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ADVANCING LEADERSHIP FOR SUSTAINABILITY: EXPLORING SUSTAINABLE, SUSTAINABILITY, AND ENVIRONMENTAL LEADERSHIP PARADIGMS

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ABSTRACT

Leadership and sustainability are two-terms which are extensively researched, yet the interplay between different leadership paradigms—sustainable, sustainability, and environmental leadership—remains underexplored. Succeeding with sustainability results hinges on effective leadership approaches; however, limited research exists on the distinctions and intersections of these paradigms. This chapter addresses gap by critically reviewing and comparing key themes within these leadership approaches. It aims to (a) identify pivotal leadership findings, (b) explore their similarities and differences, and (c) propose a unified structure of leadership behaviors that increase organizational performance and drive sustainability goals. Grounded in a comprehensive analysis, this study organizes split literature into three theoretical frameworks: sustainable leadership, sustainability leadership, and environmental leadership. These frameworks are investigated on leaders' roles in influencing organizations and achieving sustainability objectives. By integrating diverse perspectives, the chapter consolidates existing knowledge, structures the current discourse, and identifies leadership practices critical for advancing sustainability performance. This chapter contributes to scholarly reviews by contribution to a cohesive framework that bridges theoretical and practical insights, addressing a significant gap in sustainability leadership research, and providing actionable strategies for organizational leaders committed to sustainability.

KEYWORDS: Sustainable Leadership, Sustainability Leadership, Environmental Leadership, Leadership Frameworks, Sustainable Development.

1. INTRODUCTION

Present day business organizations are facing lot of challenges relating to environment, social and financial requirements, and dynamic leaders are essential in responding and managing changing priorities to increase and create value for entities. Accordingly, approaches to leadership and sustainability have been investigated widely over last 25 years. The review is wide-ranging, with conversations on sustainable, sustainability, and environmental leadership being interconnected to leadership behaviors, practices and abilities leading to sustainability goals. The detailed examination of leadership approaches identifies lack of agreement and interpretation about leadership in creation of positive sustainability.

Hallinger and Suriyankietkaew (2018) examined sustainable leadership, tried offering scholarly frameworks for further research. Ten important sustainable behaviors with five competency groups were empirically investigated by Knight and Paterson (2018). The research also refined the competency model based on behavior that a sustainable leader requires to successfully complete the sustainable challenges. Boeske and Murray (2022) identified the leadership requirement for achieving positive sustainability with an developed incorporated framework of human capital and sustainability practices. Bibliometric references on sustainability leadership were conducted by Eustachio, Caldana, and Leal Filho (2023) and defined sustainability leadership as 'key person taking charge of motivating and considers followers to overcome sustainability barriers, solving challenges requiring present needs without negotiating on future generations.' Social learning theory and stakeholder theory, studies association amongst environmental transformational leadership and sustainable performance (Althnayan, Alarifi, Bajaba, and Alsabban, 2022). The researchers also throw light on transformational leadership forecasting citizen behavior leading to enhanced sustainability performance. This research study purposes to explore and find similarities and dissimilarities between sustainable, sustainability, and environmental leadership, with an emphasis on understanding three leadership approaches contributing in execution of environmentally friendly creativities by creating impact on sustainability practices, thus satisfying the research gap in existing reviews on literature.

The business entities working with sustainability outcomes has emphasized multiple benefits, not only

the ways of saving the cost, but also other advantages like increase in productivity, improved financial performance, increase in employee morale, enhanced organizational commitment by employee, reduction in environmental impact, and increase in public image among others to be accomplished. The functioning of strategic innovation, strategies and processes shall solely depend on efficiency of leader by bridging changes in organization for improved performance and growth. The concept of a leader and leadership act as a vital factor to impact the success of an organization by fixing goals and direction, creation of vision, and mobilizing resources. Hence, every leader shall have varied behaviors, skills, and competencies to succeed with business organization's success, especially for implementing sustainable strategies.

Sustainability and environmental problems require leadership which act upon direction, planning, managing, implementation, collaboration amongst employees, and accumulate resources in achieving sustainability outcomes. Leadership is important in steering the work force and its stakeholders for reaching organization sustainability goals involving social and environmental factors. Successful leaders shall stimulate transformation, put forth innovation, and contribute employees in developing a sense of responsibility towards environment and also emphasize important values and develop strategies and processes among stakeholders. The structure and culture of any organization are directly influenced by its work force and systems developed in the organization with formal policies and procedures, and leader helps in understanding enterprise outcome, bring efficiencies and follow growth opportunities. The innovation and change can be piloted by top management which shall facilitate an environment where enterprises act as a progressive influence for social change by bringing the impact. Understanding the leadership ways and styles are necessary for decisive impact on sustainable economies.

