

# CURRENT AWARENESS SERVICE (CAS) SEPTEMBER 2024

SUSTAINABLE LEADERSHIP



Prepared By:

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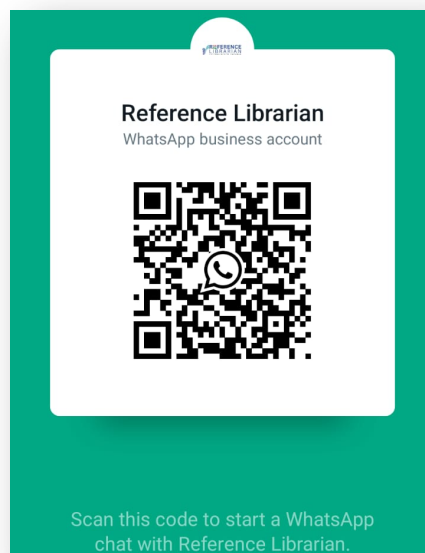
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TOPIC OF CURRENT AWARENESS SERVICES@PUSTAKA FOR SEPTEMBER:  
**SUSTAINABLE LEADERSHIP**

Sustainable leadership is an approach to leading organizations that prioritizes long-term success while balancing environmental, social, and economic responsibilities. It involves making ethical decisions, fostering innovation, and promoting resilience to ensure that businesses thrive without compromising future generations. Sustainable leaders focus on environmental stewardship, social responsibility, and inclusivity, creating value not only for shareholders but also for employees, communities, and the planet. This leadership style is crucial in addressing global challenges like climate change, resource scarcity, and social inequality while ensuring organizational longevity.

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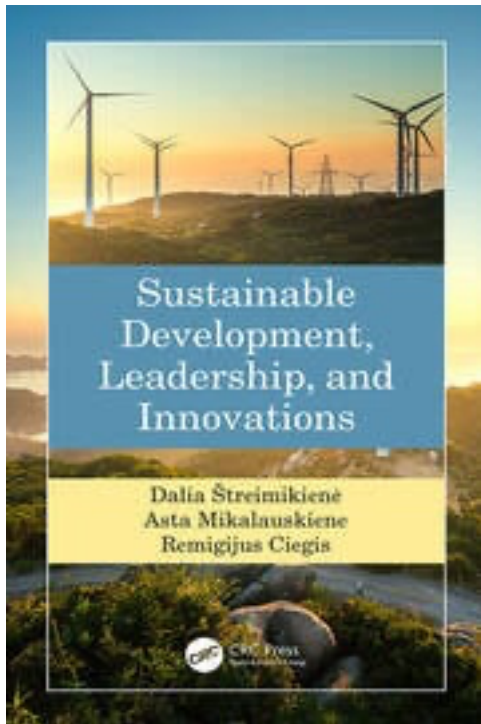
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## List of Resources on Sustainable Leadership in Pustaka's Collection

### LIST OF BOOKS

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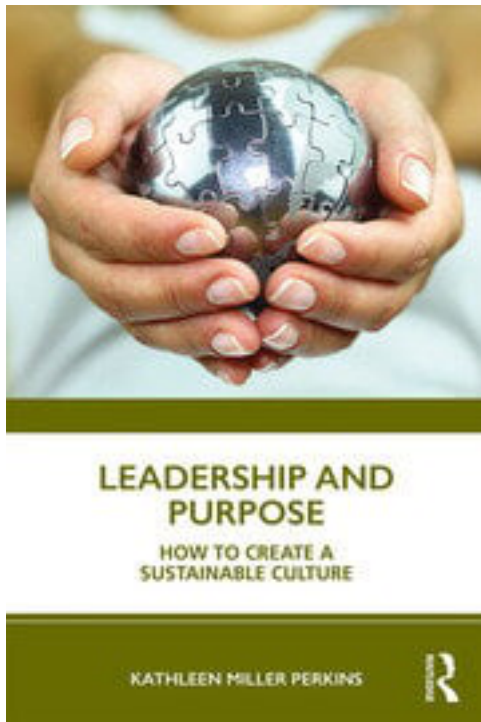


