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# MAGIC OF LEADERSHIP IN SOCIAL ORGANIZATIONS: AN INSPIRING JOURNEY TO THE HORIZONS OF SUSTAINABLE SECURITY

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***Abstract.*** *This article analyzes the manifestation of leadership in social organizations, conceptualizing it as a transformative force that shapes organizational culture within the framework of sustainable security. In contemporary social organizations operating under conditions of constant uncertainty and social challenges, leadership takes on strategic significance—it becomes not only a mechanism for coordinating activities but also a value-based orientation uniting the community toward a common goal and the long-term development of the organization. The objective is to reveal the role of leadership in social organizations in order to create a sustainable, safe, and socially responsible organizational culture that enhances employee engagement and well-being, and to identify effective leadership practices in the context of human resource management. The theoretical research method is a systematic analysis of the scientific literature, encompassing the latest scholarly sources on the topic of leadership in social organizations. A targeted selection and critical analysis of the literature allowed for the conceptual substantiation of the statements and conclusions formulated in the article without relying on the collection of empirical data. The results of the analysis show that, in the context of social organizations, leadership is not equated with hierarchical management or administrative control. It is understood as a sustainable practice based on values, trust, and a moral stance, oriented toward the creation of long-term value. It is emphasized that emotional intelligence, the creation of psychological safety, employee empowerment, and the application of "slow" leadership principles create conditions for the formation of a resilient organizational culture, reduce the risk of professional burnout, and strengthen the organization's long-term sustainability.*

***Keywords:*** *Leadership, social, organization, sustainability, security.*

## Introduction

The development of modern society is characterized by the increasing complexity of social processes, institutional uncertainty, and rapid changes in the organizational environment; consequently, social organizations face ever-higher demands regarding operational efficiency, resilience, and social responsibility. In the context of globalization, technological change, and social crises, social organizations face new challenges that require not only effective management but also values-based leadership. Traditional hierarchical leadership models in social organizations are considered insufficient to ensure organizational sustainability, employee well-being, and social responsibility (Silvestre, Begnini, and Abreu, 2025). Therefore, leadership in social organizations takes on a new meaning—it becomes not only a tool for coordinating organizational processes but also a transformative force that shapes organizational culture, strengthens long-term security, and ensures sustainability.

*The relevance of this article* stems from the operating environment of contemporary social organizations, which is characterized by constant uncertainty, growing social challenges, emotional strain among employees, changing client needs, and an increasing need to ensure the sustainable and secure development of the organization. The relevance of the topic is further reinforced by the need to foster an organizational culture in social organizations based on trust, psychological safety, social responsibility, and employee well-being (Milton and Pooja, 2026). The increasing risk of professional burnout, employee turnover, and lack of motivation

encourages the search for new leadership practices that would help create sustainable organizations and ensure the continuity of their operations. This article is relevant from both a scientific and practical perspective, as it examines the role of transformational leadership in applying contemporary management methods to create a safe and socially responsible organizational culture that enhances employee empowerment and well-being, as well as the application of value-based principles in the context of the sustainability of social organizations.

Despite growing interest in leadership research, the academic literature still lacks systematic theoretical insights explaining which leadership approaches in social organizations can simultaneously strengthen organizational sustainability, employee well-being, and operational effectiveness. In recent years, the scientific literature has increasingly focused on the management of business enterprises, yet there is a lack of research analyzing the manifestation of leadership in social organizations. This article fills a gap in the research by proposing "the magic of leadership" in the context of social organizations as a value-driven, inspiring phenomenon aimed at sustainable horizons of security.

*The purpose* of this article is to explore the role of leadership in social organizations with the aim of creating a sustainable, safe, and socially responsible organizational culture that enhances employee engagement and well-being, and to identify effective leadership methods in the context of human resource management.

To achieve this objective, the following research objectives are formulated:

- To analyze the concept of leadership in the context of social organizations, highlighting its value-based nature.
- To discuss the interaction between the dimensions of sustainability and safety in organizational culture.
- To identify the key leadership methods most suitable for the management of social organizations.

