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# The Role Of Leadership In Building Collective Well-Being In Youth Organizations: A Case Study Of The Central Leadership Of Muhammadiyah Youth

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**Abstract**

The sustainability of youth organizations is not only determined by the effectiveness of leadership, but also by the organization's ability to build the collective well-being of its members. This study aims to analyze how Leadership Practice shapes Collective Organizational Well-Being and its implications for Organizational Sustainability in the Muhammadiyah Youth Central Leadership. The study used a qualitative approach with a case study strategy. Data were obtained through in-depth interviews, observations, and documentation of 15 informants selected by purposive sampling, then analyzed using the interactive model of Miles, Huberman, and Saldaña through the stages of data reduction, data presentation, and conclusion drawing. The results show that Leadership Practice is realized through value-based leadership, participatory decision-making, open communication, member empowerment, appreciation, and cadre development. These practices shape Collective Organizational Well-Being characterized by a sense of psychological safety, trust, a sense of belonging, member involvement, and a positive organizational climate. These conditions further strengthen organizational commitment, cadre retention, collaboration, organizational resilience, and the sustainability of leadership regeneration as the main elements of Organizational Sustainability. This study confirms that the relationship between Leadership Practice, Collective Organizational Well-Being, and Organizational Sustainability forms a mutually reinforcing mechanism in values-based youth organizations. These findings provide a conceptual contribution by demonstrating that the internalization of Islamic and Muhammadiyah values is a crucial mechanism linking leadership practices to collective well-being and organizational sustainability.

**Keywords: Leadership Practice, Collective Organizational Well-Being, Organizational Sustainability, Youth Organizations, Muhammadiyah Youth**.



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## INTRODUCTION

An organization's ability to maintain sustainability is a key challenge amidst increasingly dynamic environmental changes. Organizational sustainability is no longer solely determined by the success of achieving established goals, but also by its ability to build an organizational environment that maintains the engagement, commitment, and collaboration of its members. To address these challenges, organizations are required to strengthen their organizational culture, build healthy social relationships, and develop governance that is adaptive to various environmental changes (Robbins & Judge, 2022). This challenge is faced not only by business organizations but also by social and youth organizations, whose sustainability depends heavily on the voluntary participation, loyalty, and commitment of members to the organization's values. In this context, leadership practices are no longer understood solely as a managerial function to direct the organization toward its goals, but rather as a social process that shapes the quality of relationships among members, strengthens organizational culture, and creates conditions that enable the organization to grow and develop sustainably (Northouse, 2022).

The values-based characteristics of youth organizations make leadership practices more complex than simply directing the implementation of work programs. Unlike organizations that rely on formal working relationships, the sustainability of youth organizations is greatly influenced by the leader's ability to build participation, foster trust, and maintain member commitment to the organization's values and goals. In this context, leadership practices are processes that occur through interaction, communication, and social influence that enable each member to participate in achieving shared goals (Yukl, 2013). Therefore, leadership effectiveness is reflected not only in the organization's success in achieving its set targets, but also in its ability to build collaborative spaces, strengthen a sense of belonging, and create an organizational climate that encourages members to contribute sustainably.

Leadership practices that foster participation and strengthen relationships among members ultimately impact not only organizational effectiveness but also the quality of organizational life itself. Organizations that foster trust, cooperation, social support, and a sense of belonging tend to foster a positive organizational environment and foster the shared well-being of their members (Cameron, 2020). This perspective later evolved into the concept of Collective Organizational Well-Being, which views well-being as a quality built through the collective experiences of organizational members. In this perspective, organizational well-being is reflected not only in the fulfillment of individual needs but also in the formation of mutually supportive social relationships, a strong collective identity, and a shared commitment to maintaining the organization's sustainability (Hernández & López, 2021).



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Numerous studies have shown that leadership practices contribute to the creation of an organizational environment that supports member engagement, strengthens social relationships, and improves the quality of organizational life (Eva et al., 2020). In the context of youth organizations, leadership is also understood as a factor capable of encouraging the development of solidarity, loyalty, and member participation in various organizational activities (Kim & Choi, 2022). Meanwhile, studies on Collective Organizational Well-Being emphasize that organizational well-being grows through social cohesion, support among members, and the collective experiences that develop within the organization (Hernández & López, 2021). However, these three studies have developed as relatively separate research groups. The leadership literature primarily explains the impact of leadership on various organizational outcomes, while research on Collective Organizational Well-Being focuses more on the characteristics of collective well-being without explaining how these conditions are built through leadership practices, particularly in values-based youth organizations. Thus, the remaining academic space no longer lies in proving the relationship between leadership and organizational well-being, but rather in explaining the social mechanisms that link leadership practices to the formation of Collective Organizational Well-Being. This research fills this gap by explaining how leadership practices are implemented in values-based youth organizations, resulting in collective experiences that strengthen organizational well-being.