Title : Sustainable Development, Leadership, and Innovations  
Author : Dalia Štreimikiene, Asta Mikalauskiene, & Remigijus Ciegis  
Publisher : CRC Press, 2020  
Call : 658.408/STR  
Number  
ISBN : 9780367369439  
Location : Pustaka Negeri Sarawak (Kuching)  
Format : Book  
material



### Description:

This book deals with the main challenges of sustainable development and the role of sustainable business and corporate social responsibility in implementing these challenges through sustainable leadership and innovations. It includes the economic, social, and environmental dimensions of sustainability and emphasizes the importance of achieving a socio-environmental balance in society. The theoretical frameworks and insights from sustainable development implementations on macro and micro levels, as well as the practical examples and case studies provided to introduce the concept of sustainable leadership and its impact on sustainable business development, are a scientific novelty in the field of sustainability. The book is comprised of six interconnected chapters that sequentially reveal the principal provisions of sustainable development, corporate social responsibility, and sustainable leadership, together with their correlations.



Title : Leadership and Purpose:  
How to Create a  
Sustainable Culture  
Author : Kathleen Miller Perkins  
Publisher : Routledge, 2020  
Call : 658.4092/PER  
Number  
ISBN : 9780367217693  
Location : Pustaka Negeri Sarawak  
(Kuching)  
Format : Book  
material

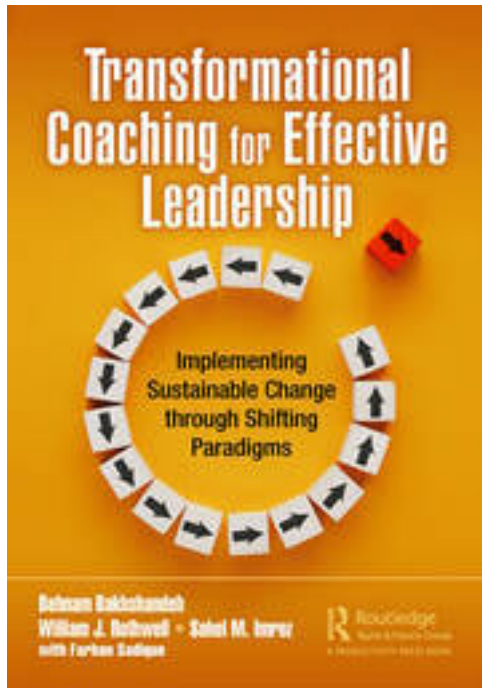


#### Description:

Companies that have integrated a contribution to society into their business models are more likely than others to succeed for the long term. This book provides you with information, tips, and tools to assess and strengthen your company for ongoing success.

Through the use of case studies, the book describes the leaders' journeys – the mistakes they made, the successes they achieved, and the lessons they learned. Some are certified as Benefits Corporations (B Corps) because they have incorporated a clear societal purpose into their missions and they are able to demonstrate positive social impact. Others, while not certified B Corps, are at various stages in their commitments to society.

The book is for leaders at many levels, including CEOs, senior leaders, and managers, as well as those without formal positions of authority but who can influence others and contribute to a sustainable culture.



Title : Transformational Coaching for Effective Leadership: Implementing Sustainable Change Through Shifting Paradigms

Editor : Behnam Bakhshandeh

Publisher : Routledge, 2023.

Call Number : 658.421/BAK

ISBN : 9781032302386

Location : Pustaka Negeri Sarawak (Kuching)

Format material : Book



#### Description:

The purpose of this book is to introduce the concept of transformational coaching and to educate professional business coaches or managers-as-coaches in their organizations on the influential and relevant elements of *Transformational Coaching for Effective Leadership* designed for coaching individuals, teams, and businesses or applying such elements in any level of organization development intervention, either toward individuals, teams, groups, departments, or the organization itself.

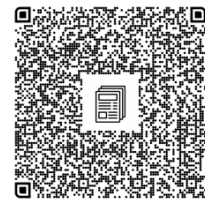
Given the power and long-lasting influence of transformational coaching, it also could be beneficial to professionals in the fields of human resource development (HRD), workplace learning and performance (WLP), human performance enhancement (HPE), and, overall, in the domain of workforce education and development (WFED).

