The Importance of CEO's Sustainable Leadership to Distribute Environmental Education Culture in the Organization

Hyein WOO[1]

Abstract

Purpose: CEOs develop policies through their effective decision-making while employees implement the policies so that a business realizes the expected returns. This research focuses on the importance of the CEO's sustainable leadership to distribute environmental education culture to improve employees' environmental performance. **Research design, data and methodology:** The PRISMA that is selected by the present research is an evidence-based minimum group of entities for reporting in systematic reviews and meta-analyses. The core focus of the concept is to note studies that evaluate the impacts of intervention and can also be utilized as a basis for writing systematic reviews rather than intervention evaluations. **Results:** The current investigation indicates that there are four kinds of suggestions (a. Increased organizational learning, b. Open communication, c. Participative decision making, d. Psychological empowerment) how the management should develop sustainable leadership for distributing green culture and improving employee green performance. **Conclusions:** Based on four solutions, the present research concludes that sustainable leadership for CEOs is not only of advantage in terms of protecting the environment and the people, but it fosters increased organizational learning. Increased organizational learning leads to better employee sustainable performance, which includes financial performance and the social and environmental initiatives the organization implements.

Keywords : Sustainable Leadership, Environmental Performance, Green Entrepreneurial Orientation, Green Culture

JEL Classification Code Q51, R11, K32

1. Introduction

Sustainable development is an initiative adopted toward reducing the impact of economic activities on the planet as well as curbing the violation of human rights. After the UN accorded sustainable development concerns, the UNGC was developed. The UNGC came up with ten principles of sustainable development. The principles aim to ensure the impact of the economic activities on the environment and that the violation of human rights in businesses is controlled (Macellari, Yuriev, Testa, & Boiral, 2021). Businesses have to submit an annual report on their efforts toward sustainable development. Failure to submit businesses is not approved by the UNGC, which is the body accorded the role of ensuring sustainable development (Rasche, 2020). For businesses to realize effective annual reports on their efforts towards upholding sustainable development, the companies have to embrace a sustainable

1 First and Corresponding Author. Post-Doctoral Researcher, Graduate School of Interdisciplinary Program in Environmental Education, Seoul National University.
Email: woog7235@gmail.com

leadership style. CEOs play a crucial role in business decision-making and have the power to manipulate what a business can realize through its employees. CEOs develop policies through their effective decision-making while employees implement the policies so that a business realizes the expected returns. The paper is a research on the importance of the CEO's sustainable leadership to distribute environmental education culture to improve employees' environmental performance.

A sustainable leadership style involves taking into account the three Ps while running a business or an organization (Bendell, Sutherland, & Little, 2017). The three Ps referenced above are people, profit, and the planet. The above leadership style considers the environment, society, and long-term sustainable development goals. A leader who embraces a sustainable leadership style takes into account all stakeholders, that is, consumers, employees, and the future generations, and not just considering the shareholders who play a financial role in the organization. The three Ps mentioned above illustrate that sustainable leadership styles mean that a leader does not only care about making more profits but also cares about the people and the planet to ensure that the business thrives while taking care of the people and ensuring the planet is still a safer place for human beings to live in, that is maintaining the performance of the business financially while taking care of the people and the environment. A sustainable leadership style involves being able to balance the pressure of short-term business goals with long-term business goals and coming up with effective ideas that solve environmental and social issues. The paper researches the importance of CEO's sustainable leadership style, as presented above, to distribute environmental education culture to improve employees' environmental performance.

For an organization to realize the standards set by UNGC on sustainable development, every stakeholder in the company has a role to play towards that. A sustainable leadership style has posed as a solution to many sustainable challenges. If a sustainable leadership style has posed as a solution to many sustainable challenges, the research tries to illustrate how it poses as a solution to employee environmental performance. CEO's have the power to impact employees through psychological empowerment. The paper illustrates the role of psychological empowerment on employees' environmental performance. Sustainability ill about compelling sustainable practices in society and organizations. Sustainability leadership styles enforce sustainable values at the personal, organizational, and social levels. Suppose a sustainable leadership style has an impact on sustainable societal values. In that case, this research tries to answer the importance of it on employee performance since sustainable leadership plays a critical role in organizational learning.