The literature review is required in this area of research as the issues relating to sustainability are impacting all types of organization, and top management of organization shall have an obligation in creating awareness on the ways of addressing the problems. The various studies of sustainable, sustainability and environmental leadership has enhanced learnings on the leadership contribution to facilitate requirements in accomplishing sustainability outcomes, where in both words are used interchangeably without any consideration for overlapping with conceptual ideas. The current

study offers a better way of analyzing different leadership approaches and provides holistic context with a focused understanding of influencing sustainability goals by the leadership team. To the best efforts of the author, the study tries to cover its best for comprehensive reviewing of combined concepts of sustainable, sustainability, and environmental leadership by also contributing to key findings of how three approaches subsidizes business organization's sustainability.

Sustainability in leadership is gaining momentum as the large organizations are integrating the ESG framework into the company's core strategies. The key trends include Robert's Environmental Center analyzing over 1900 companies over the last decade which has incorporated transparent reporting of sustainability practices which in turn creating a strong commitment towards social and environmental responsibility. In the European securities market, traditional investment funds is out-performed by Environmental, Social and Governance - focused funds with an increase in average annual return of 1.59% over the last five years. The global sustainability rankings are being awarded annually for emphasizing increasing importance of sustainability in companies in its performance evaluation metrics. Apart from the above, women in the industry segment is playing a crucial role in drafting climate strategies which include a milestone of Paris Agreement, 2015.

This study is constituted as below. First section - contains a summary of theoretical framework on sustainable leadership, sustainability leadership, and environmental leadership. Second section - operational definition and description of concept of leadership along with sustainability. Third section - literature review on three leadership styles namely sustainable, sustainability, and environmental-leadership. Forth section - explanation with discussion on main leadership findings from every approach. Fifth section - limitations and conclusions of research study.

2. FRAMEWORK

Sustainability procedures in any organization involve both opportunities and an risk element, and are essential for creating a path and clear leadership to define how established organizations need to be overseen in enhancing the operational prowess. The literature review identified increasing body of knowledge amongst researchers on three separate leadership styles on sustainability leadership, sustainable leadership and environmental leadership which aims in combining outcomes of various

studies that are classified differently by the behavior of leadership. Current study combines literature review, conceptual ideas and empirical studies, and organizations are classified based on small, medium, and large organizations that describes behaviors for enhancing and facilitating execution of sustainability initiatives, objectives and goals of organizations. The research study is organized covering the comprehensive sustainability leadership framework, which demonstrates leadership behaviors to shape employees, groups and organizations for accomplishing sustainability goals. Literature considered in current research represents major leadership outcomes in the domain of sustainability. As the whole world is encountered with a lot of opportunities to innovate and change, leaders today shall have to learn to lead in an efficient way in understanding required behaviors and processes to achieve outcomes relating to sustainability. For competent perception on behaviors and practice to be promoted by a sustainable leader, current review shall aim in integrating and progressing similarities and dissimilarities of fundamental leadership outcomes.

3. CONCEPTS OF LEADERSHIP AND SUSTAINABILITY

a. Leadership

Numerous definitions of leadership have already been developed by different researchers, and in spite of differences, every definition share mutual component such as group phenomenon involving leaders and followers, interpersonal stimulus to accomplish common organizational goals, and leadership can be treated as a goal-oriented and action-oriented process. Many scholars have defined leadership on the basis of personal traits/attitudes, leadership style, nature, and have developed different models on various perspectives on their own limitations and insights. Collectively, all the leadership theories present better understanding of a complicated idea.

In a vigorous world of organization, leadership refers to directing the influence of an individual towards accomplishment of goals and their objectives. Leaders are determined to offer insight, originate opportunities, and also possess a strong personal value, and also portray a prominent role in process of guiding employees of organization and directing the team towards achievement of set goals. The leadership bound to utilize suitable interpersonal behaviors along with methods to arrange and provide guidance to individuals and teams for accomplishing the assigned task, also

encourages and short-long term programs for accomplishing the set goals. Leadership team in any organization is required to promote innovation and create accountability for achieving sustainable goals. Even though a lot of definitions, meaning and perspectives are available, this research focusses on behavioral leadership and process-oriented goal setting. Therefore, within the purview of current review, leadership is well-defined as influencing actions of external along with internal stakeholders to challenge status-quo, developing clear vision, implementing future proposal with consideration for both long- and short-term objectives of business organization.