The Muhammadiyah Youth Central Leadership was chosen as the research context because it represents a values-based youth organization that integrates leadership, cadre development, and strengthening of organizational ideology within a single institutional system. Unlike organizations that rely on formal working relationships, the dynamics of this organization are built through voluntary commitment, collective learning processes, and the ongoing internalization of Islamic and Muhammadiyah values. These conditions mean that leadership practices are not only present in the formal organizational structure but also manifested through deliberation, role modeling, cadre development, and member empowerment processes that shape the organization's daily experience. These characteristics provide a rich empirical context to explain how leadership practices are translated into organizational life, thus shaping Collective Organizational Well-Being. Thus, the selection of the Muhammadiyah Youth Central Leadership was not solely based on its institutional characteristics, but also on its ability to represent the interaction between leadership practices, internalization of values, and the collective experience of members in building organizational sustainability.

Based on this gap, this study examines the mechanism of forming Collective Organizational Well-Being through leadership practices in the context of the


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Muhammadiyah Youth Central Leadership. This study positions leadership practices not merely as factors influencing various organizational outcomes, but as a social process that shapes the collective experiences of members until they develop into Collective Organizational Well-Being. This perspective allows this study to provide a more comprehensive explanation of how collective well-being is built in youth organizations and how these conditions become the foundation for organizational sustainability. Thus, this study is expected to enrich the development of leadership practice studies and provide empirical contributions to the development of leadership practices in value-based youth organizations.

## RESEARCH METHODS

This research uses a qualitative approach with a case study strategy to deeply understand leadership practices in building Collective Organizational Well-Being among the Muhammadiyah Youth Central Leadership. A qualitative approach was chosen because this research is oriented towards understanding the experiences, interactions, and meanings constructed by organizational members in carrying out leadership practices. According to Creswell (2018), qualitative research allows researchers to understand a phenomenon based on the perspective of participants in its natural context, thereby producing a more comprehensive understanding of social reality.

The case study strategy was chosen because the research focuses on one organization, namely the Muhammadiyah Youth Central Leadership, as a values-based youth organization with unique leadership characteristics and cadre development processes. Yin (2018) explains that case studies are used to examine a phenomenon in depth in a real-life context when the phenomenon cannot be separated from the environment in which it occurs. Therefore, this strategy is considered appropriate to explain how leadership practices are carried out, interpreted, and experienced by organizational members to form Collective Organizational Well-Being.

This research is not directed at examining the relationships between variables as in quantitative research, but rather seeks to understand the social processes underlying the formation of Collective Organizational Well-Being through leadership practices within organizations. The research focuses on the experiences of organizational members in interpreting leadership practices, building social relationships, and developing collective values that support organizational sustainability. With a case study strategy, this research is expected to provide a comprehensive understanding of the dynamics of leadership in values-based youth organizations according to the context that underlies them.


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**Research Location**

This research was conducted at the Muhammadiyah Youth Central Leadership, a values-based youth organization chosen for its collective leadership characteristics, a sustainable cadre development system, and organizational dynamics relevant to the research focus. This location is considered capable of providing a rich context for understanding how leadership practices are implemented within the organization and how these practices contribute to the formation of Collective Organizational Well-Being and organizational sustainability.

**Research Informants**

Research informants were selected using purposive sampling based on their experience, knowledge, and direct involvement in leadership practices within the Muhammadiyah Youth Central Leadership. This technique was used to obtain in-depth information from individuals who understand organizational dynamics and are able to provide perspectives aligned with the research focus (Sugiyono, 2019).

This study involved 15 informants from five groups, namely 3 Core Organizational Leaders, 4 Middle Leadership Leaders, 4 Core Executors, 2 Emerging Leaders, and 2 Senior/Alumni (Key Informants). This composition was designed to obtain diverse perspectives on leadership practices at various organizational levels, from policy formulation, program implementation, cadre development processes, to reflections on organizational dynamics. The informant selection process was carried out in stages until the data obtained reached a level of saturation, namely when additional interviews no longer yielded new information relevant to the research objectives.