2. Literature Review

Previous studies give a background to the above study, which takes on from the previous studies. Al-Zawahreh, Khasawneh, and Al-Jaradat (2019) played a critical role in giving a background to the above study. He focused on the relevance of sustainable leadership to organizational learning. The study illustrates the impact of organizational leadership on the capability of an organization's learning by illustrating the vibrant role played by sustainable leadership. If adopting sustainable leadership increases the organization's ability to learn, A CEO's sustainable leadership style enables employees who are part and parcel of the organization to learn from the CEO on sustainable development values. According to the previous study (Burawat, 2019), a sustainable leader influences sustainable performance; the research by Burawat approves the above study by approving the relationship between a CEO's sustainable leadership style and employee environmental performance. In his research, Burawat (2019) illustrates how the study of sustainable development is in its infancy stages and the large gap available for more studies to be conducted on the subject. The paper answers the call by Burawat to conduct more research to answer the pending questions on sustainable development. He recommends more research, especially on the key variables that mediate the relationship between sustainable leadership style and sustainable performance. The paper takes on to conduct a special study on the importance of CEO's sustainable leadership to distribute environmental education culture to improve employees' environmental performance.

As referenced in previous studies above, sustainable leadership plays a vibrant role in influencing organizational learning (Haroon, Sami, Rehman, Fahad, & Irfan, 2019). Research has also been done to answer the above quest on organizational learning. The paper focuses on emphasizing the role of organizational learning in organizational sustainability performance, which is a gap mentioned by many researchers in their conclusions, but not yet well addressed (Putra, Novitasari, Asbari, Purwanto, Iskandar, Hutagalung, & Cahyono, 2020). Various theories underpin the above research in the paper. The above theories have been utilized in previous research, for they are the basis of the reasoning in the paper. For example, the relationship between organizational learning and sustainable leadership is defined using the RBV theory in current studies (Iqbal & Ahmad, 2021). Organizational learning and sustainable development are the first main theories in the above research. The relationship between them has been well defined by previous research, as illustrated by the discussions above. The second key group of variables and whose relationship the paper tries to address is the relationship between organizational learning and sustainable performance. The

dynamic capability theory is used to give basis to the argument that there is a relationship between the last two variables. As discussed above, sustainable leadership creates a conducive environment for organizational learning, enabling the transmission of sustainability values from the CEO to employees through learning. Organizational learning has been given priority in previous research as the main impact of sustainable development on organizations (Saha, Chatterjee, Gregar, & Sáha, 2016). It has been a tool that has enabled businesses to deal with sustainable challenges.

There is a lot of literature on how organizational learning, which is highly influenced by sustainable leadership, is used in dealing with the goals of the triple bottom line (Pratono, Darmasetiawan, Yudiarso, & Jeong, 2019). The above action gives organizations a sustainable competitive advantage in the current times, which are full of uncertainties. Organizational learning is influenced by different variables, for example, through its ability to pose a solution to many arising sustainable challenges. Organizational learning is influenced by the dynamic nature of the markets, leading to high demand. Increased demand for organizational learning. It leads to increased demand for the interaction between stakeholders, where employees and the CEOs are examples of stakeholders. In the instance of the comparisons made in the paper, increased organizational learning demand means increased demand for interaction between the CEO and the employer. The above study also comes when businesses adopt a different performance evaluation view. Traditionally, performance evaluation was based on finances. Still, in the face of sustainable development, performance evaluation is based on financial performance. Still, social and environmental performance are now given priority to make the performance sustainable (Iqbal, Ahmad, & Halim, 2020). Therefore, for organizations to measure sustainable development, they have to consider the three variables in parallel: financial performance, social impact, and environmental impact.

