

## **Towards Developing Organizational Sustainability by Managerial**

### **Leadership Behaviors: Literature Review**

نحو تطوير الإستدامة التنظيمية من خلال سلوكيات القيادة الإدارية: قراءة نظرية

Imene Bentadjine<sup>1\*</sup>, Rédha Younes Bouacida<sup>2</sup>

<sup>1</sup>Laboratoire ECOFIMA, Université 20 août 1955, Skikda (Algérie),

i.bentadjine@univ-skikda.dz

<sup>2</sup>Laboratoire ECOFIMA, Université 20 août 1955, Skikda (Algérie),

r.younes\_bouacida@univ-skikda.dz

**Received:16/11/2020**

**Accepteded:10/12/2020**

**Puplished:31/12/2020**

#### **Abstract**

The aim of this study is to try to answer the problem: what are the managerial leadership behaviors that can contribute to enhancing the concept of organizational sustainability? Based on discussion of modern management leadership theories, analysing the results of previous studies related to the topic. The results of the study indicated the importance of behaviors of: Ethical, Green transformational leadership, Environmental leadership, Green inovation, Green organizational identity.

**Keywords:** Organizational Sustainability, Ethical Leadership, Green Transformational Leadership, Green creativity

**JEL classification:** M5, Q3, Q5

ملخص:

الهدف من هذه الدراسة هو البحث في السلوكيات القيادية التي يمكن أن تساهم في تحقيق الاستدامة التنظيمية. ومحاولة الإجابة على الإشكالية: فيما تتمثل سلوكيات القيادة الإدارية التي يمكن أن تساهم في تعزيز الاستدامة التنظيمية؟ وقد اعتمدنا على مناقشة نظريات القيادة الإدارية الحديثة. إضافة إلى تحليل نتائج الدراسات السابقة المرتبطة بالموضوع، وقد توصلنا إلى أن سلوكيات كل من القيادة الأخلاقية، القيادة التحويلية الخضراء، القيادة البيئية، القيادة الخدمية والقيادة المستدامة. وكان من أهم الآليات التي تركز عليها هي: إدارة الموارد البشرية الخضراء، الابتكار الأخضر، الهوية التنظيمية الخضراء.

الكلمات المفتاحية: الاستدامة التنظيمية، القيادة الأخلاقية، القيادة التحويلية الخضراء، الابتكار الأخضر، الهوية التنظيمية الخضراء

تصنيف (JEL): M5, Q3, Q5

## **Introduction**

The topic of sustainability has been linked to the concept of development about 30 years ago, as result of the United Nations development program, the letter which considered that: there is no development for non- humans, nor development without humans, the world has realized the importance of human beings in bringing about any development, and in bringing about sustainable development in particular.

Hence, the pursuit of the concept of sustainability requires people who are aware of the importance of sustainability, and the way and mechanisms to embody it on the ground.

From this standpoint emerges the idea of this research, which tries to study the topic of sustainability at the micro level (organizational sustainability), and examines the role that managerial leaders can play in enhancing organizational sustainability levels, that by trying to answer the following problem:

### **Research Problem:**

What are the behaviors of the managerial leadership that can contribute to achieving organizational sustainability development?

### **The importance and the purpose of study:**

The importance of the study stems from the fact that it sheds light on one of the most important topics that have received special attention by researchers in various fields: social, humanitarian, cultural and economic since its emergence to present day, is the topic of sustainability.

It also highlights organizations as the mainstay of the economy, and considering that development starts from within organizations, and that by studying ways to enhance organizational sustainability in organizations through managerial leadership.

We are looking for a full answer to the problem of this study, by discussing modern theories of managerial leadership, and analyzing the results of group of previous studies related to the subject of the study, and then build a theoretical framework that combines managerial leadership and its role in achieving organizational sustainability, and we open prospects for other studies aimed to answering to the same problematic in practice

### **The plan of study :**

In order to achieve the objectives of the study, we consider that it is appropriate to divide the research as follows:

- The Importance of Business organizations in achieving sustainable Development;

- The Management and The leadership and why Managerial leadership;
- The Role of Managerial Leadership in Achieving Organizational Sustainability

### **1. The Importance of Business organization in achieving sustainable Development**

The publication in 1987 of 'Our Common Future' provided the most commonly used definition of sustainable development as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs of the present without compromising the ability of future generations to meet their own needs. " This formula has enormous human appeal and has stood the test of time (Vitalis. 2003).