**Data and Data Sources**

The data in this study consists of primary and secondary data. Sugiyono (2019) explains that primary data is data obtained directly from primary sources, while secondary data comes from various documents or supporting sources relevant to the research. In this study, primary data was obtained through in-depth interviews with informants from various leadership and membership groups in the Muhammadiyah Youth Central Leadership, and was also strengthened through observations of organizational activities. Secondary data was obtained from organizational documents, such as the Articles of Association and Bylaws (AD/ART), results of tanwir and congresses, organizational policy documents, work program reports, institutional archives, and various other documents related to leadership practices and


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organizational dynamics. The use of these two data sources was intended to obtain comprehensive information and support the triangulation process in the research.

**Method of collecting data**

**Interview**

The primary data in this study were obtained through in-depth interviews using semi-structured interview guidelines based on the research focus, namely leadership practices, Collective Organizational Well-Being, and organizational sustainability. The semi-structured approach was chosen to ensure the interview process remained focused on the research objectives while also providing the informants with the opportunity to explain their experiences, perspectives, and interpretations in greater depth. Kvale and Brinkmann (2009) state that qualitative interviews aim to explore the meaning of participants' experiences with the phenomenon under study.

**Observation**

Direct observations were made of various organizational activities, including coordination meetings, deliberation forums, cadre development activities, and work program implementation. Through observation, researchers gained an understanding of interaction patterns, decision-making processes, organizational communication, and leadership practices that developed within the organization. Patton (1990) explained that observation allows researchers to understand social phenomena through naturally occurring situations and behaviors.

**Documentation**

Documentation was used as a supporting data source to strengthen the results of interviews and observations. The documents analyzed included the Articles of Association and Bylaws (AD/ART), decisions of the Congress and Tanwir (Congress), work program reports, organizational policy documents, institutional archives, and various other documents related to leadership practices and organizational dynamics. Document analysis was conducted to strengthen data interpretation and support the triangulation process, thus enhancing the credibility of the research findings (Bowen, 2009).

**Data Validity**

Data validity was maintained through source triangulation, technical triangulation, and member checking. Source triangulation was conducted by


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comparing information obtained from various groups of informants, while technical triangulation was conducted by comparing the results of interviews, observations, and documentation. Furthermore, member checking was conducted by reconfirming the interpretation results with several informants to ensure that the research findings accurately represented their experiences and perspectives. Lincoln and Guba (1985) stated that these techniques are essential in increasing the credibility of qualitative research.

**Data Analysis Methods**

Data were analyzed using the interactive analysis model of Miles, Huberman, and Saldaña (2014), which includes data reduction, data presentation, and conclusion drawing. Analysis was conducted simultaneously during the data collection process, allowing researchers to identify themes, patterns, and relationships between categories that emerged from interviews, observations, and documentation.

In the data reduction stage, the information obtained was transcribed, classified, and focused according to the research objectives. Next, the data was presented in the form of a thematic narrative to facilitate the identification of relationships between categories. The final stage was carried out through drawing conclusions and iterative verification by comparing various data sources to produce main themes regarding Leadership Practice, Collective Organizational Well-Being, and Organizational Sustainability in the Muhammadiyah Youth Central Leadership.

**RESULT**

The research findings are based on data analysis obtained through in-depth interviews, observations, and documentation at the Muhammadiyah Youth Central Leadership. The analysis yielded three interrelated main themes: Leadership Practice, Collective Organizational Well-Being, and Organizational Sustainability. These three themes illustrate how values-based leadership practices are implemented within the organization, shaping the collective well-being of members, and contributing to organizational sustainability. The research findings for each theme are described below.

**1. Leadership Practices in the Central Leadership of Muhammadiyah Youth**

Leadership practices within the Muhammadiyah Youth Central Leadership demonstrate that leadership is implemented not only as a mechanism to direct the organization toward achieving its goals, but also as a process of building organizational culture, strengthening Muhammadiyah values, and preparing cadres as future leaders. Based on interviews, observations, and documentation, leadership practices are manifested through six main dimensions: leadership orientation,


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decision-making, communication, delegation, recognition, and development. These six dimensions are interrelated in forming a leadership pattern that is participatory, collective, and oriented toward organizational development.