Sustainable development-based organizations focus more on reducing resource usage, less emission of poisonous substances into the atmosphere, developing effective environmental initiatives, and creating values for the diversified stakeholders who make up the company (Brazovskaia, Gutman, & Zaytsev, 2021). Much research has also emphasized organizational learning, which has remained elementary since it is a product of sustainable leadership. Researchers have also tried to elaborate on its constructs and associated processes. Organizational learning was initially defined as a four-step process. The process consists of the following steps: generation, integration, collective interpretation of the information acquired, and the authority to apply the information acquired. Different researchers used different perspectives in defining the

process of organizational learning. Another group of researchers defined it into three steps: acquisition, interpretation, and integration (Par & Kim, 2018). The above processes are almost the same, and the stages are almost interrelated, so the researchers had the same view on what happens in the process of organizational learning but differed on the number of steps just because the second group of researchers produced a more summarized process.

Sustainable leadership creates an environment for open communication and knowledge communication, which are the two strong aspects of sustainable leadership that enable it to boost organizational learning. Sustainable leadership, as mentioned in the introduction, considers all the stakeholders in the organization, and participative decision-making is highly embraced. Openness, participative decision-making, and the transformational leadership style are the main predictors of organizational learning. Will is a very powerful aspect in human beings, and employees cannot be left out of the aspect of will. Sustainable leadership triggers the aspect of will in employees since they are put into consideration by the CEO. Organizational learning triggers the will in employees, making them perform beyond the organizational expectations. The increase of their will to do good goes hand in hand with the enhancement of civic virtue. Enhancing civic virtue goes hand in hand with increased responsibility among the employees (Park & Kim, 2018).

Extend literature has indicated a relationship between organizational learning and psychological will. According to the study (Kim, 2018), there is a relationship between organizational learning and organizational citizenship behavior. The research indicates that organizational learning, which previous researches indicate is highly influenced by sustainable leadership style, highly influences employee organizational citizenship behavior and increases employee sense of responsibility. The extended literature above focuses on sustainable organizational performance, leading to the gap idefied in the literature the study tries to address. Different relationships have been realized in the literature; the above study takes on previous studies and focuses on the role of CEO sustainable leadership in distributing environmental education culture to improve employee environmental performance.

2.1. Research Gap

As illustrated in the literature review above, research has been done on sustainable leadership. Different researchers have viewed the field as an infant and called for more research to continue from where it left. The extant literature has defined the relationship between different variables with reference to previous literature. It has indicated how there has been a change in how organizations view performance

in the contemporary world. The relationship emphasized in the literature is the connection between sustainable development and organizational performance. After defining the relationship between sustainable leadership and organizational learning, organizational learning has been linked with many merits like organizational performance increase, sustainable performance, and both financially, socially, and environmentally. The previous studies focus on the impact of sustainable leadership on the sustainable performance of the entire organization. The above extent literature defines a gap in defining the relationship between sustainable leadership and the sustainable performance of different stakeholders like employees. This research addresses the above gap by defining the importance of the CEO's sustainable leadership to distribute environmental education culture to improve employees' environmental performance.

Figure 1: Research Gap of the Study

3. Research Methods

3.1. Research Design for Literature Analysis

The PRISMA (Process and Systematic Reviews and Meta-Analyses) that is selected by the present research is an evidence-based minimum group of entities for reporting in systematic reviews and meta-analyses. The core focus of the concept is to note studies that evaluate the impacts of intervention and can also be utilized as a basis for writing systematic reviews rather than intervention evaluations. PRISMA should be used in research since transparent reporting in systematic reviews is critical. PRISMA method is essential for evidence summary concerning the efficacy and the safety of the healthcare interventions accurately and reliably. The concept gives the reader the data to generate their perceptions on how perfect a study was and how applicable the findings are to their unique setting (Selçuk,

2019).

The method makes research replicable, one of the defining characteristics of a systematic review. PRISMA should be used as a research design in all aspects of research as it is a valuable tool for every profession, such as patients, healthcare professionals, and fellow researchers. PRISMA should be utilized as a research design to show the quality of the review, to allow the readers access to their strengths and weaknesses, to allow the duplication of the review methods, and to structure and format the study utilizing the PRISMA headings (Yepes-Nuñez, Urrutia, Romero-Garcia, & Alonso-Fernandez, 2021).