Many researchers agree that sustainable development focuses on three main aspects:

- Sustainable economic development;
- Sustainable social development;
- Sustainable environmental development.

Given the great overlap between these three aspects, attention one would be an interest in other in some form. However, the environmental side has taken a great deal of attention for several reasons including the great fear of the future. According to OCDE:

"without a change in policy, global demand for natural resources is increasing, sometimes beyond the capacity of the environment to replenish itself. By 2030, an additional 1 billion people are expected to live in severely water-stressed areas an global terrestrial biodiversity is expected to decline an additional 10%, leading to a loss of essential ecosystem services. By 2050, growing levels of dangerous air emissions from transport an industry will increase the global number of premature deaths linked to airborne particulate matter to 3.6 million people a year, more than doubling today's levels." (OCDE. 2015).

But the questions are:

- What policies should be changed?
- Who is the primary responsible behind everything that happens?
- Where should the change begin?

In fact, business organizations are the primary culprits in most of the environmental problems facing the world today, which are exploiting the natural resources excessively, which cause pollution due to waste, gases and factory waste and so on. We do not deny that the economic institution is the backbone of the economy, which builds its progress or backwardness.

Organizations provide education and produce products and services, are guaranteed exchange in all areas. However, its policies in doing so have made the world live in particular threats in the environmental field

According to our view, organizations are the first starting point for change, and their policies are the goal of supporting sustainable environmental development, if not their achievement. It is known that the functions of organizations are divided into two parts, one operational and other administrative; the most important operational functions are finance, supply, production and marketing. In order to achieve sustainable environmental development, many organizations have focused on directing their operational functions to serve the environment as a primary objective parallel to the objectives of organization. Green products and green shopping, and the so-called “ recycling of waste” emerged, an scaled up a large proportion of their research and development funding. The importance of business organizations is not only to support sustainable environmental development at this point (operational function), but also to develop managerial positions (planning, regulation, oversight...).

## **2. The management, the leadership and why managerial leadership?**

Organizational management practices in promoting sustainable development of the ecological environment are becoming a crucial way for enterprises to gain competitive advantages. However, whether the goal of such practices can be achieved depends on employees’ perception of environmental problems and the way they act. Therefore, it is important to stimulate employees’ pro-environment behaviors through management activities. ( Li, et al. 2020).

The management functions in the organization are no less important than the operational functions, Because the existence of resources in the institution without management will inevitably destroy them, but if the administrative processes are not done well and thoughtful, it is also possible to pose risks to those resources.

Some would define management as an art, while others would define it as a science, whether management is an art or science isn’t lost important. Management is a process that is used to accomplish organizational goals. That is, a process that is used to achieve what an organization wants to achieve (Bohoris. 2018).

Many scientists and researchers identified Management, the following are the most definitions: (Thenmoshi .2019)

- F. W. Taylor- management is: “the art of knowing what you want to do and then seeing that it is done the best and cheapest way”.

- Peter F. Drucker: “Management is work and as such it has its own skills, its own tools and its own techniques”.
- Henry Fayol says: “ to manage is forecast, to plan, to organize, to command, to co-ordinate and control”

Henri Fayol, a French industrialist turned writer, became the father of the functional approach in 1916 when he identified five managerial functions: planning, organizing, command, coordination, and control (Kreitner. 2009) Fayol claimed that these five functions were the common denominators of all managerial jobs, whatever the purpose of the organization. (Kreitner. 2009)

There are many diverse definitions of leadership, Stogdill concluded that « there are almost as many definitions of leadership as there are persons who have attempted to define the concept ». While Peter Drucker sums up that: “the only definition of a leader is someone who has followers. To gain followers requires influence but doesn’t exclude the lack of integrity in achieving this” . Some theorists believe that leadership is no different from the social influence processes occurring among all members of a group and others believe that leadership is everything someone is doing in order to lead effectively (Bohoris. 2018).