*Methodology*. This article employs a theoretical analysis based on the latest scientific publications examining the interrelationships between leadership, security, sustainability, and organizational culture in social organizations. Research design: a theoretical research method involving a systematic analysis of the scientific literature, covering the most recent scientific sources from 2023 to 2026 from the academic databases ResearchGate and Google Scholar. A targeted search was conducted using the keywords: leadership, social, organization, sustainability, security, which yielded 79 scientific sources; after content evaluation, 43 sources remained relevant to the topic analyzed in this article. The validity and reliability of the data were ensured through a systematic selection of literature and a systematic analysis. The literature sources were selected purposefully, based on their relevance, scientific reliability, and thematic alignment with the issue under examination. From a methodological perspective, the study is based on an interpretive paradigm, which allows for a deeper understanding of the phenomenon of leadership as a social and cultural construct. The critical analysis and synthesis applied provided the basis for identifying key theoretical approaches, revealing their interrelationships, and formulating conceptual insights into the significance of leadership in the context of the sustainability and security of social organizations. No empirical data is collected in this study; therefore, the article focuses on theoretical generalization and conceptual modeling. In this way, the article aims to contribute to the advancement of leadership studies by offering a holistic perspective on leadership in social organizations and emphasizing its importance in creating a sustainable, safe, and values-based organizational environment.

The findings of this study may be relevant to leaders of social organizations, human resources professionals, and public policymakers seeking to create sustainable, safe, and socially responsible organizations.

**The "Magic" of Leadership in Social Organizations**

Inspiring leadership and responsible management are key factors in ensuring the effective operation of a social organization. An analysis of the concept of leadership reveals that leadership can be understood as a process of social influence in which leaders motivate and empower followers to contribute to the achievement of team goals, guiding organization members toward a shared vision and strategy (Liden, Wang, and Wang, 2025, p. 2). Leadership is considered one of the most important factors determining an organization's readiness to embrace change, as effective leadership provides the vision, direction, and motivation necessary to overcome challenges within a social organization (Judi and Kurniawan, 2024). Leadership involves not only setting goals and making decisions, but also inspiring and motivating employees to actively contribute to the organization's goals through their knowledge, competencies, and experience. Effective leaders create an atmosphere based on trust and openness, in which employees feel encouraged to share ideas, collaborate, and engage in organizational processes. This is particularly important in the context of knowledge management, where the exchange of information and experience is a fundamental prerequisite for organizational growth (Foster, Hayes, Bennett, & Sullivan, 2026). In social organizations, leadership is understood not merely as a hierarchical relationship, but as an interpersonal process grounded in trust and collaboration. This perspective asserts that leadership arises not from a formal position but from social interactions and interpersonal relationships, which is particularly relevant in social organizations because they work with vulnerable clients, and employees often face complex social problems. Thus, in social organizations, leadership becomes a core value that helps create a safe, fair, and employee-oriented environment.

Over time, the concept of leadership has shifted from traditional approaches that emphasized traits such as command and control to inspirational models that value emotional intelligence, empathy, and collaboration (Sharma and Saini, 2024). The shift from a traditional, administrative management model focused on procedures and control to transformational leadership, which emphasizes vision, values, employee motivation through meaningful activities, and the initiation of change, marks a fundamental shift in organizational management. Transformational leadership has become an important model for managing social organizations amid rapid technological changes and evolving employee and customer expectations (Armoni, Supiatni, Suryaniadi, Wijayati, 2026). In this context, transformational leadership acts as a catalyst for change. It is based on the leader's ability to foster employees' intrinsic motivation and direct their efforts toward achieving higher-level goals. It is a process in which the leader and stakeholders actively participate, fostering mutual relationships and pursuing change, while simultaneously building a connection between the manager, the leader, and the followers that creates the conditions for everyone's growth, development, and effective leadership (Gaybullaev and Strode, 2026). This leadership model is characterized by the leader's values and their ability to inspire—to motivate teams, serve as a role model for employees, and recognize their personal qualities in order to involve them in the collective effort.

The phenomenon of leadership in social organizations is a complex, multifaceted phenomenon that encompasses a leader's personal influence, interpersonal relationships, and the organization's strategic goals. Thus, in a social organization, leadership is not only the ability to manage but also the ability to inspire, motivate, and build trust among team members in order to effectively solve problems and improve the quality of work and services. The role of a leader is revealed through the aspects of influence and relationship—leadership is understood as a process in which a leader influences a group of people to identify their needs,

solve problems, and find solutions together. This is a social contract between the leader and followers, based on trust, a shared purpose, and a values-based perspective.