As a research design, the tool can be used in reporting the results of a systematic review in the evaluation of the impacts of an intervention without considering if the study is limited to randomized controlled attempts or is inclusive of the research types. In research design, there should be transparency in reporting the systematic review; hence the tool can be used to enhance that. PRISMA should be utilized as a research design by integrating the different study components in a coherent and logical approach to ensure that the study's research problem is effectively addressed. The tool consists of the collection blueprint, measurement, and data analysis.

3.2. Justification Why the Methodology is Reasonable

PRISMA which was selected by the present author allows the presentation and summary of the features of the studies, which contributes to the synthesis, allowing the healthcare providers and the policymakers to evaluate the applicability of their findings to their setting. The method facilitates the description of the certainty in the body of evidence for the result and the implications of the findings, which aid the policymakers, managers, and other decision-makers in formulating the appropriate recommendations for the practice or policy (Yepes-Nuñez, et al.,2021).

The method facilitates the replication and the update of the reviews and the inclusion of the systematic reviews, including the guidelines where the teams can reduce the work that is done and hence reduction of the research waste. The method can be used in research for reporting the results of a systematic review and evaluation review of the impacts of an intervention, whether there exists a review of the limitation to randomized controlled attempts to the inclusion of other research types. The method can be utilized in critical appraisal of the published systematic reviews. They are essential in informing healthcare decisions and being a section of the scientific community (Jung & Jeon, 2021).

The method addresses the crucial aspects of every area of a systematic review, including the title, abstract, methods, results, discussion, and funding. There is the managing of the

flow of data through the different flow phases of a systematic review and ascertaining the number of the articles identified, screened, the eligible ones, and the included articles; hence the preferred method for the adoption of writing a systematic review. The technique is utilized by reporting the number of articles screened at every stage using the diagram adopted for the method (Richard & Kang, 2018).

The included data are about the study features, risk of bias during the quality assessment within the studies, and the results concluded across the studies. The main findings are summarized, including the strengths and weaknesses encountered during the research. The latest PRISMA 2020 addresses the new reporting guidance that reflects the advancement in the methods in the identification, selection, appraisal, and study synthesis.
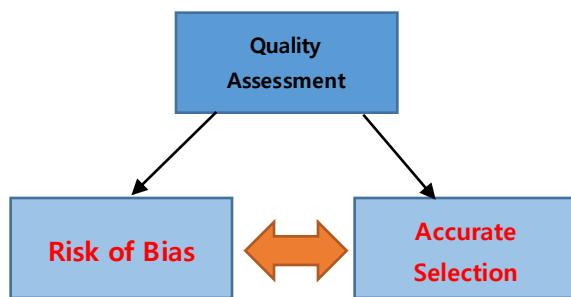

Figure 2: Justification of the Research Methodology

4. Findings

4.1. Increased Organizational Learning

As indicated by the discussions above, sustainable leadership in an organization plays a critical role in employees' environmental performance. Leaders can manipulate what their employees engage in while in the organization and the processes they undertake to ensure they meet organizational standards but, sustainable development gives the leaders the best opportunity for that. As mentioned above, a CEO's sustainable leadership style increases organizational learning (Iqbal & Ahmed, 2021). A sustainable leadership style takes into consideration all the stakeholders in an organization. The above action creates a vibrant organizational learning environment. By creating a conducive learning environment, the CEO can distribute environmental education culture among the employees. It creates an effective environment for the distribution of the sustainable culture from the CEO to the employees, which helps to improve their environmental performance.

According to the previous research, Organizational learning increases sustainable performance and helps to deal with sustainable challenges (Singh & El-kassar, 2019). Its ability to deal with sustainable challenges indicates how it makes it possible for a CEO to distribute environmental education culture to the employees enabling them to realize higher environmental performance. Organizational learning is key in every organization, and if enhanced, it will create a channel for the CEO to distribute the environmental education values to the employees. A sustainable leadership style fosters sustainability values at the individual, organization, and social levels. Increased organizational learning creates an opportunity for the CEO to compel the sustainability values to the employees, which is the distribution of environmental culture.