Managers are the people to whom this management task is assigned, and it is generally so that they achieve the desired goals through the key functions of planning, budgeting, organizing and staffing, problem solving and controlling. Leaders on the other hand set a direction, align people, motivate and inspire. Other researchers consider that a leader has soul, the passion and the creativity while a manager has the mind, the rational and the persistence. A leader is flexible, innovative, inspiring, courageous and independent and at the same time a manager is consulting, analytical, deliberate, authoritative and stabilizing (Bohoris. 2018).

The most important differences between leaders and managers concern the workplace and are concluded in table 1

**Table1: Comparison of Management and Leadership Process Differences in the workplace**

Process	Management	Leadership
<b>Vision Establishment</b>	Plan and budgets Develops process steps an sets timelines Displays impersonal attitue about the vision and goals	Sets direction and develop the vision Develops strategic plans an achive the vision Displays very passionante attitude about the vision and goals
<b>Human evlopement and Networking</b>	Organizes and staffs Maintains structure Delegate responsibility Delegates authority Implements the Vision Establishes to implement vision Displays low emotion Limits employee choices	Align organization Communicates the vision, mission and direction Influences creation of coalition, teams an partnerships that unerstand and accept the vision Displays driven, high emotion Increases choices
<b>Vision Execution</b>	Controls processes Identifies problems Solves problems Monitor results Takes low risk approacch to problem solving	Motivates an inspires Energizes employees to overcome barriers to change Satisfies basic human needs Takes high risk approach to problem solving
<b>Vision Outcome</b>	Managers vision order and predictability Provides expected results consistently to leadership and other stakeholders	Promotes useful and dramatic changes, such as new products or approaches to improving labor relations

Source:Bohoris,G. A., & Evanthia P.V. (2018), **Leadership vs management; Business Excellence/ Performance Management View**, Lund University campus Helsingborg: 01/05/2018, 19:02,<https://www.ep.liu.se/ecp/026/076/ecp0726076.pdf>

Although many agree that there is a difference between the concept of management and leadership, there are who believe that leadership is part of management tasks, for example according to James Stoner and Charles

Wankel, "Management is the process of planning, organizing, leading and coordinating the efforts of organization members and of using all other organizational resources to achieve stated goals" (Jeavons. 1994).

Based on the above, we can say that Management and leadership are two sides of a single coin called "Managerial leadership".

### **2.1. Effective Managerial Leadership**

Yukl (1994) clarified the distinction between leadership and management with the belief that leaders were oriented toward innovation and management oriented toward stability. Yukl used the term "managerial leadership" in describing the overlap in the literature between management and leadership (Collins. 1982).

Leaders incorporate vision and function by strategizing while managers are oriented toward stability. Therefore, this research used the term "managerial leadership development", not managerial training, to ban the controversy in the literature regarding managers and leaders (Collins. 2002).

From what we have discussed previously, we can say that Managerial leadership is the process that results from the meeting of leadership function with personnel management function.

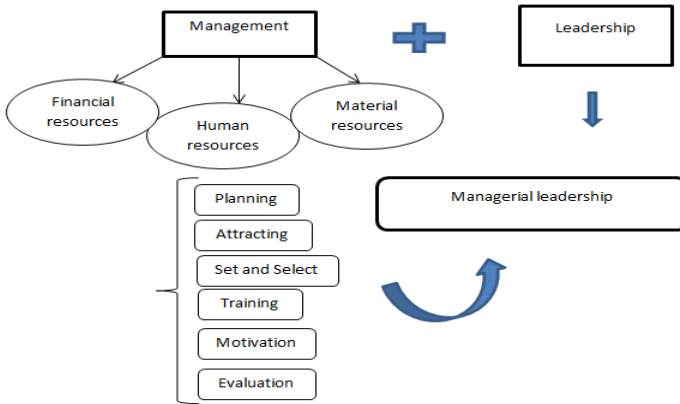
In other words, managerial leadership is based on the following functions:

- Human resource management functions
- Leadership functions

Human resources performance functions include all functions associated with providing the Organization with the necessary human resources, based on the job analysis and human resources planning require, and then search for suitable sources to attract them, whether internal or external sources, and then selection and appointment, to the evaluation of performance.

The human resources performance of the organization necessarily reflects the overall performance of the organization significantly affects the extent to which it achieves its objectives. Which make it necessary to work on the stimulation of human resources and training, and composition, as well as influence them with positive behaviors and guidance by leaders. Which will contribute to building their capacity, as well as motivating them to work more, increase their loyalty and satisfaction with work, and more importantly. The following figure illustrates the most important Managerial leadership functions involved in achieving this.

