total of 4,022,675 journals identified, screening based on inclusion and exclusion criteria resulted in 36 relevant studies. These studies revealed 64 variables influencing SOP. The research highlights ten key variables that most significantly impact SOP in health services: outcome, leadership, culture, innovation, human resource management, knowledge management, strategy, organization, evaluation, and competitiveness. These variables interact dynamically, emphasizing their collective importance in achieving sustainable performance within healthcare organizations.*

**Keywords:** *sustainable organizational performance, sustainability performance, organizational performance, knowledge management.*

### INTRODUCTION

Competition requires health services to take strategic steps to compete under any conditions. In the study of strategic management, measuring results (performance) plays a very important role, because this is not only related to determining success but is a measure of whether the strategy is successful or not. With organizational performance being the main measure and indicator for achieving organizational goals and objectives. (Wu & Haasis, 2011; Yaghoobi, 2016) Measuring and assessing organizational performance requires an integrated and comprehensive performance measurement method consisting of financial and nonfinancial aspects. Organizations need appropriate performance measurements in order to know how well their organization is performing. Organizational performance assessment plays a key role to deliver high-quality healthcare services at appropriate cost and on time. (Gaspersz, 2003; Kaplan & DP, 1996)

The standards and systems used to assess the performance of health service organizations do not cover all aspects. Performance measures that are not identified and combined in one performance evaluation framework will result in more funding and become a financing burden which of course has an impact on certain performance measures. Apart from that, most health services actually ignore sustainable environmental practices and ignore the impact of the environment for a number of reasons such as increased activity, ignorance of human resources, and avoiding additional costs (Mbongwe et al., 2008).

For this reason, health services must be able to realize long-term strategic steps by translating a vision and mission that does not only focus on the financial/economic perspective which is the only goal but also on social and environmental achievements (Bombiak & Marciniuk-Kluska, 2018; Gaspersz, 2003 ). The application of the concept of sustainability is considered the core of the organization's strategy. The Sustainability Organizational Performance (SOP) concept from (Elkington, 1994) considers the natural environmental, social and economic aspects of performance, which is also in line with the Triple Bottom Line (TBL) concept. Economic performance is about everything related to financial performance, environmental performance is about reducing environmental damage and protection from resource exploitation, and social performance is about the welfare of employees, customers and stakeholders (Elkington, 1994; Pantelica et al., 2016).

The SOP concept emphasizes the organization's ability to achieve the needs of stakeholders, at the same time that investment and managerial policies and strategies continue to improve to ensure future probability, social welfare and environmental responsibility (Pantelica et al., 2016). In addition, SOP is a multidimensional concept that includes business strategy, financial benefits, customer satisfaction, stakeholders, internal processes and human factors (Banker et al., 2014; Pantelica et al., 2016). Implementing SOPs can measure, manage and report the results of an organization's sustainable strategy. Incorporating sustainability principles in formulating organizational strategy requires measurement as a strategy for improving organizational performance (Alizadeh & Ahmadi, 2019; Kumar & Goswami, 2019). Organizational performance is considered sustainable when executives are able to plan strategies aimed at increasing market share, talent, and stakeholder profits, while reducing costs and employee turnover. Moreover, a sustainable organization strives to exist with negligible external threats and internal changes (Banker et al., 2014)

The implementation of SOPs in health services was also researched in the United Arab Emirates (UAE) with the results that there are factors that influence organizational sustainability performance in the health services sector in the United Arab Emirates (UAE), namely patient safety and service quality are important factors for sustainable organizational performance. Likewise, social responsibility is very important to achieve sustainability by adopting social responsibility values, such as accountability and transparency which help to ensure long-term organizational success (Al Hammadi & Hussain, 2019). (Oliveira & Oliveira, 2022) found that circular economy, sustainable buildings, knowledge management and organizational culture, organizational management and technological innovations are drivers in the development and management of sustainability systems in hospitals.

Based on the theory and facts described above, the author will explain the variables that influence SOPs in health services.