4.2. Open Communication

With a sustainable leadership style, a transformational leadership style is deployed in organizations. As mentioned earlier, the above leadership style considers the three Ps: people, profit, and the planet. The above discussion leads to the second importance of sustainable leadership, open communication (Iqbal et al., 2020). The consideration of all the organization's stakeholders creates an open environment. Openness has been defined as one of the characteristics of the environments that compel organizational learning (Woo & Kang, 2020).

The openness creates an opportunity for the CEO to distribute the environmental education culture to the employees who feel free to interact with them since, unlike the previous leadership style, the sustainable leadership style adopted by the CEO takes them into account. The openness enables the CEO to compel sustainability values among the employees. Sustainability values are the environmental education culture that is distributed to the employees to increase their environmental performance (Haldorai, Kim, & Garcia, 2022). The openness opens a chance for the employees to learn from the CEO and thus aa creation of a smooth and easy way for the distribution of environmental education culture.

4.3. Participative Decision Making

Associating A sustainable leadership style enables a CEO to create an environment that enables employees to develop a sense of belonging since they are considered in the organization. A sustainable leadership style aims towards achieving financially while taking care of the planet and the people. The openness brought about by sustainable leadership leads to participative decision-making (Gerard, McMillan, & D'Annunzio-Green, 2017). Through participative decision-making, a CEO gets the opportunity

to distribute environmental education culture. The employees are likely to take on the above culture since they are part and parcel of the decision-making, unlike the past leadership styles where policies came as commands and employees were not allowed to give views (Schermerhorn Jr, Bachrach, & Wright, 2020).

Participative decision-making has been defined as one of the results of sustainable leadership styles. The above impact of the leadership will enable the CEO to distribute the core values of sustainability. The creation of open decision-making platform is very key to making the employees to adopt the culture of environmental conservation. As stated above, employees are more likely to take on policies they feel they are part of than those they are just commanded to implement. Their participation leads to increased implementation of the culture and hence realizing a high employee environmental performance. Realizing a high employee environmental performance results from taking on the CEO sustainability principles and implementing them in their practices.

Employees develop a sense of belonging to an organization whose CEO has adopted a sustainable leadership style (Iqbal et al., 2020). A sustainable leadership style leads to the development of civic virtue among the employees. Civic virtue results from the adoption of the sustainability principles from the CEO. A civic virtue leads to a positive attitude towards the organization, and employees even perform beyond the formal requirement (Iqbal et al., 2020). Under the above status, employees work for the good of the organization. The above situation enables the distribution of the environmental education culture and the employees who are ready to perform beyond their formal requirements, through their goodwill meet the sustainable development goals, realizing high environmental performance.

The sustainable leadership style creates effective communication channels within an organization. Effective communication channels enable different stakeholders to share knowledge. When a CEO deploys a sustainable leadership style, there is easy communication within the organization. The ease in communication that eases the sharing of knowledge enables the CEO to create an opportunity for the sharing of environmental education culture. Ease of sharing the knowledge and increased employee will mean ease of access to environmental education and implementation, which results in high environmental performance. Diversifying teams in organizations and limited communication between employees and stakeholders means weak knowledge sharing. Still, the above obstacle is eliminated by a sustainable leadership style, hence enabling the distribution of environmental education culture (Woo & Kang, 2020).

A sustainable leadership style creates a strong relationship between the CEO and the employees. The above strong relationship enables the sharing of knowledge between the CEO and the employees. It creates a channel for the distribution of environmental education culture and hence the adoption of sustainability values from the CEO to the employees. With the will brought about by sustainable leadership among the employees towards deploying the environmental education culture, the employees are likely to implement the culture hence realizing a high environmental performance level. A sustainable leadership style also impacts organizational citizenship behavior. It creates a positive organizational citizenship behavior where employees participate responsibly (Kim, McGinley, Choi, & Agmapisarn, 2020). The factors discussed above will enable employees to gain knowledge on environmental education. At the same time, the positive organizational citizenship will compel them to adopt the culture and realize a high environmental score. Participating responsibly can be associated with civic duty, where they do their best for the company's good.

