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## RECTOR'S MESSAGE



Congratulations Faculty of Business and Management of Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani on the publication of the 6<sup>th</sup> Volume of FBM Insights!

I am very pleased to know that there are more than 40 authors and more emerging issues are being presented in this latest volume of FBM Insights. This portrays that UiTM Kedah Branch is actively involved in disseminating business related information and knowledge to the public.

I hope this bulletin can provide an opportunity for the Faculty of Business and Management staff to produce more academic materials and develop their skills in academic and creative writing. Furthermore, more initiatives should be launched to support this life-long process.

Again, well done to the Faculty of Business and Management and those who were involved directly and indirectly with the publishing of FBM Insights Vol.6. I wish FBM Insights all the best and continue to grow and move rapidly forward in the future.

**Prof. Dr. Roshima Haji Said**  
Rector  
Universiti Teknologi MARA (UiTM)  
Cawangan Kedah



السلام عليكم ورحمة الله وبركاته

Assalamualaikum warahmatullahi wabarakatuh

Welcome to the 6<sup>th</sup> Edition of FBM Insights 2022. This edition boasts 40 articles by the academics of Faculty of Business and Management UiTM Kedah Campus. The topics involved a broad range of business and management knowledge. Congratulations to all authors for your endless support and valuable contribution to the newsletter.

FBM Insights was mooted in 2020 and it came about with the intention to encourage and improve research writing activities among the lecturers of UiTM Kedah's Business and Management Faculty. As the editions progressed, the support from the academics has not faltered. I hope the support continues in editions to come.

I would like to congratulate the editors and the committee for the hard work and perseverance in managing the newsletter. All the best to everyone and thank you again.

**Dr. Yanti Aspha Ameira Mustapha**  
FBM Insights Advisor

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# **BUILDING ORGANIZATIONAL SUSTAINABILITY IN TIME OF CRISIS**

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## **INTRODUCTION**

The world has been hit with many crises that have impacted vast majority of individuals and organizations. The emergence and spread of COVID-19 have had a profound impact on the economy, as well as on the loss of human lives. Looking at the past, as well as the current situation due to unprecedented crises, be it health, financial, natural, or technological crises, among others, today's organizations are urged to think more on creative and effective ways to build sustainability that allows them to maintain their current business and operations. Sustainability by definition is about "keeping the business going" (Colbert & Kurucz, 2007) and it is further delineated as "achieving success today without compromising the needs of the future" (Boudreau & Randstad, 2005). From an organizational perspective, the abovementioned crises have impacted the demand, supply, production, and consumption chains, to name a few. These adverse effects on demand, supply, production, and consumption may lead companies to a shutdown or bankruptcy. Therefore, this paper aims to explore the concept of sustainability, their impact due to crisis, and ways to build sustainability.

## **SUSTAINABILITY**

Sustainability has become an important concept in today's business, as it determines the existing and future success of an organization. It is also an ongoing process of maintenance and continuous improvement of current performance of an organization. Managers must analyze and evaluate its current performance in order to sustain its performance into the future. In recent years, sustainability issues have received significant attention. Basically, different organizations have different definitions of sustainability. Di Fabio (2017) reported that sustainability is seen as a primary crisis prevention factor that can foster well-being in organizations at all levels from the worker, to the group, and up to the organizational and inter-organizational levels. Meanwhile, Wals and Schwarzin (2012) claimed that sustainability competency, which refers to the skills and attributes that people possess as well as the organizations and communities they are a part of, is expected to address sustainability. Hence, sustainability represents a major challenge of the 21<sup>st</sup> century because it involves key aspects regarding social and economic development, as well as the environment.

## **CRISIS**

In today's environment, organizations have to operate with high risks, major uncertainties, and pandemic issues, and undoubtedly, these crises can impact the society, communities, organizations, and employees. Moreover, the effects of a crisis may increase the cost of organizations due to the inability of decision-makers to deal with the crisis effectively. Organizations that have their own and effective crisis plans can minimize losses in real crisis situations. Kump (2021) explained that when confronted with environment-related threats, managers may face value conflicts and various tensions between their aim to implement sustainable changes and their desire to fulfill immediate business requirements. In fact, it may jeopardize organizational sustainability and individual welfare. This discussion is also related to

the roles of the top management. Organizational leaders play a crucial role in crisis management since their mindset and understanding of crises directly affect the level of organizational crisis readiness, and associated structures and policies (Wang, 2008). Leaders must understand the uncertainty and complexity of the internal and external environments in which their organization interacts to lead the organization and its employees in this difficult situation.

## **SUSTAINABILITY AND CRISIS**

The ongoing Coronavirus (COVID-19) pandemic crisis has given a rise to major challenges to an organization's sustainability. This crisis causes an imbalance between organizational goals and operations, affecting businesses globally. This crisis has hit the global economy and rapidly changed the landscape on how the organizations perform their businesses. Furthermore, this crisis has affected organizations in their ability to maintain competitive advantage in their business environment. Organizations, for example, must be able to swiftly respond to the use of latest technology in ICT and new working arrangement. In Malaysia, working from home has evolved into a new working norm as a result of the current situation. It demonstrates how firms now have to operate under a new normal in which technology is a powerful enabler to corporate operations (Hamsal & Inchsan, 2021). Based on this scenario, telecommunication adoption and utilization skills, among others, plays an important role in responding towards customer needs, in developing competencies to satisfy customers, and to identify customer preferences. Additionally, this new working concept would enable sustainability of an organization's business, and directly demonstrates the ability of organizations to adapt to the ever-changing business environment.

Kamaludin, Xavier and Amin (2022), who had performed interviews at five enterprises with CEOs and founders, disclosed that three solutions were undertaken in building their sustainability during the pandemic crisis. The first strategy is "pivoting" and forging new partnerships. Pivoting refers to the change in an organization's strategy that is demanding the business to improve performance and become sustainable via thorough planning and evaluation (Giones, et al., 2020). Second, companies should promote social innovation and technical innovation that can create cutting-edge approaches in their products, services, and processes to address any shortcomings (Cattivelli & Rusciano, 2020). Third, companies should practice mission agility to adapt and change quickly, such as by introducing changes that can contribute to the firm's revenue (Weaver, 2020).

## **CONCLUSION**

Creating a sustainable organization will lead to its success and competitiveness in the marketplace. It will contribute to not only the maintenance but also the betterment of the business, even under crisis. Crisis management is deemed crucial to strengthening an organizational capacity and resilience towards coping with crisis and drastic changes. Through several approaches, organizations can sustain and improve their preparedness in managing crises, which in turn, can assist organizations to respond to the threats or crises effectively. Thus, it makes sustainability to be an essential element to any organization's strategy. Organizations that are unable to develop and maintain its sustainability strategy would be less successful in many aspects, such as company growth, product development, profitability, and industrial relationships, and are facing real risk of going under.

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