*Leadership as a values-based orientation*. Contemporary leadership is increasingly described as a dynamic, empathetic, and value-oriented activity aimed at fostering human dignity, strengthening a culture of trust, and responding responsibly to the challenges posed by globalization, technological progress, and societal changes. This concept of leadership is particularly relevant in the field of social services, where the focus of organizational activities is on the individual, their needs, and their social well-being. The philosophy of leadership in the social sector can be understood as a values-based theoretical and practical framework that defines how a leader should act in a social environment to bring about positive change within the organization and society. It is based on the principles of human dignity, social justice, equality, community, responsibility, and service. Value-based leadership promotes social responsibility, ethical decision-making, and the provision of high-quality social services (Slimane, 2026). This philosophy reflects the contemporary challenges facing social work and social organizations in their efforts to create sustainable, people-centered management practices that generate long-term value. Social leadership is focused not only on achieving operational results but also on enhancing employee well-being, addressing social issues, and initiating positive change. Such leadership contributes to the implementation of social responsibility and the pursuit of long-term sustainability goals. In a social organization, leadership not only coordinates activities but also creates a safe, fair, and values-based work environment where employees feel heard, valued, and empowered to act (Rodríguez-Araneda and Livacic-Rojas, 2025). This is particularly important in a field where employees face emotionally complex situations, a high level of responsibility, and the sensitive needs of clients on a daily basis. Social organizations often rely on values such as human dignity, empathy, respect, solidarity, and support for the most vulnerable members of society. Therefore, a leader must reflect these values not only declaratively but also through daily decisions and behavior. This manifests itself in supporting employees, ensuring integrity, fostering collaboration, and creating a trust-based organizational culture (Slimane, 2026). Employees implement these values in their direct work with clients, so alignment of values between the leader and the team becomes a crucial prerequisite for the organization's authenticity and public trust. Thus, in a social organization, the leader is not only an administrative manager but also a shaper of the organization's values. Employees serve as the link between the organization's mission and the actual needs of individuals. Their mutual interaction, grounded in trust, cooperation, and a clear value orientation, creates the conditions for sustainable and socially responsible organizational activity (De Silva, Peiris, Uthumange, 2026).

An analysis of scientific sources suggests that leadership in social organizations is a complex phenomenon encompassing managerial, social influence, value-based, and interpersonal relationship dimensions. Effective leadership in the social services sector is associated with the ability to shape a shared vision, motivate employees, strengthen their engagement, foster collaboration, and create a trust-based organizational culture. A shift in the concept of leadership is evident in the academic literature—a transition from the traditional control and administrative model to transformational, people-oriented leadership, in which empathy, emotional intelligence, employee empowerment, and change management play a particularly significant role. In the context of social organizations' activities, the value-based dimension of leadership—grounded in the principles of human dignity, social justice, responsibility, and service—is particularly important. Therefore, leadership in this sector is considered one of the essential prerequisites for ensuring operational effectiveness, service quality, and the sustainable and socially responsible development of the organization.

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**The Interaction Between Sustainability and Safety Dimensions in Organizational Culture**

In contemporary management theory, organizational sustainability and security are increasingly analyzed as interrelated phenomena, whose interaction is significantly influenced by leadership and organizational culture. This is particularly relevant in the context of social organizations, as their purpose involves meeting the needs of vulnerable social groups, operating in a constantly changing environment, dealing with limited resources, and adhering to high ethical standards. Therefore, leadership here becomes not only a managerial function but also a strategic factor that helps ensure the continuity of the organization's operations, employee safety, and long-term sustainability. There is a growing body of evidence based on empirical research that the success of organizations depends significantly on leaders' ability to rally employees and manage change. A high level of professional competence also has a significant impact on organizational security and sustainability (Monarca and Bandiola, 2023). The role of leadership is particularly important when an organization faces uncertainty, engages in strategic planning, adapts to changing conditions, fosters organizational culture values, ensures psychological safety, and promotes innovation (Faisal and Masroor, 2025). Competent leaders are able to quickly mobilize the organization's human, informational, and material resources, thereby creating conditions to effectively respond to external shocks and strengthen the organization's resilience. When a shared vision becomes accepted by employees at different organizational levels, operational consistency, collective responsibility, and initiative—essential elements of effective performance under disruptive conditions—are strengthened (Afshar and Shah, 2025). In social organizations, employees who feel a sense of security more easily overcome challenges, embrace change more positively, and engage more actively in improving operations when they feel their contributions are recognized. Empowering leadership in social organizations can significantly contribute to the personal and professional development of employees and leaders, promote better communication, increase employee engagement and motivation, and improve organizational performance. It is a flexible and effective management method that can be adapted to various organizational needs and goals, helping to create a supportive work environment and achieve high performance standards. By strengthening employee motivation and encouraging creativity and well-founded initiative, a leader creates the conditions for achieving long-term operational effectiveness (Gao, 2025). In this context, the importance of sustainable leadership becomes evident.