**Figure (1):managerial leadership functions**



Source: by authors

The Figure (1) in the Appendix (1) show the Excellence in Management and Leadership (Management Leadership). However, we believe that there are no specific characteristics that can be enumerated in order to express the concept of effective leadership.

The leadership style used should be consistent with the desired goals and not other way around. For example, within this current study, we try to research ways to direct managerial leadership towards achieving organizational sustainability. Hence, the effective behaviors of management leadership for us within this research are those that serve the concept of sustainability. In this regard, (Singh. 2007, 460) says: “leadership development will continue to be a key organizational issue in the future..organizations that are able to survive and compete in the everchanging marketplace will be those that have proactively and strategically prepared themselves for future challenges through effective leadership development programs, practices, and systems”

### 3. The Role of Managerial Leadership in Achieving Organizational Sustainability

In their article, under the heading: “Leadership for Sustainability: An Evolution of Leadership Ability”, (Metcalf& Benn. 2013) tried to look at the confusion over the multiple leadership styles related to successful implementation of corporate social responsibility/sustainability in organisations. They found that the difficulty of the problem relates to the fact that it is the result of multiple layers of complexity: the complexity of sustainability, the complexity of complex problem solving and the complexity of leadership itself. Where they posit that organisations are complex adaptive



systems operating within wider complex adaptive systems, making the problem of interpreting just in what way an organisation is to be sustainable, an extraordinary demand on leaders.

Hence according to them : “leadership for sustainability requires leaders of extraordinary abilities. These are leaders who can read and predict through complexity, think through complex problems, engage groups in dynamic adaptive organisational change and have the emotional intelligence to adaptively engage with their own emotions associated with complex problem solving. Leaders and leadership is a key interpreter of how sustainability of the organisation ‘links’ to the wider systems in which the organisation sits, and executing that link well requires unusual leaders and leadership systems”.

Leadership development takes time. Depending on where learners are starting from, coming to see themselves as leaders for sustainability could be a complete shift in worldview. Allowing for observation and awareness of values is an important initial element of leadership development. Facilitating a shift to an understanding of the world as living processes is another important aspect of leadership development that can be fostered through an exploration of ecological systems and diverse perspectives ( Burns,et al. 2015, 97 ).

Leadership for sustainability denotes a new and expanded understanding of leadership that signifies taking action based on sustainability values, leading from a living processes paradigm, and creating an inclusive, collaborative and reflective leadership process (Burns,et al. 2015, 88).

Below are some of the most important leadership styles that can contribute to achieving the concept of organizational sustainability:

- Ethical leadership;
- Green transformational leadership;
- Environmental leadership;
- Servant leadership;
- Sustainable leadership.

Based on social learning theory and organizational identity theory, the paper of (Liu& Zhao. 2019) analyzes and discusses the internal mechanism of ethical leadership on employees'green innovation behavior.

This paper argues that there is a significant positive relationship between ethical leadership and employees'green innovation behavior.

Green organizational identity plays an intermediary role between them, and the relationship between ethical leadership and green organizational identity is moderated by strategic flexibility.

Consequently, of (Liu & Zhao. 2019) summarizes the role of ethical leadership in supporting the concept of organizational sustainability in the following points:

- Ethical leadership is the role model and the goal of employee imitation;
- It is an important predictor of employee behavior;
- Ethical leadership and employees can form a good reciprocal relationship that help employees to generate green organizational identity;
- ethical leadership plays a guiding role in employees' green innovation behavior, and it is also an important leadership mode for sustainable development of enterprises;
- The perceived level of employees' strategic flexibility testified to the contextualization of ethical leadership.

The (Bahzar. 2019) study applied partial least squares structural equation modeling (PLS-SEM), in higher educational institutes of Indonesia. and the results recommended that eco-innovation and have a positive and significantly influenced by green transformational leadership. Moreover, the results further suggested that eco-innovation and green capacity have significantly and positively impacted by ethical leadership. Finally, the results of PLS-SEM confirm that eco-innovation and green capacity have significantly and positively impact on ENE on international schools in Indonesia. In summary, the results confirmed that green transformational leadership, eco-innovation and GRC are very important and significant contributor in enhancing ENE in higher education sector of Indonesia.