b. Sustainability

The tenure CSR (corporate social responsibility), companies' sustainability, sustainable progress and development, and productive sustainability are used interchangeably from the last 60-years, where every term provides a varied assessment and meaning. Sustainability refers to an organization's obligation in exhibiting social and environmental inclusion towards concerns raised from everyday business processes. Corporate sustainability consists of economic, social and environmental performance of organization (Burawat, 2019). In agreement to the term sustainability, Iqbal, Ahmad, and Halim (2020) identifies that there exists a near relation with corporate social responsibility, combination of social, economic and environmental factors create competitive advantage for the businesses. Sustainability is also termed with concept of awareness of choices which creates balance between social, economic and ecological systems. The study on sustainability examines how enterprises being inspired to be mindful of long-term goals in the realm with a prominence on protecting and conserving ecological balance. The operational definition of the word sustainability in current research is 'ability of organization to sustain existing business and stakeholders needs while improving natural environment essential for future.'

4. SUSTAINABLE, SUSTAINABILITY, AND ENVIRONMENTAL LEADERSHIP

This segment deals with theoretical narrative and empirical study by offering a strong base for the current study. Extensive reviews on literature recommends sustainable, sustainability, and environmental leadership have been researched at their own interest by researchers of the recent time. It shall also be understood that three leadership approaches shall not from different leadership

schools, but combination of behavioral leadership, thoughts, and practices derivate from earlier studies on leadership which have been functional with definitive established context. This chapter shall discover sustainable, sustainability, and environmental leadership for communication along with recognition of input by offering clarity on behavioral processes that contribute for implementing sustainable initiatives.

a. Sustainable Leadership

Sustainable leadership emerges from frameworks and concepts of variability and inconsistencies. The review of literature on said context exposes non-existence of holistic definition for leadership depending on sustainability. However, current study identifies six important traits in defining sustainable leadership and a leader: (a) environmental and social responsibility; (b) sustaining organizations; (c) sharing responsibility; (d) inculcating moral and ethical behavior; (e) continuous improvement for organizational well-being; and (f) changing organizational culture for sustainable outcomes.

Environmental and socially responsible sustainable leadership trait focuses on protection and conservation of environment, where honoring the past leads to creation of the future. It shall also focus on human-centric practices like valuing people, employee retention, and focus on overall development of mankind. The sustainable knowledge with perspective of care towards people, planet, and profits in creating value is emphasized. It has become important to create a business that has a minimal impact on the environment like reducing ecological footprint, building energy efficient products, and managing waste and having that, a socio-environmental consciousness is created. McCann and Sweet (2014) states that organizations are in the ecosystem of natural ecosystem with leaders having sustainable concerns construct knowledge that engulfs interests of society and environment.

The second leadership finding concentrates on shielding natural environment through sustainable practices by creating persistent and meaningful business organizations by giving equal attention to short- and long-range goals. Employees in any company shall consider employers to have the responsibility for taking sustainable decisions and establish their concern with longer existence of the company (McCann and Holt, 2011). Hargreaves and Fink (2006), state that development and preparation for leadership succession is an act of sustainable leadership. Suriyankietkaew *et al.* (2022) identified

sustainable leaders have a strong long-standing inclination and goes beyond short-term profits with an idea of inclusivity and maintain sustainable growth for everyone. The established organizations shall have to balance between long and short-term goals with the concern of today's and future business opportunities (Kantabutra & Avery (2013).

Sustainable leadership is about sharing responsibility, which is identified as a third important leadership finding which considers various stakeholders of the economic-social system. Tideman et al. (2013) identified interconnection between encountering and creating effective association between employees. Hargreaves and Fink (2006) propose the dispersed and transformative leadership is successful in building sustainable education sector. Transformative leadership includes involvement, elevation, inspiration, motivation, and which in return contributes to shared responsibility and promoting sustainable organizations. Liao (2022) opines that long-term value of the firm is created when behavior of leader meets the requirements and needs of stakeholder. Avery & Bergsteiner (2011) identified 23 leadership styles which are regarded as honeybee philosophy, stresses stakeholder inclusion, and suggested social-sharing approach for developing sustainability objectives.

The fourth leadership findings are referred to understanding of moral and ethical behavior of the leader. Sustainable leadership establishes the grounds for moral and ethical values (Hargreaves and Fink, 2006) and Svensson and Wood (2007) suggests that leadership of business entity needs to be meaningful and also ethical to bring the changes. It is challenging to term ethical behavior and confirm the act of being ethical for managers on short-term principles. Conversely, doing things in the right way and being transparent to protect organization while enhancing sustainability can be treated as ethical. Nisha et al. (2022) has provided different sets of value systems which includes moral behavior, considerate to the people, common regard, and judiciousness. Sustainable leadership intends to shape the behaviors and value systems of management teams towards achieving sustainable values in the organization.