4.4. Psychological Empowerment

A sustainable leadership style leads to realizing psychological empowerment, especially the mechanical approach to psychological empowerment (Ying, Faraz, Ahmed, & Raza, 2020). Different researchers have different views on psychological empowerment. The approach considered in the paper is based on Spreitzer, who views it as a set of states (Lei & Xu, 2020). The states defined by Spreitzer include how employees think of their work, gain experience, believe in their job, and impact on the organization. Through psychological empowerment, leaders are able to influence employees' behavior as well as the change process.

A sustainable leadership style is the effective leadership style for a CEO to gain the trust of their employees to influence their behavior through psychological empowerment. Employee learning behavior is highly influenced by a leader's inclusiveness, employee trust in the leader, and integrity (Ilyas, Abid, & Ashfaq, 2020). A leader can realize an effective score on the above traits if they exhibit a sustainable leadership style. The style of leadership enables a CEO to positively impact employees learning behavior which makes it easy to distribute the environmental education culture. The trust facilitates easy adoption of the culture by the employees and hence the high environmental performance by the employees.

```
┌─────────────────────────────────────────┐
│   Increased Organizational Learning      │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│          Open Communication              │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│      Participative Decision Making       │
└─────────────────────────────────────────┘

┌─────────────────────────────────────────┐
│        Psychological Empowerment         │
└─────────────────────────────────────────┘
```

Figure 3: Four Solutions

5. Conclusions

Sustainable leadership is crucial in all organizations. It is the solution to the current sustainable challenges. It has shown the power to improve employee learning ability, as indicated in the findings section of the paper. A sustainable leadership style gives the CEO one of the most powerful abilities, which is the ability to control employee behavior and learning behavior, too due to the employee trust in the CEO, inclusiveness brought about by the leadership style, and integrity of the CEO. With the above capability, A CEO has the power to control employee behavior and instill sustainability values in the.

Sustainable leadership is not only of advantage in terms of protecting the environment and the people, but it fosters increased organizational learning. Increased organizational learning leads to increased sustainable performance, which includes financial performance and the social and environmental initiatives the organization implements. The key impact of sustainable leadership in an organization is open communication, participative decision-making, and psychological empowerment. The above factors create the best environment for sharing knowledge within an organization. Open communication and Participative decision-making bring in the aspect of inclusiveness while leading to increased organizational learning. The research aimed to identify how sustainable leadership is important to the distribution of environmental education culture. The above factors create a conducive environment for the distribution of the environmental education culture. Sustainable leadership creates an environmental vision for an organization through cultural changes. The four main factors make it effective to distribute the culture so that employees realize high environmental performance. The factors also lead to the employees' development of a positive

will towards adopting the organizational culture since sustainable leadership impacts make employees perform beyond their formal requirements.

Based on the above review, increased organizational learning is the main impact of a sustainable leadership style, which plays a key role in sharing knowledge within an organization. A sustainable leadership style gives employees the feeling of inclusiveness and trust in their leader's integrity (Sharma, 2019). The inclusiveness and trust make it easy to distribute knowledge within the organization and adopt the environmental vision brought by the CEO, who adopts the sustainable leadership style. Organizational learning is the solution to many sustainable challenges. It gives employees a deeper understanding of the organization's culture, which is redefined based on sustainable development goals.

Open communication is very key in knowledge sharing within an organization (Ali, Paris, & Gunasekaran, 2019). Open communication means employees can share information freely. Information sharing begins with trusting the source; a character brought about by a sustainable leadership style. Open communication means the employees take advantage of the inclusiveness brought about by the CEO where all the stakeholders are considered very key in the organization, unlike in the olden days when only shareholders were considered since they had a financial impact on the organization. In contrast, currently, organizations focus on protecting society, the environment, and then financially. Open communication also enables the sharing of knowledge from the CEO to the employees, where the chance for distribution of environmental culture comes in.