## LITERATURE REVIEW

Sustainability Organizational Performance (SOP) is a strategic issue in sustainable development. A company will achieve sustainable development if it pays attention to the balance of three aspects: economic, social, and environmental. Therefore, organizations must prioritize financial and economic goals, consider social benefits, and preserve the environment. Furthermore, sustainable performance requires that every organization meets current needs without sacrificing the needs of future generations (Hansen & Schaltegger, 2016). The application of the concept of sustainability is considered as the core of organizational strategy. Elkington's (1994) concept of Sustainability Organizational Performance (SOP) considers the natural

environment, social and economic aspects of performance, which is also in line with the Triple Bottom Line (TBL) concept. Economic performance is all about financial performance, environmental performance is about reducing environmental damage and protecting against resource exploitation, and social performance is about the well-being of employees, customers and stakeholders. The three pillars known as the "triple bottom line" (TBL) influence both the current and future generations (Elkington 1994). In this approach, each pillar (environmental, economic, and social) of sustainability is quite significant; thus, it can be considered an integrative sustainability theory.

SOP, as the organization's ability to meet stakeholder needs while simultaneously enhancing policies and managerial investment strategies to ensure future profitability, social well-being, and environmental responsibility (Pantelica, Sakalb, and Zehetner 2016). Sustainable organizational performance is considered when executives can plan strategies aimed at increasing market share, talent, and stakeholder profits, while simultaneously reducing costs and employee turnover. SOP is assessed as the unity of social, economic, and environmental objectives of organizational activities that can enhance organizational value (Marcela Porporato Peter Tsasis Luz Maria Marin Vinuesa 2017). Organizations seek to achieve long-term benefits by engaging in sustainable activities considered as the core of organizational strategy.

In accordance with the study by Afaneh et al. (2023), the positive and meaningful influence of GHRM (Green Human Resource Management) practices, including sustainable job design, training, and development, and a fair reward system, underscores their effectiveness in boosting corporate performance. Sustainable job design ensures that job roles support environmental goals, preparing the workforce to contribute to the hotel's green initiatives. Training programs improve employees' skills, enabling active participation in environmental strategies. Additionally, a fair reward system motivates employees to excel in sustainability efforts, ultimately benefiting overall corporate performance. However, according to Khare et al. (2023), apart from organizational resources, the adoption of green management is substantially shaped by factors such as product attributes, stakeholder demand, knowledge, and product uniqueness. This implies that these elements have a significant impact on green management practices, consequently affecting the overall sustainability performance.

The assessment of the effectiveness of strategies undertaken by organizations is crucial. If SOP experiences positive growth, it will have a positive impact on organizational performance. Sustainability in organizations is defined as activities undertaken to meet the internal needs of the organization and stakeholders while protecting and preserving the natural resources needed for the future.

## RESEARCH METHODS

The method used is an electronic search collected from electronic databases. Next, evaluate the article using critical appraisal and PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses) guidelines. Database searches were carried out via Google Scholar, Science Direct and PubMed. The keywords used in journal searches are "Sustainable Organizational Performance" OR "Sustainability Performance" OR "Sustainability Organizational"

Journals that meet the inclusion and exclusion criteria are taken for further analysis. This literature review uses literature published in 2013 – 2023 which can be accessed in full text in pdf format. The criteria for journals reviewed are journal articles in English. There are no restrictions on the type of research, but it must be available in full text with the theme of the literature study must focus on how sustainable organizational performance is and can be adopted in health services.

## RESULTS AND DISCUSSION

Based on Google Scholar search results, Science Direct with the keywords namely "Sustainable Organizational Performance" OR "Sustainability Performance" OR "Sustainability Organizational". The author found 4,022,675 journals that matched these keywords. Next, they were screened based on exclusion criteria to obtain 17,800 journals. Then screened based on the inclusion criteria

to obtain 36 journals, full text which were reviewed. There were 38 journals that were deemed to meet the requirements to be included in this literature review and the author then conducted a literature review using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses) format on each of these journals. The journal study discusses the variables of the SOP.