**Leadership Orientation**

The research results show that the leadership orientation of the Muhammadiyah Youth Central Leadership is based on the values of deliberation, collectivity, trustworthiness, and cadre empowerment. All informants held a relatively consistent view that leadership is carried out in a participatory manner, providing space for every element of the organization to be involved in the process of determining the organization's direction and policies.

The General Secretary (AR) explained that each sector has an equal opportunity to express its views so that the resulting decision becomes a joint decision.

*"Every sector has an equal opportunity to express their views. This way, decisions are made collectively, and implementation is easier because everyone feels a sense of ownership."*

These findings indicate that leadership orientation not only serves as a guideline for directing the organization but also fosters member participation, ownership, and commitment. This practice reflects collective leadership, where the process plays a crucial role in strengthening the engagement of all organizational members.

**Decision Making**

The research results show that decision-making within the Muhammadiyah Youth Central Leadership is conducted through a deliberation mechanism involving various organizational elements according to their functions and responsibilities. All informants viewed strategic decisions not as based on individual authority, but rather as developed through a process of discussion, coordination, and collective deliberation, ensuring that each policy has strong organizational legitimacy.

The Secretary General (AR) explained that every strategic decision is always discussed together so that all fields have the opportunity to provide views before a decision is made.

*"Every strategic decision is always discussed together. Each division is given the opportunity to provide their perspective so that the resulting decision truly becomes an organizational decision, not an individual one."*

These findings indicate that the decision-making process places deliberation as the primary mechanism for establishing organizational legitimacy and accountability. The involvement of various organizational elements in this process strengthens


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members' commitment to the resulting decisions and reflects participatory leadership practices.

**Communication**

The research results show that communication within the Muhammadiyah Youth Central Leadership is open, dialogic, and continuous. Strategic information is conveyed through organizational forums, while program implementation coordination is conducted routinely through meetings and digital communication media. This communication pattern provides a space for members to express ideas, input, and challenges encountered during program implementation.

Open communication not only facilitates coordination between departments but also creates mutually supportive working relationships. Informants assessed that leadership was responsive to various input, allowing issues arising during implementation to be resolved through discussion and deliberation. These findings demonstrate that communication is a crucial tool in strengthening coordination, building trust, and maintaining shared understanding among organizational members. These open communication practices support effective program implementation while strengthening collaboration within the organization.

**Delegation**

The research results show that the practice of delegation within the Muhammadiyah Youth Central Leadership is carried out through a division of tasks and authority tailored to the organizational structure, competencies, and responsibilities of each area. Delegation is understood not only as a distribution of work, but also as a form of trust from the leadership to members to manage programs independently while remaining within the organization's coordination.

One of the Field Leaders (MH) explained that each field was given the freedom to manage programs according to their duties, but their implementation was still coordinated to ensure they were in line with organizational policies.

*"We are given the space to manage programs within our respective areas. However, implementation remains coordinated to ensure alignment with organizational policies."*

These findings indicate that delegation is a mechanism that encourages member empowerment while strengthening a sense of responsibility for program implementation. Clear division of roles, coupled with coordination, allows each area to work optimally without compromising alignment in achieving organizational goals.

**Recognition (Appreciation of Member Contributions)**


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The research results show that appreciation for members' contributions in the Muhammadiyah Youth Central Leadership is mostly expressed in non-material forms, such as granting trust, opportunities to lead activities, involvement in strategic programs, and expressing appreciation for member performance. Informants believe that these forms of appreciation can increase motivation, loyalty, and a spirit of service within the organization.

Young cadres (RA) explained that the opportunity to be involved in various organizational activities is the most meaningful form of appreciation because it provides space for learning and development.

*"As young cadres, we feel appreciated when given the opportunity to participate in committees, meetings, and organizational programs. These opportunities are invaluable experiences."*

These findings indicate that reward practices are not oriented toward material incentives, but rather toward recognizing members' potential and contributions. This approach fosters intrinsic motivation and strengthens members' commitment to continued participation in organizational development.

**Development (Cadre Development)**

The research results show that cadre development is an integral part of leadership practices within the Muhammadiyah Youth Central Leadership. This process is carried out through cadre involvement in various organizational programs, gradual assignment of responsibilities, mentoring by leaders, and opportunities to participate in strategic forums as a means of leadership learning. Senior Figures (HS) explained that the strength of the organization lies in its consistency in preparing cadres to continue the leadership baton.