## LIST OF ARTICLES

**Note:** Kindly scan the QR Code for full text online.

Title : Organizational citizenship behavior for the environment decoded: sustainable leaders, green organizational climate and person-organization fit  
Authors : Qaisar Iqbal & Katarzyna Piwowar-Sulej.  
Online Database : Emerald  
Format : e-Article  
DOI : DOI 10.1108/BJM-09-2021-0347

The current issue and full text archive of this journal is available on Emerald Insight at:  
<https://www.emerald.com/insight/1746-5265.htm>



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18,3

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9 January 2023  
1 March 2023  
Accepted 3 March 2023

# Organizational citizenship behavior for the environment decoded: sustainable leaders, green organizational climate and person-organization fit

Qaisar Iqbal

*IRC for Finance and Digital Economy, KFUPM Business School,  
King Fahd University of Petroleum and Minerals, Dhahran, Saudi Arabia, and*

Katarzyna Piwowar-Sulej

*Faculty of Business and Management,  
Wroclaw University of Economics and Business,  
Wroclaw, Poland*

## Abstract

**Purpose** – This study examines how sustainable leadership influences organizational citizenship behavior toward the environment, directly and through a green organizational climate. This study also investigates the moderating effect of person-organization fit on the relationship between green organizational climate and employees' organizational citizenship behavior for the environment.

**Design/methodology/approach** – Data were collected from 241 employees of manufacturing firms in China with one month's lag. Statistical analyses were conducted with the use of PLS-SEM.

**Findings** – This study confirmed that sustainable leadership significantly influenced organizational citizenship behavior for the environment, both directly and indirectly through a green organizational climate. It also revealed that the relationship between green organizational climate and employees' organizational citizenship behavior for the environment was contingent on the person-organization fit.

**Originality/value** – To the best of the authors' knowledge, this study is the first to analyze how sustainable leadership reinforces employees' organizational citizenship behavior for the environment by providing insight into the mediating role of green organizational climate and person-organization fit as a moderator. Moreover, through a combination of three theoretical perspectives (social learning theory, social exchange theory and the theory of person-organization fit), this study advances the academic knowledge on how organizational citizenship behavior for the environment develops, thus providing a more complex explanation of the relationship between the examined variables.

**Keywords** Environmental sustainability, Organizational climate, Social exchange theory, Social learning theory, Manufacturing, China

**Paper type** Research paper

## 1. Introduction

Nowadays, there is a call for increased attention from companies to the implementation of environmentally friendly processes and products. The implementation of environmental sustainability in companies would not be possible without appropriate employee behavior. Therefore, more and more attention is being paid to the development of pro-environmental (pro-ecological, green or eco-friendly) behavior in the workplace (Afshar Jahanshahi *et al.*, 2021). Such behavior is defined as "all possible actions aimed at avoiding harm to and/or safeguarding the environment" (Balundé *et al.*, 2019, p. 1). It can contribute directly (e.g. waste sorting) and indirectly (encouraging others to behave directly) to environmental sustainability (Francoeur *et al.*, 2021). In relation to employees, in-role and extra-role behaviors are distinguished. The former are given formal appraisal and rewards, whereas the latter are not officially appraised or rewarded (Dumont *et al.*, 2017).



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DOI:10.1108/BJM-09-2021-0347

Title : Impact of responsible leadership on sustainable performance: a moderated mediation model  
Authors : Chunhui Huo, Muhammad Arslan Safdar, & Misbah Ahmed  
Online Database : Emerald  
Format : e-Article  
DOI : DOI 10.1108/K-03-2023-0342

The current issue and full text archive of this journal is available on Emerald Insight at:  
<https://www.emerald.com/insight/0368-492X.htm>



# Impact of responsible leadership on sustainable performance: a moderated mediation model

Responsible leadership and performance

Chunhui Huo

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Received 1 March 2023  
Revised 6 May 2023  
Accepted 27 July 2023

## Abstract

**Purpose** – The increased interest of the industrial sector in sustainable concepts and leadership has lagged behind conceptual advancement. Leaders are increasingly being pushed to encourage sustainable performance. In order to examine the relationship between responsible leadership and sustainable performance, this research creates a model based on the logic of RL performance, with the concurrent mediation of epistemic motivation and moderating role of sustainable climate.