Fifth leadership observation highlights the requirement of continuous improvement for business organization's well-being and change to remain ahead of competitors in the market. Svensson and Wood (2007) stated sustainable leadership being a continuous process which is dynamic in nature and builds an innovative way required to solve problems

and obtain solution. To sustain the market's competitors advantage and leading to achieving long-term goals, strong leadership is essential (Nisha et al., 2022), which also focusses on modern thinking and information sharing in form of data to achieve sustainability. The current study on continual improvisation and organizational well-being has improved interpretation of leadership components promoting organizational sustainability.

The sixth leadership finding is on building organizations culture. It shows a dominant role in process of building and maintaining sustainable culture of organization. The business entities' values and norms determine culture of organization, as it defines key values, beliefs, understandings and norms offered for employees of the business organization. To inculcate the culture, the top leadership of the company shall have to personally communicate with the fresh joiners about the company's vision, value system, philosophy and conduct within the organization (Kantabutra & Avery, 2013). The organizations tries hard to maintain core values and beliefs and bring the employees together, when the values and beliefs are extensively shared to the employees, thereby helping employees identify sustainable behaviors. Hallinger and Surluankietkaew (2008) focusses sustainable leaders shaping culture of business organization, emphasizes on continuous development, involves an innovation capability, and implement systematic changes in their business organization. In the perspective of sustainable leadership, organizational culture is well-defined as development where corporation and personnel embrace concern on natural ecosystem in a way it becomes part of core values of organization, which also includes social responsibilities. Schein (2010) states that leadership and culture of any business organization tends to be mutually exclusive, as it is going to guide beliefs and values of employees.

The important findings identified in the reviews of leadership relating to sustainable behaviors and procedures increase business performance by helping to contribute positively to outcomes of business organizations. Sustainable leadership cannot be attached with one leadership approaches, styles or practices. Instead, sustainable leadership is perceived with application of wider area of sustainable practices wherever leader recognizes point of change and innovate where leadership concerning to sustainability required at different levels of organization.

The impact of sustainable leadership can be understood with small case lets and initiatives of

well-known organizations. IKEA's CEO Mr. Jesper Brodin reiterates the action in managing the climate change and identifies that 68% of its customers understand that climate change is a threat and has achieved 30% reduction in carbon emissions since 2016. Primal Soles in its efforts for developing sustainable products has the first in the world to develop recycle insole using natural cork, which was recognized in World Economic Forum and was facilitated with financial investments for expansion and diversification. The World Economic Forum is progressively addressing environmental concerns by pressing the role of companies in protecting biosphere and creating a need for circular economy with initiatives like Trillion Tree Campaign. The knowledge centers like business schools are enhancing their integration of sustainability in their curriculum for developing responsible business practices. The initiatives of Oikos and Net Impact shows a shift towards training and education leaders of tomorrow on importance of sustainability in business practices.

b. Sustainability Leadership

Sustainability leadership reiterates significant body of present learning base for developing leadership insight and what it relates to achieving sustainable results. This segment shall inspect major findings from the previous reviews of literature relating to sustainability leadership along with its practices. The findings incorporate the following: (a) action on values relating to sustainability; (b) finding sustainable resolutions signifying values, ethics, and care; (c) relationships influencing stakeholders and providing opportunities to obtain solutions; (d) organizational change; (e) organizational culture.

The important leadership outcome regarding sustainability in terms of leadership is acting on values relating to sustainability, and economic variations making the objective a necessary. It is required for all the organizations to bring solutions to make the process sustainable and at the same time make organizations profitable. Many researchers have tried to discover understanding of task-oriented leadership by giving importance to implement sustainable systems at their facilities. The task-led leadership includes communication, action mobilization and contingency planning towards established goals. A qualitative study on attributes of task related leadership conducted by Quinn and Dalton (2009), states that senior leaders adopting principles, strategies, policies and practices of sustainability are successful. The framework of the study includes direction setting, aligning the goals,

and maintaining the commitment. Epstein, Buhovac, and Yuthas (2010) identifies important performance evaluation, incentives, with organizational designing in motivating employees for implementation of corporate sustainability. Knight and Paterson (2018) support result-driven sustainable leaders, to plan and build business outcomes for sustainable projects in their enterprises.