*"The strength of this organization lies in its cadre development. Every term, efforts are made to prepare the next generation so that the leadership relay can run smoothly."*

These findings demonstrate that cadre development is not solely aimed at enhancing individual capacity, but also serves as an organizational strategy for maintaining leadership regeneration and institutional sustainability. Through a continuous development process, organizations develop human resources capable of continuing the organization's values, culture, and goals into the future.

**2. Collective Organizational Well-Being in the Muhammadiyah Youth Central Leadership**

The results of the study indicate that Collective Organizational Well-Being in the Muhammadiyah Youth Central Leadership is reflected in the creation of an organizational environment that provides a sense of security, mutual trust, a shared purpose, and encourages the active involvement of all organizational members. Based


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on the results of interviews, observations, and documentation, this condition is manifested through six main dimensions: psychological safety, trust, sense of belonging, shared meaning, engagement energy, and organizational climate. These six dimensions reinforce each other in building collective well-being that supports organizational effectiveness.

**Psychological Safety**

The research results show that members of the Muhammadiyah Youth Central Leadership perceive a safe organizational environment in which they can express their opinions, provide input, and express differing views without fear of negative treatment. This openness encourages members to participate more actively in various organizational forums. One of the young cadres explained that each member is given space to express ideas and opinions as long as they are done in a good manner and still respect the organizational mechanisms.

*"We are free to express our opinions. Even if we have differing views, we will still listen as long as they are delivered well and in the best interests of the organization."*

These findings indicate that psychological safety is a crucial foundation for building member participation. An open environment makes members more confident in contributing, thereby strengthening learning and collaboration within the organization.

**Trust**

The research results show that relationships among members of the Muhammadiyah Youth Central Leadership are built on mutual trust, both between leaders and members and between different divisions within the organization. This trust is reflected in the assignment of responsibilities, openness of information, and the belief that each member is capable of carrying out their assigned responsibilities. An executive staff member explained that trust from the leadership motivates members to carry out their duties responsibly.

*"When entrusted with managing a program, we strive to carry it out as best as possible because it is a mandate from the organization."*

The findings indicate that trust not only strengthens working relationships, but also increases members' responsibility and commitment in implementing various organizational programs.

**Sense of Belonging**

The research results show that members of the Muhammadiyah Youth Central Leadership have a strong sense of belonging to the organization. This is reflected in their willingness to participate in various activities, assist each other in program


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implementation, and prioritize the interests of the organization above personal interests. This sense of belonging develops through shared experiences in carrying out the organization's mandate.

One of the Field Leaders (MH) explained that each member views the success of the organization as a shared responsibility, so that program implementation is not only the responsibility of one particular field.

*"When an organization has a program, everyone feels a responsibility to help, even if it's not their area of expertise. The most important thing is that the organization's program runs smoothly."*

These findings indicate that a sense of belonging serves as social capital that strengthens solidarity and collaboration among members. This condition encourages greater involvement in achieving organizational goals.

**Shared Meaning**

The research results show that members of the Muhammadiyah Youth Central Leadership share a shared understanding of the organization's vision, mission, and values. This shared understanding serves as a guideline for implementing work programs and strengthens the organization's direction, ensuring that all activities remain within the agreed-upon goals.

A senior figure (HS) explained that shared goals are the main strength of the organization because all members understand that every activity is part of the endeavor of preaching and community service.

*"We share the same goal: to promote Islamic preaching and empower the community. This shared goal is what keeps the organization going, even though its management keeps changing."*

These findings indicate that shared meaning serves as an organizational glue, maintaining consistency in policy direction and program implementation. Shared values and goals also strengthen organizational identity amidst the leadership regeneration process.

**Engagement Energy**

The research results show that members of the Muhammadiyah Youth Central Leadership are highly motivated to participate in various organizational activities. This involvement is driven not only by structural responsibilities but also by a commitment to contributing to the organization's progress and community development. One of the young cadres explained that involvement in various organizational programs provided experience as well as motivation to continue contributing.


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*"We feel excited when we are involved in various activities because each program is an opportunity to learn, serve, and develop our skills."*

These findings indicate that the energy of engagement is a factor that maintains the sustainability of organizational activities. Members' enthusiasm for continued contribution strengthens organizational productivity while supporting the achievement of shared goals.