The results of the analysis of the 36 articles showed that there were 64 variables that influenced the SOP. These variables are Client, Prestige, Macro, Policy, Human Resource Management, Leadership, Social Responsibility, Resources, Patient Safety & Quality, Strategy, Competitiveness, Innovation, Culture, Knowledge Management, Organizational Learning, Direction, Posture, Organization, Behavior, Evaluation, Intellectual Capital, Competitive Different, Market Orientation, It Capability, Perceived Organizational, Sustainable Competitive Advantage, Lean Management, Industry 4.0, Corporate Strategy, KPI, Porters, BSC, Green Intellectual, Talent Attraction, Talent Retention, Learning & Development, Career Management, Green Innovation, Sustainable Reputation, Absortive Capacity, Developing Talent, System, Environment Performance, Relationships Value, Co-Production, Experience, Politics, Block chain, Supply Chain, Quality, Social Technical, Organizational Agility, Entrepreneurship, CSR, Process, Social Performance, Economic Performance, Staff, Structure, Sustainable Building, Circular Economy, Style, Skills. Next, these variables are analyzed further by identifying variables that are relevant and can be grouped into the same item

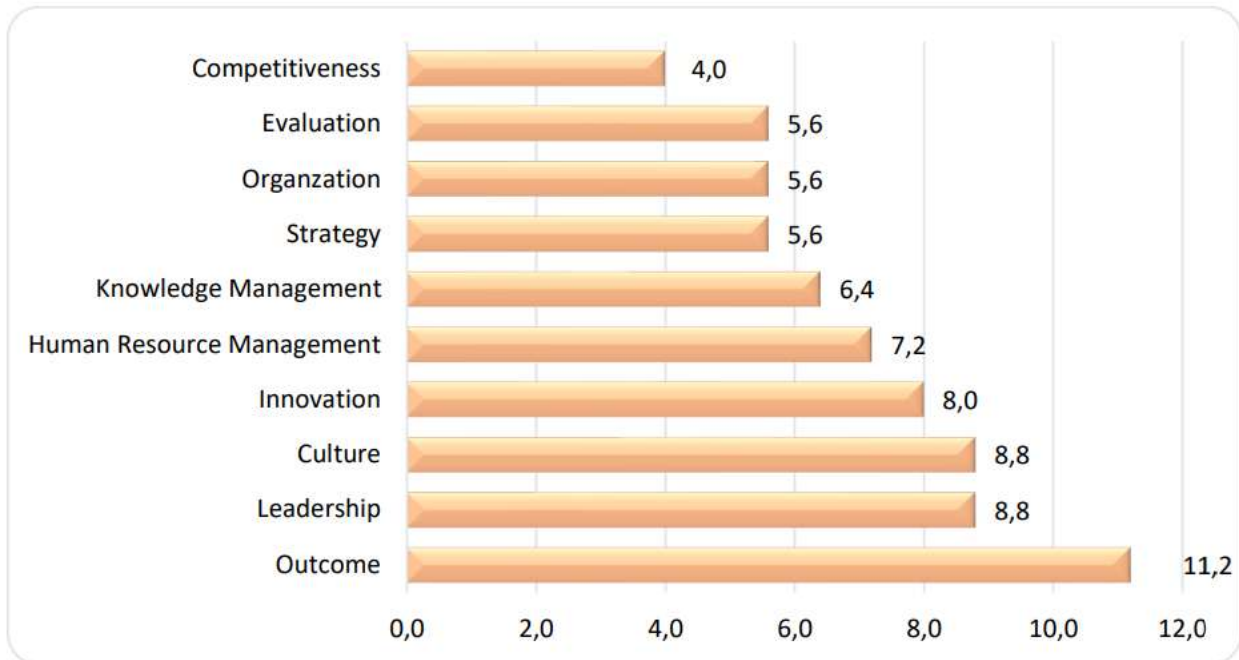
**Table 1. Variable Mapping Results**

No	Author name and year	Variables																				Total
		Sta	Mc	HRM	Ld	Rs	Qy	Str	Sys	Co	In	Cu	KM	Or	IC	ITC	SC	CSR	Pro	Ev	Oc	
1	Abdullah et al, 2015														1							1
2	Fischer, 2015						1	1	1		1							1				5
3	Mitroulis & Kitsios, 2017							1		1	1											3
4	Hasanuzzaman, 2017				1							1										2
5	Cavicchi & Vagnoni, 2017														1							1
6	Akram et al, 2018									1			1	1		1						4
7	Khan et al, 2018									1	1	1						1			1	5
8	Al Hammadi & Hussain, 2019			1	1	1	1	1		1								1				7
9	Mukherakule, 2019			1				1												3		5
10	Yusliza et al, 2019														1							1
11	Abad-Segura et al, 2019																	1				1
12	Nawaz & Koc, 2019					1	1	1			1						1	1	1			7
13	Ong et al, 2019											1				1					3	5
14	Correia, 2019																				3	3
15	Areia et al, 2020				2							1		1						1		5
16	Kamble et al, 2020							1								1						2
17	Al Aina & Atan, 2020			2	1										1							4
18	Rafiq et al, 2020														1					1		2
19	Shahzad et al, 2020										1		1									2
20	Shehabat 2020												1									1
21	Karpuz et al, 2021	1	1	1					1												1	5
22	Sapta, et al, 2021				1							1	1									3
23	Hossin, et al, 2021													1							1	2