The relevance of ethical values and finding solutions for sustainability complications are emphasized in current segment. It is important for any organization to identify the implication of challenges being faced by businesses and acknowledge findings about sustainable resolutions that represent values, ethics, and care. Metcalf and Benn (2013) opine that organizations work in dynamic economic-environmental social systems, Burns et al. (2015) identifies leaders working towards exploring solutions in addressing complexities such as climate change and social inequality. Galpin & Whittington (2012) claims that sources of motivation with values are key in binding sustainable agenda in the minds of employees. As stated, sustainability leadership landscapes values, ethical angles to derive explanations to realize sustainable goals.

The third prominent leadership exploration is relating to the importance of nurturing association which can influence stakeholders and create opportunities to produce required solutions. Sustainable leaders co-relate with transformational leadership theories which include strategic vision, strong perspectives, inspiration, innovation, creativity, intellectual stimulation, risk taking and sturdy personal values. Ferdig (2007) suggests sustainability leaders work on emphasizing options for employees to collaborate to generate answers in addressing challenges specific to the context. Visser and Courtice (2011) proposes that inclusivity, visionary, creativity, and sacrifice are the part of leadership styles which collectively summarizes the sustainability leaders. Benn et al. (2014) emphasizes the need for encouragement of things innovatively to opt out difficulties and amend new challenges. A leader shall be confident to create influence, mentor and guide all the members of the organization in building proactive teams. Hence, this acknowledges the significance of transformational leadership techniques in extending understanding of sustainably leader.

The sustainable ingenuities and policies include modifications and advancement for achieving goals of the organization, the fourth leadership finding - leading organizational change, which uses organizations acumen, strategic vision, and

employment of policies for transformation. Achieving sustainability goals includes challenging the status quo, gathering information, interpreting information, and developing mindset for improvising sustainability results. Leaders shall be prepared to face existing views, seize opportunities, and embrace optimism (Knight & Paterson, 2018). Burns et al. (2015) documents inclusivity, collaboratives, working on collective commitment, and embracing sustainability for taking business facilities for achieving operational success.

The fifth finding of leadership connects with organizational culture which connects through sustainability goals accomplishment. Many researchers identified the merit of creation of sustainable culture which focusses normally on innovative mindset, open to change, leading, and risk-taking ability. Crews (2010) explains position of cultural modification in organization by suggesting companies to resort for any reduction of resistance through execution of sustainability objectives, it may be taken as, if sustainability objectives are understood and is part of a culture, resistance will be less. If the philosophy of a business organization supports sustainable ideas, in return, pays to value-based outcomes of firm by facilitating behavioral change amongst employees. Epstein et al., (2010) shares his analysis on organizational culture assisting in practice of novel and continuous advancement culture. Jayashree et al., (2022) argues that inclusive behavior modeled by change leaders

who have a transparent purpose drives agendas of sustainability. The convention things of values, belief system, expectations, understandings, attitudes and norms in an enterprise define organizational culture. Responsible organization culture acts as foundational process, and also an inherent way of achieving sustainability outcomes (Isensee et al. (2020).

The important findings that are highlighted from different sustainability leadership behavior such as: (a) action orientation on values of sustainability; (b) importance of obtaining sustainable solutions; (c) need for evolving associations with every participant by creating prospects to engender solutions; and (d) task leadership needed for sustainability achievements in organizations. The above-mentioned four factors are unique and identical when compared with previous literatures surveys on sustainability leadership. In contrast, four similar sustainability leadership findings which are identified from earlier studies are identified as (a) building reputation through moral and ethical values, attitudes, and beliefs; (b) organizational change; (c) transformational leadership; and (d) organizational culture. Therefore, four identical discoveries on leadership and their behaviors are related with sustainability leadership, and there is also few overlaps between key results within sustainable leadership. Collectively, five leadership outcomes construct essential behaviors of sustainability leaders.