**Organizational Climate**

The research results show that the organizational climate at the Muhammadiyah Youth Central Leadership is characterized by harmonious working relationships, open communication, and a culture of mutual respect among members. This organizational environment creates a conducive work environment that allows for effective coordination and program implementation.

An executive staff member explained that the relationship between members is built on a family basis so that various organizational problems can be resolved through communication and deliberation.

*"The organizational atmosphere feels like a family. When there are differences of opinion or obstacles in the program, they are usually resolved through joint discussions."*

These findings indicate that a positive organizational climate strengthens members' comfort in working together and supports effective program implementation. This condition is one factor that maintains organizational sustainability by creating healthy and collaborative working relationships.

**3. Organizational Sustainability in the Central Leadership of Muhammadiyah Youth**

The research results show that organizational sustainability in the Muhammadiyah Youth Central Leadership is built through the organization's ability to maintain member commitment, maintain cadre involvement, face various challenges, strengthen collaboration, and ensure sustainable leadership regeneration. Based on the results of interviews, observations, and documentation, organizational sustainability is reflected in five main dimensions: commitment, retention, resilience, collaboration, and leadership continuity. These five dimensions support each other in maintaining organizational sustainability and ensuring the organization's values and goals are maintained across leadership periods.

**Commitment (Organizational Commitment)**

The research results show that the commitment of members of the Muhammadiyah Youth Central Leadership is built through shared values, a sense of


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responsibility for the organization's mandate, and a spirit of service to the organization and the community. Informants viewed involvement in the organization as being based not only on structural duties but also on a sense of contributing to achieving shared goals. This commitment is a key force in maintaining the sustainability of the organization's various programs. The General Chairperson (ZT) explained that the members' involvement persisted because they viewed the organization as a mandate that must be carried out with full responsibility.

*"What keeps my friends going is that they understand that this organization is a trust. So it's not just about running programs, but also about serving the organization and the community."*

These findings demonstrate that organizational commitment is not merely administrative, but rooted in the values of service that define the organization's identity. This awareness strengthens members' responsibility in carrying out their organizational roles and serves as a crucial foundation for the organization's long-term sustainability.

**Retention (Member Retention)**

The research results show that the Muhammadiyah Youth Central Leadership is able to maintain cadre engagement through close relationships, opportunities for development, and meaningful organizational experiences. The decrease in active participation of some members is more influenced by the demands of work, education, or personal responsibilities than dissatisfaction with the organization. The General Secretary (AR) explained that the organization strives to provide space for each member to develop so that they remain close to the organization.

*"We strive to provide space for all administrators to develop. When they feel they've gained valuable experience and learning, they'll typically maintain a close relationship with the organization."*

These findings indicate that member retention is influenced by positive experiences within the organization, not solely by structural position. Opportunities for learning, self-development, and positive relationships among members are factors that maintain cadre loyalty to the organization.

**Resilience (Organizational Resilience)**

The research results show that the Muhammadiyah Youth Central Leadership has the ability to adapt and maintain organizational sustainability when facing various challenges. Informants explained that differences of opinion, resource limitations, and changes in the organizational situation are resolved through deliberation, open communication, and inter-sectoral coordination. This approach allows the organization


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to continue implementing its work programs without losing sight of its direction and goals.

The Secretary General (AR) explained that any obstacles that arise in the implementation of the program are resolved through communication and joint discussions so that the organization is able to adapt to various changes.

*"If there are any obstacles in implementing a program, we usually sit down together to find a solution. Communication is key to ensuring the problem doesn't drag on."*

These findings demonstrate that organizational resilience is built through collective adaptability, not solely relying on leadership decisions. A culture of deliberation and open communication enables organizations to respond quickly to challenges, maintain organizational stability, and strengthen their capacity to cope with change.

**Collaboration (Organizational Collaboration)**

The research results show that collaboration is an inherent work culture within the Muhammadiyah Youth Central Leadership. Program implementation is carried out through cross-sector coordination with a clear division of roles, yet supported by a spirit of mutual assistance to achieve organizational goals. This work pattern fosters synergy in the planning and implementation of various organizational activities. One of the Field Leaders (MH) explained that every organizational activity is carried out through collaboration between various fields so that the success of the program is a shared responsibility.