*Sustainable leadership* involves shaping a long-term vision, involving employees in decision-making, and integrating ethical principles into the organization's daily operations. It focuses not only on short-term results but also on social and psychological aspects that foster a safe organizational culture and strengthen employees' trust in the organization (Rodríguez-Araneda and Livacic-Rojas, 2025). Contemporary academic discourse increasingly emphasizes the integration of values, psychological safety, and social well-being as a key prerequisite for the long-term sustainability of organizations. Leaders who promote collaboration, respect, and inclusive relationships are more likely to foster greater employee engagement and a sense of security (Gutterman, 2023). Sustainable leadership is also linked to an organization's social responsibility and contributes to the achievement of broader strategic goals: ensuring equal opportunities, enhancing employee well-being, promoting social justice, and creating a safe work environment (Malmio, 2024). From this perspective, sustainable leadership is understood as a values-based ability to shape structures, relationships, and daily practices that allow employees to feel dignified, heard, and valued. In this way, leadership becomes not only a means of influence but also a process of shaping organizational culture (Ayers, 2025). The principles of sustainability are based on the responsible use of resources, long-term decision-

making, and ensuring a balance between social, economic, and environmental considerations. A leader guided by these principles promotes responsible organizational activities. An important part of this process is the accessibility of information and transparency of operations. Employees, customers, and social partners must have the opportunity to receive clear, timely information about the organization's activities, decisions made, and results. Effective internal communication, based on openness and constructive dialogue, strengthens teamwork and mutual trust (Nurillah, Herlambang, and Fatimah, 2026).

The implementation of leadership essentially depends on an organizational culture that fosters the principles of trust, responsibility, ethics, collaboration, and employee empowerment. Only under such conditions can leadership in a social organization be effective and sustainable. These conditions form the foundation for better service quality, higher employee motivation, and successful adaptation to changing social needs (Kamaludin, Ridwan, Nurlianti, & Munifa, 2026). It is worth noting that the creation of safe and sustainable social organizations in contemporary management theory is associated with an integrated leadership model that combines different yet complementary leadership styles focused on the individual, organizational stability, and long-term social value.

The theoretical insights of the chapter under review indicate that the interaction of the dimensions of sustainability and safety in organizational culture is a fundamental prerequisite for the quality, sustainability, and long-term effectiveness of social organizations' operations. This interaction is strengthened when leadership is grounded in strategic thinking, ethical principles, employee engagement, trust, and responsible resource management. Ensuring psychological safety, open communication, operational transparency, and relationships based on cooperation create favorable conditions for employee motivation, initiative, and the organization's ability to adapt to a changing environment. Therefore, a sustainable and secure organizational culture in social organizations emerges as a result of purposeful leadership, laying the foundation for high-quality services, employee well-being, and the socially responsible development of the organization.

## The Application of Leadership Methods in the Management of Social Organizations

When considering the choice of leadership methods, it is important to take into account the leader's ability to purposefully adapt and refine them (Safii, 2024). The factors influencing the development of a leadership style can be divided into two groups:

- Objective factors—external circumstances that are less dependent on the leader and determine which style will be most effective in a specific situation;
- Subjective factors – personal traits dependent on the leader themselves, which determine how the leader chooses to act (Shraah, Alnsour, 2025).