24	Jamil, et al, 2021				1						1		1									3
25	Kareem, et al, 2021			3																		3
26	Baloch, et al, 2021		1		1							1										3
27	Akkaya & Mert, 2021									1											1	2
28	Chmielewska, et al, 2022	1			1	1		1	1			2										7
29	Gazi, et al, 2022				1						1	1				1			1	1		6
30	Kokkaew, et al, 2022			1									1	1								3
31	Lee & Lee, 2022						1														1	2
32	Oliveira & Oliveira, 2022					1					1	1	1	1							1	6
33	Rasool, et al, 2022			1							1											2
34	Suma, et al, 2022												1			1	1					3
35	Värzaru, 2022																			1		1
36	Williams & Radnor, 2022	2							1		1	1							1		2	8
Total		4	2	9	11	4	4	7	4	5	10	11	8	7	3	5	2	5	3	7	14	125
		3.2	1.6	7.2	8.8	3.2	3.2	5.6	3.2	4.0	8.0	8.8	6.4	5.6	2.4	4.0	1.6	4.0	2.4	5.6	11.2	100

Description: Sta=Stakeholder; Mc=Macro; HRM=Human Resources Management; Ld=Leadership; Rs=Resources; Qy=Quality; Str=Strategy; Sys=System; Co=Competitiveness; In=Innovation; Cu=Culture; KM=Knowledge Management; Or=Organization; IC=Intellectual Capital; ITC=IT Capability; SC=Supply Chain; CSR=Corporate Social Responsibility; Pr=Process; Ev=Evaluation; Oc=Outcome



**Figure 1. 10 Most Abundant Variables were Obtained from the Mapping Results**



Source: Created by authors (2023)

From the graph above, 36 journals were analyzed, from 64 variables which were then grouped to produce 10 variables that had the most influence on SOP, namely Outcome, Leadership, Culture, Innovation, Human Resource Management, Knowledge Management, Strategy, Organization, Evaluation and Competitiveness.

Performance assessment plays a key role in delivering high-quality healthcare services at appropriate costs and on time. Organizational performance in health services does not only focus on providing high quality services at low costs but also involves social issues, environmental protection and limiting the use of natural resources (Pinzone, M Lettieri, 2016). It's just that most health services ignore sustainable environmental practices and ignore the impact of the environment for a number of reasons such as increased activity, ignorance of human resources, and avoiding additional costs (Mbongwe et al., 2008).

Implementing SOPs can measure, manage and report the results of an organization's sustainable strategy. Incorporating sustainability principles in formulating organizational strategy requires measurement as one of the strategies for improving sustainable organizational performance (Alizadeh & Ahmadi, 2019; Kumar & Goswami, 2019).