Drawing upon the resource-based view and the ability-motivation-opportunity theory, (Singh, et al. 2020) examined how green human resource management interplays on to the linkages amongst green transformational leadership, green innovation and environmental performance. Using a survey questionnaire, they collected triadic data from 309 manufacturing sector small and medium-sized enterprises (SMEs). They used covariance-based structural equation modeling (SEM) to examine hypotheses in their study. Results of the study suggest that green HRM practices mediates the influence of green transformational leadership on green innovation.

They also found that green HRM indirectly through green innovation influences firm's environmental performance. Overall, the findings of our study support all hypotheses of direct and indirect effects and have several theoretical and practical implications. Evidence that green transformational leadership contributes to managing green human resources as well as enhancing levels of green innovation and improving environmental performance

Broadly speaking, PEBs are defined as the sustainably developing and using behaviors that people performed on the natural environment, or the

behaviors that they tried to reduce the negative impact of their activities on the natural environment (Li, et al. 2020). Building on affective events theory and self-determination theory, (Li, et al. 2020) examined the effect of environmentally specific transformational leadership on employees' pro-environmental behaviors (PEBs), as well as the potential mediating effects of environmental passion and autonomous motivation.

A cross-sectional survey was conducted among 214 employees in China. Structural equation modeling was performed to test the theory-driven models. The results showed that environmentally specific transformational leadership positively predicted employees' PEBs, and that environmental passion and autonomous motivation mediated this relationship, respectively. Furthermore, multiple-mediating testing results showed that environmental passion and autonomous motivation played sequential mediating roles in the link of environmentally specific transformational leadership to PEBs. This research unveiled environmental passion and autonomous motivation as underlying mechanisms that accounted for the link between transformational leadership and PEBs.

The findings of the (Mittal&Dha. 2016) study revealed that green transformational leadership had a positive influence on green organizational identity. And it was stated in (Chen, et al. 2012, 376-377) that: "Establishing a unified environmental identity; Top leaders' environmental interpretations and beliefs that guide and drive the organization's behaviors; Influences of the interpretations of environmental issues Stimulating an environmental vision" Which are pillars of environmental leadership, can facilitate both of proactive and reactive green innovations.

This is evident firstly through the definition of environmental leadership, the last one can be seen as: "a dynamic process in which one individual influences others to contribute to the achievement of environmental management and environmental innovations"; and secondly from the results of their field studies, which it was found that: "Top managers of AUO stimulate an environmental vision to drive employees to undertake green innovations to meet all environmental requirements; Because top managers of AUO advocate the green mindsets to all employees which guide Middle Manager to initiate green innovations to ensure that there are no banned substances containing in AUO's products to comply with environmental regulations; Top managers of AUO commit to continuously invest resources in green innovations to successfully seize opportunities and to lead in the market; Middle Manager actively improve AUO's manufacturing processes to reuse, recycle, and reduce materials to decrease cost, since top managers of AUO spontaneously initiate the concept of conservation of natural resources; Top managers of AUO

often encourage us to stimulate new ideas and methods to enhance energy efficiency and energy conserving to decrease cost”. It is argued that a different type of leadership is required if effective strategic decisions are to be made in organizations striving to become more sustainable and that servant leadership and sustainable leadership approaches provide a sound basis to inform these decisions. (PETERLIN, et al. 2015). The primary purpose of (Tuan. 2019)’s study was to assess the impacts of environmentally-specific servant leadership (ESS leadership) on green performance at both team and individual levels.

Participants from four companies based in Vietnam provided the data for their inquiry. The results demonstrated the mediating role of green climate for the effects of ESS leadership on team and individual green performance. Green crafting functioned as a mediator for the relationship between green climate and individual green performance. Green climate also served as a moderator to strengthen the relationship between green crafting and green performance among employees. Implications from these findings are discussed.

Using cluster sampling approach, the data for this research was collected from 405 SMEs from Kuala Lumpur (Malaysia), Jakarta (Indonesia), and Bandar Seri Begawan (Brunei Darussalam). The empirical results of the (Iqbal, et al. 2020)’s study confirms that sustainable leadership has positive indirect effect on sustainable performance through psychological safety which amplifies in the presence of psychological empowerment, and confirms that sustainable leadership has a substantial impact on psychological safety.