**Design/methodology/approach** – The current research analyzed a sample of 520 respondents from employees recruited from public sector organizations in Pakistan who were full-time employees in Punjab province in three waves with an interval of two weeks in each wave. To collect data, the scales are adapted from past studies that were relevant to this study. The data received from the survey questionnaire are analyzed using SEM.

**Findings** – The study's findings demonstrate a significant as well as positive association between RL and SP with  $\beta = 0.298$  and  $p < 0.001$ . Further, a significant mediating impact of epistemic motivation on the relationship between RL and sustainable performance with  $\beta = 0.238$  and  $p < 0.001$  is also evident. Epistemic motivation is an important mediator because transparency in knowledge held massive importance to get sustainable outcomes and is predominant factor to exert his/her efforts.

**Practical implications** – The research shows some theoretical and practical implications. To achieve the aims of sustainable development, organizations should first encourage responsible leadership behaviors. By establishing a shared vision and goals, top management can encourage responsible leadership techniques within their jurisdiction. In order to encourage responsible leadership behaviors, organizations should seek to create capacity at both organizational and social levels. It will change employee attitudes and provide the knowledge needed to achieve sustainable development objectives.

**Originality/value** – This is one of the initial studies to examine the relationship between responsible leadership and sustainable performance. Further, the concept of social exchange theory is used to understand sustainable performance from a comprehensive standpoint.

**Keywords** Responsible leader, Green innovation, Knowledge sharing, Psychological safety, Trust in leader, Leader-member exchange

**Paper type** Research paper

## 1. Introduction

In this era, the human lifestyle is severely affected by technological advancements, uncertain climates, political instability, and financial integration. This whole scenario raises the intensity of external pressure on the public, NGOs, and the government to emphasize environmental concerns by implementing sustainable features (Afsar *et al.*, 2016; Golgeci *et al.*, 2021). According to Kim and Hall (2021), Wang *et al.* (2021), and Sancak (2023), sustainability has now emerged as a prime concern for organizations as it offers



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Title : Beyond unsustainable leadership: critical social theory for sustainable leadership  
Authors : Jem Bendell, Neil Sutherland, & Richard Little  
Online Database : Emerald Insight  
Format : e-Article  
DOI : 10.1108/SAMPJ-08-2016-0048

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SAMPJ  
8,4

## Beyond unsustainable leadership: critical social theory for sustainable leadership

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Jem Bendell  
*IFLAS, University of Cumbria, Ambleside, UK*  
Neil Sutherland  
*University of the West of England, Bristol, UK, and*  
Richard Little  
*IFLAS, University of Cumbria, Ambleside, UK*

### Abstract

**Purpose** – The purpose of this paper is to prepare the conceptual groundwork for the future study of leadership for sustainable development. The paper demonstrates the relevance of Critical Leadership Studies to future research on sustainable development policies and practices. A critical approach is also applied to concepts of sustainable development, with three paradigms of thought described.

**Design/methodology/approach** – The approach taken is an extensive literature review in fields of leadership and sustainable development, with a focus on some of the broad assumptions and assertions in those literatures.

**Findings** – A key finding is that leadership studies drawing from critical social theory can provide important insights into future research and education on leadership for sustainability. This literature shows that some assumptions about leadership may hinder opportunities for social or organisational change by reducing the analysis of factors in change or reducing the agency of those not deemed to be leading. These limitations are summarised as “seven unsustainabilities” of mainstream leadership research.

**Research limitations/implications** – The paper calls for the emerging field of sustainable leadership to develop an understanding of significant individual action that includes collective, emergent and episodic dimensions. The paper then summarises key aspects of the papers in this special issue on leadership for sustainability.

**Practical implications** – The implications for practice are that efforts to promote organisational contributions to sustainable development should not uncritically draw upon mainstream approaches to leadership or the training of leaders.

**Originality/value** – The authors consider this the first paper to provide a synthesis of insights from Critical Leadership Studies for research in sustainability.