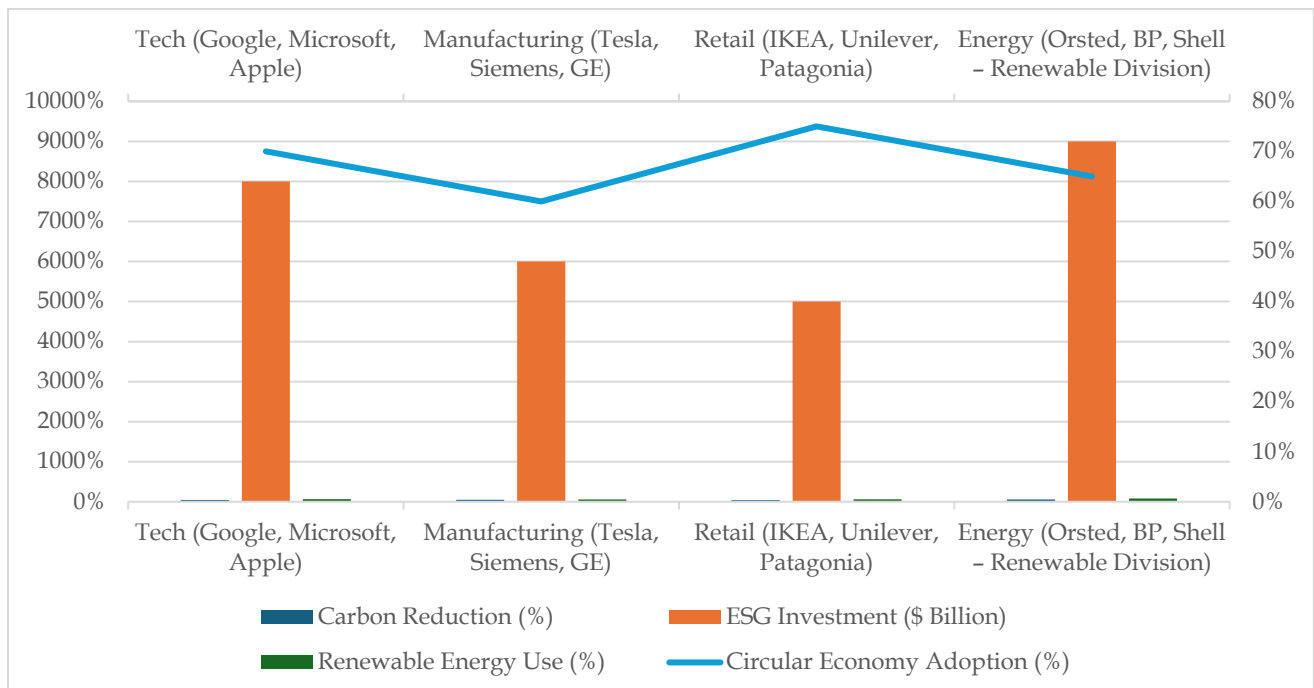


Figure No.1: Comparative Analysis of Sustainability Practices Adoption by Industry. Source: Author Compilation

c. Environmental Leadership

Thirty years of literature on environmental leadership has been carefully investigated in the existing study. The continuation of this section discusses various key findings of environmental leadership for promoting sustainability habits. The major exploration includes: (a) values, beliefs, and attitude; (b) guiding organizations for change; (c) transformational leadership; (d) stakeholders influence and expectations.

Scientific and social concerns create environmental complexities and demand an in-depth study on values, beliefs, and attitudes of profit-oriented organizations from leaders who are aware of managing and leading it. The first finding in environmental leadership relates to values, beliefs and attitude of an environmental leader, who cares and protects the natural ecosystem. It can include reduction of waste resulting in cost reduction, benign products and services, which works beyond legislative requirements. Environmental leaders in government owned and controlled sectors shall be natural normative influencers which depends on moral responsibilities and value-driven intents which can create an impactful environmental leadership behavior (Niu, Wang and Xiao, 2018). The environmental leadership style developed by Flannery and May (1994) consists of considerations affecting top managers. Important factors included are moral norms with values; environmental attitudes; stakeholders influence; environmental strategies. Encouraging on above idea, environmental leaders shall be proactive to change with small footsteps to organize, organization employees to reach ecological goals.

Assuming things be same may not be treated as trait of an environmental leader, but concerns required change and business development strategies in conditions having strategic vision and appropriate guidance to guide and take the organization forward. So, the second leadership finding is about the organizational change over process. Robinson and Clegg (1998) came up with elements of environmental management system to involve enhanced continuity in improvement. Acquiring environmental policies reinstate devotion to reaching ethical environmental sustainability. As process-oriented business organizations take a step forward to implementing sustainable consequences happening at their business establishments, it is very important to know how leadership practices and procedures facilitating transformation. The present study recognizes dominance of leadership and explains the way forward to take the lead towards green future.