*"When there's a major event, almost all sectors are involved. Each of us has our own primary responsibilities, but we help each other ensure the program runs smoothly."*

These findings indicate that collaboration not only increases the effectiveness of program implementation but also strengthens synergy and a sense of collective responsibility among members. The culture of cooperation thus fostered serves as an organizational asset in maintaining the sustainability of program implementation across various management periods.

**Leadership Continuity**

The research results show that leadership sustainability within the Muhammadiyah Youth Central Leadership is achieved through a continuous cadre development process, involving cadres in organizational activities, and providing opportunities to gain leadership experience. Regeneration is understood not only as a change of position, but also as the process of transferring values, experience, and organizational culture to the next generation.


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Senior Figures (HS) explained that consistency in cadre development is the main factor that maintains the continuity of the organization from one leadership period to the next.

*"If this organization has survived until now, it's because its cadre development continues. There's always a new generation being prepared to continue its leadership without abandoning the organization's values."*

These findings demonstrate that leadership sustainability does not depend on a specific figure, but rather on the effectiveness of a cadre development system capable of sustainably preparing new leaders. This process ensures the maintenance of organizational values, direction, and capacity, thus ensuring its sustainability.

## DISCUSSION

The research findings show that leadership practices within the Muhammadiyah Youth Central Leadership serve as the primary foundation for fostering collective organizational well-being and strengthening organizational sustainability. Leadership is implemented through a values-based orientation, participatory decision-making, open communication, member empowerment through delegation, rewards, and continuous cadre development. The integration of these practices creates a leadership system that is not only oriented toward achieving organizational goals but also fosters collaborative working relationships, enhances member capacity, and strengthens organizational culture. These findings demonstrate that leadership that prioritizes participation and empowerment as the core of organizational management can strengthen member engagement and the quality of social relationships within the organization (Zhang & Bartol, 2021).

These leadership practices further shape Collective Organizational Well-Being, characterized by a growing sense of psychological safety, trust, belonging, shared meaning toward organizational goals, high member engagement, and a positive organizational climate. This condition develops because members are given space to express their opinions, participate in organizational processes, and have opportunities to develop their capacities through the cadre development system. Organizational well-being thus becomes a collective experience born of healthy social relationships, open communication, and organizational support for its members (Hernández & López, 2021). The role of participatory leadership in strengthening solidarity and a sense of belonging among members has also been widely reported in previous research (Kim & Choi, 2022).

Research findings also demonstrate that Collective Organizational Well-Being is a key asset in achieving Organizational Sustainability. High levels of trust, belonging, commitment, and member engagement strengthen an organization's ability


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to retain cadres, build collaboration, increase resilience to change, and ensure ongoing leadership regeneration. Organizational sustainability does not depend on a specific leader but is built through a cadre development system, a culture of deliberation, harmonious social relations, and the internalization of Islamic and Muhammadiyah values. This condition aligns with the view that a positive organizational environment is a crucial prerequisite for long-term organizational sustainability (Cameron, 2020).

This research contributes by demonstrating that the relationship between Leadership Practice, Collective Organizational Well-Being, and Organizational Sustainability occurs in an integrated manner in the context of Islamic youth organizations. Value-based leadership not only results in organizational effectiveness but also builds collective well-being, which then becomes the foundation for organizational sustainability. These findings demonstrate that the internalization of the values of trust, deliberation, brotherhood, and cadre formation serves as a mechanism linking leadership practices to collective well-being and organizational sustainability. Thus, organizational sustainability is determined not only by the effectiveness of governance but also by the success of building an organizational culture capable of maintaining leadership regeneration and continuous member commitment.

## CONCLUSION

This study shows that Leadership Practice plays a role as a foundation in forming Collective Organizational Well-Being while strengthening Organizational Sustainability in the Central Leadership of Muhammadiyah Youth. Leadership practices based on Islamic and Muhammadiyah values, realized through participatory leadership, open communication, member empowerment, appreciation, and cadre development, are able to create a sense of psychological safety, trust, a sense of belonging, member involvement, and a positive organizational climate. These conditions are the main capital in strengthening organizational commitment, retaining cadres, increasing collaboration, strengthening organizational resilience, and ensuring the sustainability of leadership regeneration. Thus, this study confirms that the relationship between Leadership Practice, Collective Organizational Well-Being, and Organizational Sustainability forms a mutually reinforcing mechanism, so that value-based leadership not only contributes to organizational effectiveness but also becomes a strategic factor in maintaining the sustainability of Islamic youth organizations.

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