**Keywords** Leadership, Leadership development, Sustainability leadership, Sustainable leadership, Critical leadership

**Paper type** Conceptual paper



Sustainability Accounting,  
Management and Policy Journal  
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### Introduction

In the face of limited progress on a range of social and environmental issues, many proponents and analysts of corporate action on sustainable development issues are calling for more leadership for sustainability (Redekop, 2010; Adams *et al.*, 2011; Evans, 2011; Gallagher, 2012; Metcalf and Benn, 2013; Shriberg and MacDonald, 2013). Such calls reflect a desire for greater and swifter change, and in that context, researchers and educators can

## LIST OF CASE STUDY

**Note:** Kindly scan the QR Code for full text online.

Title : Sustainable leadership: honeybee practices at Thailand's oldest university  
Authors : Sooksan Kantabutra and Molraudee Saratun  
Online Database : Emerald  
Format : e-Article  
DOI : 10.1108/09513541311316304



The current issue and full text archive of this journal is available at  
[www.emeraldinsight.com/0951-354X.htm](http://www.emeraldinsight.com/0951-354X.htm)



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27,4

# Sustainable leadership: honeybee practices at Thailand's oldest university

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Sooksan Kantabutra and Molraudee Saratun  
*College of Management, Mahidol University, Bangkok, Thailand*

Received 13 March 2012  
Revised 17 June 2012  
2 August 2012  
Accepted 15 August 2012

## Abstract

**Purpose** – The aim of this paper is to adopt Avery and Bergsteiner's 23 sustainable leadership practices derived from sustainable organizations as a framework to examine the leadership practices of Thailand's oldest university.

**Design/methodology/approach** – Avery and Bergsteiner's principles were grouped into six categories for analysis: long-term perspective, staff development, organizational culture, innovation, social responsibility, and ethical behavior, providing the framework for analysis of the university. Adopting a multi-data collection approach, research teams supplemented case study data with participant observations, and reference to documentation and information supplied by, or published about the university. Semi-structured interviews were held with multiple stakeholders.

**Findings** – Six core sets of practices consistent with 21 sustainable leadership practices are identified: a focus on a long-term perspective, staff development, a strong organizational culture, innovation, social and environmental responsibility and ethical behavior.

**Practical implications** – Since sustainable leadership principles link to enhanced brand and reputation, customer and staff satisfaction, and financial performance, the Sustainable Leadership Grid provides educational leaders with a useful checklist for this purpose.

**Originality/value** – This paper contains the first examination of sustainable leadership in the higher education sector. It shows that even a public service organization can adopt the long-term, socially responsible principles of sustainable leadership.

**Keywords** Educational leadership, Sustainable leadership, Rhineland principles, Honeybee leadership, Anglo/US leadership, Leadership, Social vision, Thailand

**Paper type** Research paper

After recent high-profile firm failures and scandals widely perceived as a consequence of adopting the prevailing Anglo/US business model that promotes a short term, shareholder value, corporate governance has attracted worldwide attention as an approach to sustain long-term corporate success. Clearly, corporate governance is fundamental to the continuing operation of any organization (Aras and Crowther, 2008), because it is concerned with more than just creating short term, shareholder value. Good corporate governance aims at creating sustainable organizations and preventing fraud and damaging scandals (Avery and Bergsteiner, 2010). It requires organizations to be administered in transparent, ethical ways to maintain the confidence of investors and other stakeholders (e.g. Hilb, 2006).

Since the higher education sector is characterized by immense change (Leslie and Fretwell, 1996; Munitz, 1995), influenced by external pressures (e.g. demand for improved management practices, distance learning and virtual universities, competition for students), the kind of leadership required to lead and manage educational institutions in such an environment is moving toward that in the business sector. Educational leaders can no longer be passive, but need to look ahead to the future and scan the environment for change forces coming from the outside, a CEO-like function called "visioning" (Bolman and Deal, 1992; Leithwood, 1994). Educational



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DOI 10.1108/09513541311316304

# LIST OF NEWSPAPER ARTICLE

**Note:** Kindly scan the QR Code for full text online.

Article Name : How to demonstrate excellence in the pursuit of sustainability impact.  
 Authors : Lawrence Loh, Huang Minjun, Sabrina Soon  
 Newspaper : The Business Times  
 Date of Published : 27 September 2024  
 Online Database : PressReader

## How to demonstrate excellence in the pursuit of sustainability impact

Companies must have a clear sense of direction and purpose so that their initiatives lead to significant, lasting changes. BY LAWRENCE LOH, HUANG MINJUN AND SABRINA SOON

BUSINESSES have traditionally focused on disclosing the resources invested in sustainability initiatives, such as financial expenditures and human capital. However, this approach of reporting only input is no longer sufficient. Businesses must also assess and demonstrate the tangible outcomes and impact of their efforts. As the demand for meaningful progress in sustainability grows, companies must navigate these complexities with a clear sense of direction and purpose – ensuring that their initiatives lead to significant, lasting changes.