Knowledge management is an important variable in SOP. As research conducted by (Sapta et al., 2021; Shehabat, 2020) shows that knowledge management has a positive effect on sustainable performance. Knowledge management can choose low-cost production methods and consider which methods are able to create and develop different added value so that the organization can increase employee capabilities and become a competitive advantage for the organization (Arsawan et al., 2021)

Knowledge management has a positive influence on culture which also has a positive value on organizational performance. As research conducted by Sapta shows that culture has a positive relationship with SOP, and knowledge management is an intermediary variable between culture and SOP (Baloch et al., 2022; Sapta et al., 2021). Apart from that, research conducted by (Baloch et al., 2022) shows that organizational culture has a significant and positive impact on organizational performance. Culture is recognized as having a significant impact on employee behavior and organizational performance because the values adopted become their own character which is believed by every member of the organization so that each member has a high commitment which can influence positive organizational performance. (Baloch et al., 2022; Sapta et al., 2021)

Similar to culture, leadership also has a positive influence on SOPs. Leadership has a positive influence on SOPs, this is reinforced by research conducted by SAPTA that leadership has a positive and significant relationship with SOPs, where knowledge management is also an intermediate variable for leadership and SOPs (Al Hammadi & Hussain, 2019; Baloch et al., 2022; Mukhezekule & Tefera, 2019). Employee job satisfaction, efficiency, commitment and organizational culture are influenced by leadership behavior, so that leadership indisputably positively influences organizational performance (Al Hammadi & Hussain, 2019; Baloch et al., 2022; Mukhezekule & Tefera, 2019).

Human Resource Management (HRM) has a positive relationship with sustainable performance. As research conducted by (Karpuz et al., 2021; Kokkaew et al., 2022; Rasool et al., 2019) shows that HRM has a positive relationship with sustainable performance. This means that the more employees are empowered and recognized, the more motivated they will be to work well. Organizations must design roles and policies that give employees the opportunity to work well and feel valued. On the other hand, research conducted by (Baloch et al., 2022) shows that innovation is an intermediary variable between HRM and SOP. The innovation element also has a significant relationship to SOP, innovation as the main source for product and service development that brings sustainable competitive advantage (Baloch et al., 2022; Karpuz et al., 2021; Kokkaew et al., 2022; Rasool et al., 2019).

IT Capability is a variable that has a positive relationship with SOP. Organizations that have superior IT capabilities are better compared to other organizations. This is due to IT Capability's ability to offer reliable and up-to-date information to organizational managers in decision making. In research conducted by (Akram et al., 2018) Perceived organizational is also an intermediary variable for IT capability and SOP. IT Capability plays an important role in strengthening the knowledge management process which results in better organizational perceptions. Organizational perceptions also directly influence SOPs through sustainable innovative behavior from employees as a result of increasing job satisfaction and work engagement (Hossin et al., 2021). Perceived organizational is defined as the employee's perception regarding the extent to which the organization provides support to employees and the extent to which the organization is ready to provide assistance. Perceived organizational is also a variable between BSC and SOP. These findings indicate that non-financial measures have better consequences for employee performance because these measures make employees more responsible regarding environmental sustainability (Akram et al., 2018; Hossin et al., 2021; Rafiq et al., 2020)

Strategy has a positive relationship with sustainability performance. There is a relationship between competency strategies and organizational performance such as continuous improvement, hospital environment related to clinical practice regarding pharmaceutical use of medical device decisions and assessment of the flow of medical services. (Al Hammadi & Hussain, 2019; Chmielewska et al., 2022; Fischer, 2014; Nawaz & Koç, 2019). Meanwhile, quality influences SOPs by improving service quality and patient safety which will influence organizational performance (Al Hammadi & Hussain, 2019; Fischer, 2014; Lee & Lee, 2022; Nawaz & Koç, 2019)

## CONCLUSION AND RECOMMENDATION

Based on Google Scholar search results, Science Direct found 36 journals that were deemed to meet the requirements to be included in the literature review. The results of the analysis of 36 journals obtained 60 variables that influence SOPs, the 10 variables that influence SOPs the most, namely knowledge management, innovation, culture, leadership, human resources, CSR, BSC, Strategy, Perceived Organizational, and IT Capability which influence each other. The findings of this article can be used as material for conducting further research on health service organizations to get an idea of how organizations achieve sustainability outcomes.

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