Leadership in social organizations can be understood not only as the application of methods, but also as a value-based and moral stance. It encompasses decisions that cannot be justified solely by quantitative indicators, support for employees in the face of systemic shortcomings, and value-based stability in an unstable environment. Leadership practices aim to focus on the person rather than the problem, actively respond to what is heard and expressed, identify core beliefs and assumptions, reveal desired goals and the paths toward them, and formulate and encourage new insights and commitments. The application of these practices, combined with respectful and caring leadership, helps create a space where employees feel safe, seen, valued, and confident in the organization (Bourne and Brown, 2026). The prerequisites for leadership implementation in social organizations are crucial for ensuring effective

operations, high-quality services, and innovative solutions. These prerequisites can be described and justified by the following aspects:

- sharing optimistic visions of the future – a leader possessing this trait is characterized by the ability to inspire and motivate others with their vision of the future;
- setting ambitious goals: such a leader is not satisfied with mediocre goals; they set clear, engaging, and inspiring goals that can help the organization and team achieve significant results. They encourage innovation to foster continuous improvement and growth;
- Trust in team members – a leader who trusts their team members fosters their self-confidence and belief in their abilities. They give them the freedom to act and make decisions based on their competence and commitment;
- Motivating and encouraging organizational members – such a leader teaches, encourages, and supports their team to strive for the best results. They recognize and encourage individual and collective achievements by offering praise, support, and rewards for work performance;
- timely decision-making – a leader with this trait is able to make decisions quickly and effectively when needed. They can justify their decisions with factual information while remaining open to new ideas and perspectives;
- Taking and sharing responsibility – a leader takes responsibility for their actions and decisions and encourages others to do the same. They serve as a role model for others and take responsibility for the team's and organization's results, distributing responsibility according to the division of labor (Ali, Malik, Shah, 2025).

The identified prerequisites for leadership implementation in social organizations reveal that effective leadership is based on the formation of a clear vision, the setting of ambitious goals, trust in organizational members, their motivation, timely decision-making, and the sharing of responsibility. Together, these factors create the conditions for strengthening employee engagement, improving performance, and enhancing the organization's ability to adapt to a changing environment.

The analysis conducted allows us to identify five main leadership methods in the context of social organization management which, based on theoretical insights and empirical research, are considered the most appropriate for strengthening the operational effectiveness and sustainability of social sector organizations:

Citations in text should follow the examples below:

*1. Slow leadership*. In a social organization, it is important for a leader to master leadership methods, focus on the person rather than the problem, respond actively to what is heard and said, identify core beliefs and assumptions, clarify goals and the path toward them, and formulate and encourage new insights and commitments (Liden, Wang, and Wang, 2025). Although modern society often emphasizes speed and the constant pursuit of greater efficiency, in the activities of social organizations, thoughtful decision-making, time for building relationships, and the ability to maintain stability amid constant change are crucial. In recent years, academic literature has increasingly focused on so-called "slow" leadership, which takes on particular significance in the context of social organizations. "Slow" leadership is understood as a people-oriented, reflective approach to management that emphasizes conscious decision-making, systematic thinking, long-term organizational development, and resilience to risks (Alutto, Zino, Johansson, & Fontan, 2026). Such leadership reduces the risk of professional burnout, strengthens employee empowerment, and creates the conditions for the formation of a value-sustainable organizational culture.

*2. Shared leadership* is rooted in social theories that emphasize the co-construction of knowledge and meaning within social contexts. In the academic literature, shared leadership is

defined as leadership in contemporary organizations being the result of multiple actors performing different leadership functions (Luttervelt, Lund, Kjeldsen, 2025). This approach emphasizes the distribution of responsibility and influence among organizational members, fostering collaboration and collective decision-making. Shared leadership is based on the recognition that effective leadership is not limited to a single individual but is a shared responsibility that encompasses the entire organization (Nadeem, 2024). Such leadership increases organizational flexibility and learning, promotes mutual communication, and drives organizational development. A characteristic of shared leadership is that the leader shares their role and responsibility with the people around them, whom they seek to involve in collective activities; therefore, such leadership transcends formal boundaries and encompasses the actions of various people working within the organization. In this context, "shared leadership" manifests as the leader sharing activities with other members, and it can be exercised by any member of the organization. Shared leadership is beneficial for social sector workers, for whom involvement in decision-making supports basic psychological needs and increases motivation (Jakobsen, Kjeldsen, and Pallesen, 2023). A characteristic of this type of leadership is that "the leader is no longer the sole so-called 'great person'; rather, the leader is one who can bring teams together and find the 'great person' within each team member" (Hao, Min, Jie, & Yuling, 2025). Thus, shared leadership is not the function of a single person but a collective process in which all members of the organization participate, strengthening social capital and shared responsibility.