**Conceptualising impact**  
Sustainability in corporations is typically viewed through the environmental, social and governance framework, which consists of com-

prises. The underlying basis of the awards is to consider singular excellence in either environmental or social domains. Excellence may also straddle both domains (Figure 1). Good governance, meanwhile, is the bedrock for excellence in the environmental or social aspects or both. Governance is the horse that pulls the cart of environmental and social practices.

**Assessing impact**  
The tailored model for the Sustainability Impact Awards measures both environmental and social impact in a manner comparable across entities and time. The model is inspired by established impact methodologies, particularly the Impact Compass of the Center for Social Innovation at



The traditional focus on disclosing resources invested, such as financial expenditures and human capital, is no longer sufficient. PHOTO: PIXABAY

ery through collaborative efforts. Innovation is another key driver for scaling up impact. It is the catalyst for transforming the current situation and amplifying the impact, and will be accorded bonuses in the awards.

**Financial viability**  
While impact creation is critical, financial sustainability remains the bottom line for businesses. An excellent corporation must harmonise financial and impact materiality – where financial materiality safeguards the bottom line, and impact materiality charts the path forward for the environmental and social fronts. While the Sustainability Impact Awards emphasise the impact made by winners on sustainable progress, financial adequacy is also key.

**Broader application**  
The model detailed above may have been developed for the eval-

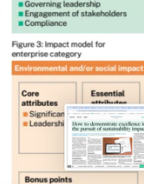
Figure 1: Underlying basis of impact model



Figure 2: Impact model for individual category



Figure 3: Impact model for enterprise category



Article Name : Sustainable Leadership: Putting People & Planet First  
 Authors : Anindita Acharya  
 Newspaper : Millenium Post (India)  
 Date of Published : 26 September 2024  
 Online Database : PressReader



**ANINDITA ACHARYA**

**G**oogle has set an ambitious goal to reach net-zero emissions across all its operations and value chain by 2030. Similarly, Microsoft made strong commitments in 2020 to become carbon negative, water positive, and a zero-waste company while protecting ecosystems—all by 2030. As more organisations recognise the need to balance purpose with profit, senior leaders play a crucial role in promoting sustainable practices, particularly focusing on environmental, social, and governance (ESG) principles. Sustainable leadership means any leader's action that strikes the ideal balance between

Prof Mahadeo Jaiswal, Director, IIM Sambalpur.  
 For Sachin Alug, CEO, NLB Services, effective leadership has often demonstrated that the pursuit of profit doesn't necessarily have to compromise on the commitment to social responsibility and sustainability. Balancing profit and purpose comes with concerted efforts to make corporate social responsibility a core value.  
 Today's customers, employees, and investors want businesses to do more than just make profits; they expect companies to contribute positively to

power, and waste diversion.  
 Srikanth Iyengar CEO, upGrad Enterprise believes balancing profit with sustainability and social responsibility is a long-term endeavour that demands careful, sometimes difficult, choices. "In the short term, this may require substantial transformations—redefining talent acquisition, product design, pricing models, and communication strategies. While this shift can be complex and involve significant change management, it ultimately enhances long-term enterprise value.

impacts, and areas needing improvement. Transparent reporting builds trust with stakeholders and ensures accountability within the organisation. Leaders should also create a culture that values and promotes sustainability at every level. This can be done through training programmes, employee engagement activities, and leading by example.  
 "Leaders can prioritise sustainable practices, such as reducing waste and emissions, while also pursuing innovative solutions that drive profitability. By embedding social responsibility into the company's mission, leaders foster a culture of ethical behaviour and community engagement, which can enhance brand reputation and customer

**LEADERS SHOULD ALSO CREATE A CULTURE THAT VALUES AND PROMOTES SUSTAINABILITY AT EVERY LEVEL.**

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