For this, (Iqbal, et al. 2020) say that: “Establishment of a psychologically safe environment that encourages knowledge sharing and openness to speaking will improve sustainable performance in the presence of sustainable leadership. Therefore, the development of practices that promote psychological empowerment among employees is essential”

There are many obstacles in changing to sustainable leadership: (Avery é Bergsteiner. 2011, p13 )

- “First, sticking with conventional wisdom is comfortable and easy – it’s business as usual;
- Second, change is disruptive and initially creates both financial and intangible costs, although as the Wal-Mart case shows these may not slow growth and profits;
- Third, most people disregard hard evidence and make their decisions on the basis of ideological beliefs. Managers are no exception to this human foible despite their training and experience in decision making;

- Fourth, major change involves risks, bringing with it the chance of a drop in short-term performance, so stakeholders need to be prepared to focus on the long term;
- Finally, radical change can take a long time to embed and then maintain”

## **Conclusion**

After addressing the concept of sustainability in general and the importance of organizations in achieving sustainability, highlighting administrative functions in particular. We tried, through this study, to investigate the behaviors of management leadership that can enhance the concept of organizational sustainability. Let us conclude that combination of management and leadership, which is called by the term “managerial leadership”, is the basis for change in organizations, and it is the main factor that can actually push organizations to adopt strategies that apply the concept of sustainability.

This, and it has been shown that it is not possible to limit a set of behaviors to express effective managerial leadership, but rather leadership is truly effective if it is able to achieve the goals for which it was adopted. For that purpose, we followed the strategy of modernity in the process of searching for leadership styles that contribute to achieving organizational sustainability:

- Ethical leadership;
- Green transformational leadership;
- Environmental leadership;
- Servant leadership;
- Sustainable leadership.

One of the most prominent mechanisms by which organizational sustainability is promoted due to modern managerial leadership patterns is the focus on the following axes:

- Focusing on the behaviors of human elements in the organizations;
- Influencing the emotions of the human elements working in the organizations;
- Reliance on green human resource management;
- Developing a green organizational identity;
- Orientation towards creativity and green innovation;

Based on the aforementioned, we can say that managerial leadership contributes to enhancing organizational sustainability levels by focusing on the environmental aspect of sustainability, by realizing the concept of « Greening »

with regard to human resources management; the organizational context of the organization and with its culture, identity and goals

It should be noted that: “The Oxford Paperback Dictionary (1979) defines green as: the colour between blue and yellow (the colour of growing grass), mostly it means something relevant nature or natural environment green means environmental; The New Oxford Thesaurus of English (2000) presents several meanings such as environmentally friendly...The same defines (green as noun) as environmentalist, conservationist, preservationist, nature-lover, or eco-activist.” (Opatha, & Anton Arulrajah (2014).

Becoming green will help in gaining the competitive advantage and will support organizations in sustainable growth (Ravindra & Pradeep. 2012). Thus, green is one of the most important necessities for embodying sustainability in general, and organizational sustainability in particular. So much so, that there are those who consider green and sustainability as two sides of the same coin.

It is not possible for the managerial leaders to adopt a style of leadership separately from another in the organizations. Rather, managerial leaders may follow during their leadership process a set of behaviors that may overlap in their concept with the dimensions of different styles of leadership, such as leaders adopting strategies for sustainability and preserving the environment while adopting ethical leadership style, they are the same behaviors imposed by some principles of environmental, sustainable and even transformational green leadership.

Hence, it can be said that there is no specific style of leadership that leaders should adopt in order to achieve organizational sustainability. Rather, leaders should consider the mechanisms that were previously presented, and research the leadership behaviors that would develop it, regardless of the name of the leadership style used.