*3. Customer-focused leadership* is a leadership model in which the leader focuses their activities and decisions on the needs, expectations, and well-being of social service users (recipients). Such leadership is based on constant attention to the client, their situation, and well-coordinated service delivery processes. This approach in a social organization emphasizes prioritizing client needs while fostering team collaboration (Nick, Larry, and Costa, 2025). Research shows that it improves satisfaction and loyalty, particularly in innovative organizations. Social organizations should not only invest in leadership as an intervention strategy but also emphasize the importance of understanding client-centeredness. Such leadership enables the effective use of motivational influence to achieve better service delivery outcomes from competent employees (Aryee, Hsiung, Jo, Chuang, & Chiao, 2023). This model emphasizes the leader's focus on the needs and expectations of clients (social service recipients) to meet them through a humanistic approach. A study by Zhao, Fu, and Liang (2023) shows that a team leader's client orientation strengthens team climate and client satisfaction, especially when combined with shared leadership. A hallmark of client-oriented leadership is that the leader's focus is on meeting clients' needs to promote their well-being, which is particularly important in social organizations (Aryee, Hsiung, Jo, Chuang, & Chiao, 2023). In this regard, the leader's value system and a humane approach to the client are crucial, as only a strong client orientation helps to understand their needs and anticipate ways to meet them.

*4. Adaptive leadership*. Leadership in social organizations often involves adaptive leadership, which focuses on problem-solving and empowering people to change their lives. Adaptive leadership differs from traditional leadership methods because, rather than presenting pre-packaged solutions, it focuses on developing the ability to adapt—to change one's perspective, behavior, and work style in response to new challenges (Andrilla and Saputra, 2026). The concept of adaptive leadership is particularly valuable when analyzing the activities of social organizations during crises, as one of its most important competencies is the ability to operate in a complex, uncertain, and rapidly changing environment. The concept of adaptive leadership recognizes that the challenges faced by social organizations require not only knowledge or standard procedures, but also innovation, collaboration, and behavioral changes,

and these changes must occur both within the teams of social organizations and among service recipients. Crises disrupt established systems and habits, whereas the adaptive leadership approach fosters flexibility and resilience, encourages experimentation, and promotes learning in new circumstances (Dunajevas, Genienė, Gevorgianienė, Šumskienė, & Žalimienė, 2025). This type of leadership requires the ability to distinguish between technical and adaptive challenges, engage various stakeholders, and make effective decisions (Alumbro, Bauyot, 2026). A leader in a social organization acts as a mediator between the organization's goals and employees' needs, promotes team-based decision-making, and motivates and develops employees. This relationship is based on constant communication and adaptation to the changing challenges of social work. Adaptive leadership encourages a shift in perspective and the adoption of new values to effectively address emerging problems; a practice that mobilizes people to tackle difficult challenges and thrive by distinguishing what is important from what is not—discarding the unimportant while employing innovative measures. This means that team members take what is most valuable from the past and apply it to the future; therefore, a system of values is crucial in this context (Ngai, Cheung, Wang, 2026). When practicing this leadership method, ways are sought to solve social problems so that people themselves seek to actively participate in changes in their lives. Adaptive leadership involves mobilizing people to solve complex problems, adapt to changing circumstances, and cultivate the mindset necessary for success in times of change.