Sustainable leadership makes employees develop civic virtue where they work for the company's good. The above trend makes it easier to distribute environmental education from the top-level management, who are the champions of sustainable development goals, to the employees. The key characteristics of sustainable leadership that impact the distribution of environmental education culture are the inclusiveness that comes with it, behavioral integrity, and trust. The above factors impact the employee learning behavior, which is key in the distribution of environmental education culture. The purpose of the CEO who embraces the sustainable leadership style is to create a vision defining sustainable development goals in the company (Williams, Whiteman, & Parker, 2019). The above attributes create the best environment for the distribution of the vision to the employees. The trust in the leader is what fosters the adoption of the culture. A sustainable leadership style also creates a psychologically fit working environment. The above environment is crucial for communication purposes and knowledge sharing and one factor that boosts organizational learning. Knowledge dissemination is highly

impacted by the willingness to collaborate as well as the willingness to share information. From the above study, the importance of CEO sustainable development in the distribution of environmental education culture is increased organizational learning, open communication, participative decision making, and psychological empowerment.

The above study was disadvantaged by various factors. The study was based on a review of past literature, not empirical research, where concrete data for analysis and drawing conclusions would have been realized. Empirical research data would have led to more evidenced conclusions. As indicated in the literature review, the topic under study is in its infancy, and less has been done on the topic. The above trend threatened the study because there were fewer review data available. Adopting an empirical form of research would have solved the above challenge since self-collected data would have been available for decision-making.

The inclusion criteria for the articles used in the review were not genuine because fewer studies were available to select from. The scope of discussions in the previous literature inadequately met the response for response expected to handle the research question were not well covered. The research question was specific and emphasized employees as stakeholders while the previous studies focused on general attributes like sustainable organizational performance while the study purposed on employees; that is, their research questions were broadly framed while the research question in the paper is direct to the point, CEO and not generalizing on management and employees and not generalizing on all stakeholders. Some articles did not provide their overall research strategy while others were based on reviews, indicating that fewer data has been collected in the field.

References

Ali, A. A., Paris, L., & Gunasekaran, A. (2019). Key factors influencing knowledge sharing practices and its relationship with organizational performance within the oil and gas industry. *Journal of Knowledge Management, 23*(9), 1806-1837.

Al-Zawahreh, A., Khasawneh, S., & Al-Jaradat, M. (2019). Green management practices in higher education: The status of sustainable leadership. *Tertiary Education and Management, 25*(1), 53-63.

Bendell, J., Sutherland, N., & Little, R. (2017). Beyond unsustainable leadership: critical social theory for sustainable leadership. *Sustainability Accounting, Management and Policy Journal, 8*(4), 418-444.

Brazovskaia, V., Gutman, S., & Zaytsev, A. (2021). Potential impact of renewable energy on the sustainable development of Russian Arctic territories. *Energies, 14*(12), 3691.

Burawat, P. (2019). The relationships among transformational leadership, sustainable leadership, lean manufacturing and sustainability performance in Thai SMEs manufacturing

industry. *International Journal of Quality & Reliability Management, 36*(6), 1014-1036.

Gerard, L., McMillan, J., & D'Annunzio-Green, N. (2017). Conceptualising sustainable leadership. *Industrial and Commercial Training, 49*(3), 116-126.

Haldorai, K., Kim, W. G., & Garcia, R. F. (2022). Top management green commitment and green intellectual capital as enablers of hotel environmental performance: The mediating role of green human resource management. *Tourism Management, 88*(February), 104431.

Haroon, A., Sami, A., Rehman, S., Fahad, H., & Irfan, A. (2019). Sustainable Leadership Enhance Innovation: A systematic Review of Past Decade. *Journal of Public Value and Administrative Insight, 2*(4), 1-5.