Transformational leadership on environmental sustainability considered to be tertiary important finding of the study. Transformational leadership actions are developed with two-dimensional leadership involving individual and organizational policies which are influenced by internal factors like objectives setting and motivating strategies and outside factors like networking with like-minds outside the business organization responsibilities (Portugal and Yukl, 1994). Egri and Herman (2000) explained the relevance of transformational and transactional leadership in building sustainable businesses. The transformational leadership actions like logical stimulation with mentoring ability of organization people leads to address environmental matters in various other ways by creating adjacent associations to achieve organizations sustainability outcomes (Taylor, 2008; Smith and Sarros, 2004). Robertson and Barling (2013) developed concept of environmental specific transformation leadership (ESTL) to encourage employees of the establishment to have pro-environmental behavior, and states that ESTL and transformational leadership shall inter-relate to sustainable environment. Althnayan *et al.* (2022) identified environmental transformation leader shall significantly forecasts environmental social conscience attitude and environmentally friendly performance in Petro-chemical facility in Saudi Arabia. Employees of business organizations shall always look up to leader and inspired by action and behavior that establish sustainable activities. Peng, Chen, Zou, and Nie (2021) define environmental distinctive transformational leadership as a vital architect in developing environmentally friendly behavior of colleagues and shares prominence of collective working and achieving sustainability ambitions. The most critical leadership outcomes of this section state that the significance of leadership in bringing transformation and extending the current leadership theories expands leadership perspectives for environmental change.

The consequence of stakeholders impact and beliefs is the fourth important key understanding on environmental leadership, consisting of teamwork and networking amongst the industry. Robinson and Clegg (1998) studied on environmental demands on business organizations in the United Kingdom by governing bodies and mandated every profit-oriented business to adopt new legislation and norms. The interest of groups, parties, and institutions was affected by organizations action on stakeholders of the business (Flannery and May, 1994). The leadership initiatives that are outside the

formal duty to perform at organization shall be accountable for handling environmental concerns and thus needs to create and maintain network to collect and analyze coercions and occasions to negotiate with organization's mission on environment. Therefore, environmental leadership is a vibrant procedure that is influenced by internal and external people related with organization.

Table 1: Top Five most Sustainable Companies.

Rank	Company	Industry	Origin
1	Vestas Wind Systems	Renewable Energy	Denmark
2	Hansen Holding	Biotechnology	Denmark
3	Kering	Luxury Segment	France
4	Orsted	Energy	Denmark
5	Banco Do Brasil	Banking	Brazil

Source: Author Compilation

Leadership practices representing varied objectives of social importance is regarded as environmental leadership. The concepts of social, economic, and ecological sustainability are practiced. The leadership cannot be in existence for reacting to a difficulty or a crisis, but about various socio-political, cultural, and environmental concerns. The unique leadership findings of this study for sustainable and sustainability leadership approaches includes three common findings, and include: (a) relevance of moral, ethical values, attitudes and beliefs; (b) organizational change; (c) traits of transformational leadership. Environmental leadership extends relational and transactional leader qualities with sustainability leadership. It can be determined that single leadership style or behavior are not satisfactory amongst environmental leaders but require different capabilities in solving complex environmental issues.

5. ROLE OF HR IN SUSTAINABILITY LEADERSHIP

Sustainability leadership is not limited to being environmentally responsible but also include creating social impact, ethical governance, and understanding the long-term business resilience. The human resource department of the company plays a major role in driving objectives by including sustainability into leadership development, culture of the organization, and strategies engaging employees.

The leadership training programs of human resources department shall incorporate the responsibility of sustainability principles, which can equip top leadership focus on decision-making involving ESG principles and also enabling the team for following ethical business practices. For example, sustainable living plan of Unilever incorporates

executive leadership program with concepts of sustainability, supporting future leadership align with business growth and sustainability goals.

Organization culture of the company can prioritize sustainability by inviting talents with sustainable mindsets. They can also work on green HR policies like paperless office, flexible working arrangements, and also ensuring participation of employees in CSR initiatives. It is found in the survey conducted by Harvard Business Review that 65% employees prefer to work with companies having strong ESG commitments.

The HR department of organization can also work on integrating ESG metrics with its performance. It can include development of sustainability key performance indicators for top leadership positions, linking compensation or bonus to achieving carbon neutrality to its executives. In fact, initiative has been executed by Microsoft Inc ensuring accountability at the leadership level.

The biggest responsibility lies with human resources department of an organization to foster employee led initiatives towards sustainability. Green training programs and recognition and rewards for employees contributing to sustainability goals can be initiated.

6. DISCUSSION

The know-how about ways leaders administer and lead organizations is essential to achieve sustainability outcomes. The existing theories and framework on sustainable, sustainability, and environmental leadership have been considered, reviews have revealed similarity in leadership constructs and also overlapping behaviors and practices which are diverse under different approaches of study. The three findings which are identical in all three leadership qualities are moral and ethical behavior which describes leader's values, attitudes, and beliefs towards sustainability. This would expect a leader to be morale and influence followers towards sustainability goals. Leaders working on implementing strategies have various perspectives of their business operations compared to other leaders, as strategies are actively perceived to respect natural ecosystem with equivalent time being given to building conviction amongst employees and stakeholders to improvise performance. Few researchers contend about environmental leaders promoting environmentally friendly ethics with implementation of codes and beliefs in their firms. Hence, leaders are required to be ethical and meaningful for bringing progressive change about sustainability by incorporating values

in day-to-day operations of businesses.