5. *Strategic leadership*. Social organizations focus on the long-term perspective when providing services and ensuring their continuity, which is why a vision for the future is important. Strategic leadership is defined as the process of shaping a vision for the future, communicating it to subordinates, encouraging and motivating employees, and engaging in exchanges with colleagues that support the strategy. It is the ability to influence an organization and guide it toward achieving long-term goals within a social organization. Strategic leadership is characterized by the ability to lead organizations in a complex environment, integrating both strategic and higher-level skills such as management, collaboration, and strategic planning (Deny, Kurniawan, Handoko, Effendi, 2026). This leadership manifests as a key factor motivating individuals to contribute their creative ideas toward achieving organizational goals, optimizing resources, and improving overall performance. In a social organization, the ability to work strategically with others is crucial for providing high-quality, efficient, and effective care to clients and contributing to the organization's performance (Ferrada-Videla, Dubois, Pepin, 2026). This leadership is closely linked to the dimension of sustainability in social organizations, as effective improvement of performance is based on integrating sustainability principles into the organization's strategy, creating sustainable and socially responsible human resource management systems, strengthening employee capabilities and motivation, as well as leadership behaviors that foster organizational identity, engagement, and a supportive organizational climate (Sarun, Hun, 2026). The link between strategic leadership and sustainability has gained significance as a theoretical and managerial construct encompassing leaders' ability to integrate ecological awareness into strategic decision-making processes. Sustainable strategic leadership is characterized by the ability to anticipate social responsibility, develop sustainability-oriented strategies, foster an environmentally friendly organizational culture, and ensure that sustainability goals are implemented at all levels of the organization's operations. Leaders who adhere to a sustainable strategic orientation are more likely to foster sustainability values within a broader strategic framework (Noch, 2026).

The five leadership methods, their characteristics, and their benefits for social organizations are presented in Table 1.

**Table 1: The Importance of Leadership Methods in the Management of Social Organizations**
Source: Compiled by the author

| Leadership Method | Key characteristics | Significance for the management of social organizations |
|---|---|---|
| Slow leadership | Reflectiveness, thoughtful decisions, focus on people, long-term perspective | Reduces the risk of burnout, enhances employee well-being, and fosters a sustainable organizational culture |
| Shared leadership | Shared responsibility, collective decision-making, collaboration | Increases employee engagement, strengthens social capital, and improves communication |
| Customer-focused leadership | Focus on service users' needs, humanity, service quality | Increases customer satisfaction, improves service accessibility and quality |
| Adaptive leadership | Flexibility, responsiveness to change, problem-solving, learning | Strengthens the organization's resilience to crises, helps it adapt to change |
| Strategic leadership | Vision, long-term planning, resource management, integration of sustainability | Ensures business continuity, efficiency, and the organization's long-term development |

The results of the theoretical analysis indicate that the application of leadership methods in the management of social organizations must be based on a balance between situational circumstances, organizational needs, and the leader's competencies. Effective leadership in this sector is associated with the formation of a clear vision, employee motivation, building trust, timely decision-making, and the sharing of responsibility. It has been established that the integration of slow, shared, client-oriented, adaptive, and strategic leadership methods creates the conditions for increasing operational efficiency, service quality, organizational resilience, and the sustainable development of social organizations.

Summarizing the interrelationships between leadership, organizational culture, security, and sustainability that emerged in the theoretical analysis, a conceptual model was developed, presented in Figure 1:

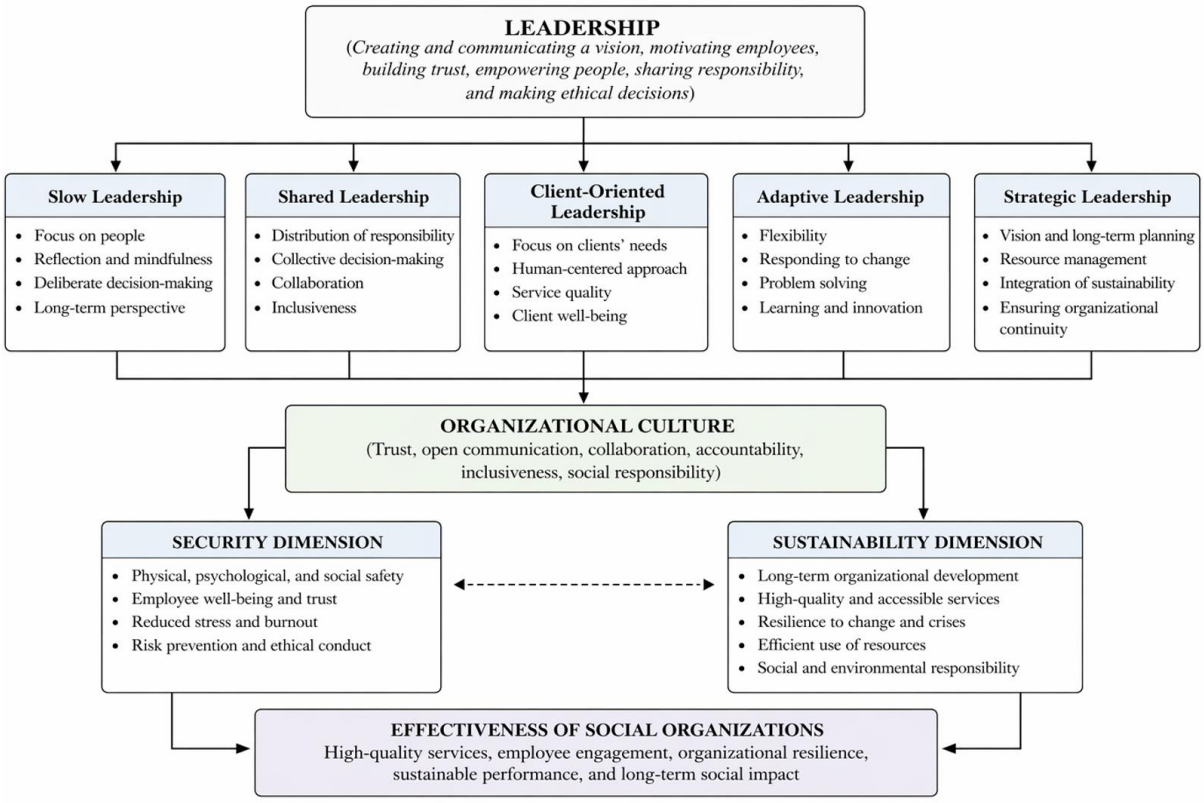



**Figure 1. Model of the impact of leadership on the dimensions of sustainability and security in social organizations Figure name**

*Source: created by the author based on the sources analyzed in the article.*

As shown in Figure 1, leadership, through organizational culture factors, has a significant impact on the dimensions of safety and sustainability, which determine the operational effectiveness of social organizations.

## Conclusions

An analysis of the concept of leadership in the context of social organizations reveals that leadership in this sector is a multifaceted phenomenon of social influence, encompassing managerial, value-based, and interpersonal relationship dimensions. Unlike traditional hierarchical management, leadership in social organizations is based on the ability to unite employees around a shared vision, strengthen their motivation, encourage collaboration, and create a trust-based organizational culture. Transformational, people-oriented leadership plays a crucial role, emphasizing emotional intelligence, empathy, employee empowerment, and ethical decision-making.

An analysis of the interaction between the dimensions of sustainability and safety in organizational culture has revealed that these dimensions are closely interrelated and mutually reinforcing. The sustainable development of an organization is inseparable from ensuring the physical, emotional, and psychological safety of employees, and a safe work environment creates the conditions for greater employee engagement, initiative, and organizational resilience. Therefore, an organizational culture based on trust, transparency, accountability, open communication, and social justice is considered a key prerequisite for the provision of high-quality services and the long-term effectiveness of social organizations.

After identifying the key leadership approaches most suitable for managing social organizations, it became clear that the greatest practical value lies in the integrated application of multiple leadership models. Slow leadership reduces the risk of professional burnout and enhances employee well-being; shared leadership increases engagement and collective responsibility; client-oriented leadership improves service quality and beneficiary satisfaction; adaptive leadership strengthens the organization's ability to operate in conditions of change and crisis; strategic leadership ensures a long-term vision, operational continuity, and the integration of sustainability principles. Therefore, it is advisable to apply a comprehensive leadership model in the management of social organizations that can be flexibly adapted to the organization's needs.

## Recommendations

To enhance the effectiveness, sustainability, and security of social organizations, it is recommended in practice to adopt an integrated leadership model that combines the principles of shared, adaptive, strategic, and customer-oriented leadership. Organizations should invest in developing leaders' leadership competencies, empowering employees, strengthening psychological safety, and fostering a values-based organizational culture. Future research is recommended to empirically assess the impact of different leadership approaches on employee well-being, service quality, organizational sustainability, and the performance of social organizations across various national and institutional contexts.

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