Ilyas, S., Abid, G., & Ashfaq, F. (2020). Ethical leadership in sustainable organizations: The moderating role of general self-efficacy and the mediating role of organizational trust. *Sustainable Production and Consumption, 22*(April), 195-204.

Iqbal, Q., & Ahmad, N. H. (2021). Sustainable development: The colors of sustainable leadership in learning organization. *Sustainable Development, 29*(1), 108-119.

Iqbal, Q., Ahmad, N. H., & Halim, H. A. (2020). How does sustainable leadership influence sustainable performance? Empirical evidence from selected ASEAN countries. *Sage Open, 10*(4), 1-16.

Jung, K. J., & Jeon, B. H. (2021). The negative effect of the covid-19 pandemic on the acceleration of startup innovation in the retail supply chain. *Journal of Distribution Science, 19*(9), 79-90.

Kim, B. H. (2018). Is narcissism sustainable in CEO leadership of state-owned enterprises?. *Sustainability, 10*(7), 2425.

Kim, W. G., McGinley, S., Choi, H. M., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management, 87*(May), 102375.

Lei, P., & Xu, J. (2022). Development of Chinese College English Teachers' Psychological Empowerment Scale: A Validation Study. *Frontiers in Psychology, 13*, 846081.

Macellari, M., Yuriev, A., Testa, F., & Boiral, O. (2021). Exploring bluewashing practices of alleged sustainability leaders through a counter-accounting analysis. *Environmental Impact Assessment Review, 86*(January), 106489.

Pratono, A. H., Darmasetiawan, N. K., Yudiarso, A., & Jeong, B. G. (2019). Achieving sustainable competitive advantage through green entrepreneurial orientation and market orientation: The role of inter-organizational learning. *The Bottom Line, 32*(1), 2-15.

Park, S., & Kim, E. J. (2018). Fostering organizational learning through leadership and knowledge sharing. *Journal of Knowledge Management, 22*(6), 1408-1423.

Putra, A. S., Novitasari, D., Asbari, M., Purwanto, A., Iskandar, J., Hutagalung, D., & Cahyono, Y. (2020). Examine Relationship of Soft Skills, Hard Skills, Innovation and Performance: the Mediation Effect of Organizational Learning. *International Journal of Science and Management Studies, 3*(3), 27-43.

Rasche, A. (2020). *The United Nations Global Compact and the sustainable development goals. In Research handbook of responsible management* (pp. 228-241). Edward Elgar Publishing.

Richard, J., & Kang, E. (2018). Culture, competencies and compensation: A framework for pay for performance incentives. *American Journal of Management, 18*(4), 33-48.

Saha, N., Chatterjee, B., Gregar, A., & Sáha, P. (2016). The impact of SHRM on sustainable organizational learning and performance development. *International Journal of Organizational Leadership, 5*, 63-75.

Schermerhorn Jr, J. R., Bachrach, D. G., & Wright, B. (2020). *Management.* John Wiley & Sons.

Selçuk, A. A. (2019). A guide for systematic reviews: PRISMA. *Turkish archives of otorhinolaryngology, 57*(1), 57.

Sharma, R. R. (2019). Evolving a model of sustainable leadership: An ex-post facto research. *Vision, 23*(2), 152-169.

Singh, S. K., & El-Kassar, A. N. (2019). Role of big data analytics in developing sustainable capabilities. *Journal of cleaner production, 213*(March), 1264-1273.

Williams, A., Whiteman, G., & Parker, J. N. (2019). Backstage interorganizational collaboration: Corporate endorsement of the sustainable development goals. *Academy of Management Discoveries, 5*(4), 367-395.

Woo, E. J., & Kang, E. (2020). Environmental issues as an indispensable aspect of sustainable leadership. *Sustainability, 12*(17), 7014.

Ying, M., Faraz, N. A., Ahmed, F., & Raza, A. (2020). How does servant leadership foster employees' voluntary green behavior? A sequential mediation model. *International Journal of Environmental Research and Public Health, 17*(5), 1792.