Another important finding identified in the leadership approach is on capabilities of implementing organizational change to transform firms for achieving sustainability goals. Leaders shall embrace change in order to move forward for reaching sustainability objectives by implementing cutting-edge business systems. Leadership shall commit and knowingly take novel ways of seeing, thinking, and interactions that effect in improving outcomes which are environmentally sustainable, as such, leaders be able to take the opportunity and incorporate change within their organization.

A successful leader is one who can inspire and motivate employees. Concerning the transformational leadership, they will have to positively influence their organization and the environment. This leadership form will include a stable vision and perception of mission to create understanding in solving problems faced due to sustainability. Leaders must be skilled enough to design the process of vision and mission creation and taking it to practical end through growth and execution in inheriting organizational vision. Accordingly, leaders shall be persuaded to be transformational leaders and inspire and motivate organization workers in thinking about environmental sustainability challenges and concerns in ingenious paths.

In addition to the above mentioned three parallels, other similarities presence is felt. For instance, sustainability and environmental leadership impart transactional and relational leadership for heading the organizations near to sustainability goals. The existence of other identical qualities with three leadership approaches. Sustainable leadership states socially and environmentally accountableness by covering characteristics of preserving and sustaining organizations and acknowledging combined accountability. Identical sustainability leadership finding includes taking action on sustainability values, obtaining sustainable solutions, initiating relationships for influencing stakeholders, and traits of task leadership. On other hand, environmental leadership deals with influences of stakeholders and their anticipation to increase implementation and success in environmental-friendly initiatives. It would be convincing to suggest that leaders shall not symbolize every style, skills, practices, and behavior of leadership toward sustainability. The identical traits reviewed here shall come up on the basis of various aspects like different characteristics of firm, industry, culture they operate, and change in current

scenario towards sustainability purposes. Apart from the factors discussed above, leaders are required to strike a balance between social, economic, and environmental concerns within society. Successful adoption suiting the requirements of the organization enhances sustainable practices of the enterprise.

The prime objective of this research was to recognize similarities and dissimilarities from available previous reviews of literature with respect to sustainable, sustainability and environmental leadership and ways in promoting organizational performance for sustainability. Considering extensive sources of review, a comprehensive context is modeled by considering findings of the study on leadership traits and practices involving sustainability change. Sustainability leadership context covers leadership traits and techniques which are created using theory and experimental research. The framework consists of existing literature and takes a step forward for integration and understanding of leadership behavior to increase sustainable activities of the firm. This framework expands existing leadership constructs and progressive investigations conducted in this area. There is more requirement of exploration to recognize how leadership styles and its behavior influence the important part of sustainable process implementation in organizations, and current study uncovers similarities and dissimilarities among three leadership constructs, thus progressing in the current area of research.

7. LIMITATIONS AND FURTHER RESEARCH

The existing research analysis has been done with some drawbacks. The major outcomes are outlined with respect to sustainable leadership framework shall contribute to leadership teams in practical implementation of sustainable proposals in their respective business organizations, lacks empirical evidence. Most of the studies are relating to sustainability and leadership is focused on behavior of leadership teams and their practices in facilitating change towards achieving environmentally friendly goals, however future research can be focused on employees and their role in bringing the change. The third approach of this study is driven by business imperatives, with an intention of achieving efficiency on social, economic and environmental issues, the application of ISO standards of Environmental Management System which is not considered in present study. The objective of the investigation is not to limit the discussion, but to create a clarification and build on traditional leadership theories.

8. CONCLUSIONS

The current investigation has reviewed sustainable, sustainability, and environmental leadership and identified similarities along with its differences. The three leadership methods have been selected on the basis of its prominence emerging currently in society. The missing approaches in the literature review have been synthesized in the current study about leadership traits and their perceived behaviors and procedures which combines all three approaches of current study. The discussion in the study combined narrative that was not earlier

aligned with leadership approaches and thus tried to facilitate a better understanding of sustainability leadership context. The literature review done in this research is valuable, as we were able to develop leadership framework towards sustainability and also identifies important leadership discoveries which are posed to enhance sustainability along with progress of achieving sustainable targets. The current examination also makes an attempt to enhance knowledge of leadership approaches and its behavior and practices which can facilitate in implementing initiatives of sustainability goals within the organizations.

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