Based on the above, we open the prospects for research for future studies on leadership behaviors common to modern managerial leadership styles, which would achieve a green organizational identity, develop the spirit of creativity and green innovation, and manage green human resources

## References

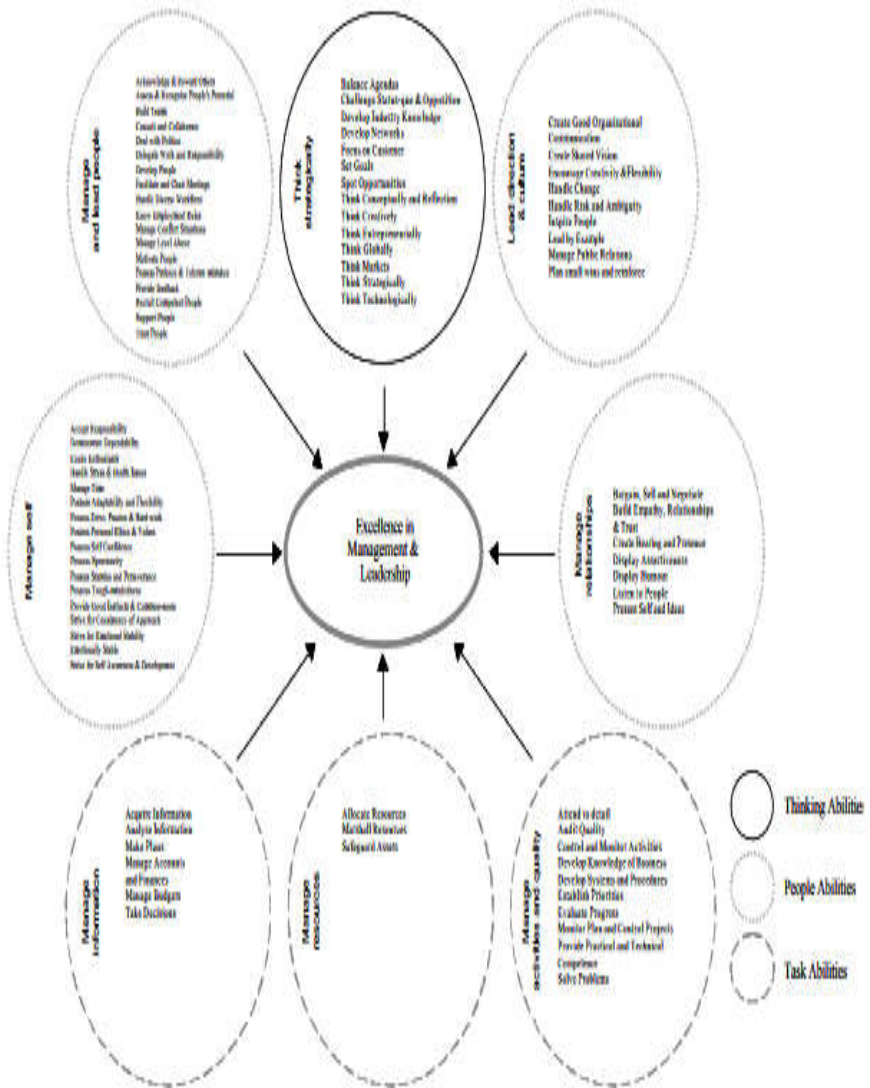
- Bahzar, M. (2019). Effects of Green Transformational and Ethical Leadership on Green Creativity: Eco-innovation and Energy Efficiency in Higher Education Sector of Indonesia. *international journal of energy economics and policies*, 9(6)
- Bohoris, G.A., Evanthia, P. V. (2018). Leadership vs management. *Business Excellence/ Performance Management View*, Lund University campus Helsingborg: <https://www.ep.liu.se/ecp/026/076/ecp0726076.pdf>
- Burns, H., Diamond-Vaught, H., & Bauman, C. (2015). Leadership for Sustainability: Theoretical Foundations and Pedagogical Practices that Foster Change. *International Journal of Leadership Studies*, 9(1)
- Chen, Y. S., & Chang, Ch-H., Feng-Shang Wu, (2012), "Origins of green innovations: the differences between proactive and reactive green innovations", *Management Decision*, 50(3), 368 – 398
- Collins, D. B. (2002). *The Effectiveness of managerial leadership development programs: A Meta-Analysis of studies from 1982-2001*. (Unpublished Doctoral dissertation). the Louisiana State University and Agricultural and Mechanical College.
- Gayle C. A., & Harald B. (2011). Sustainable leadership practices for enhancing business resilience and performance. *STRATEGY & LEADERSHIP*, 39(3), 5-15
- Hazlina Ahmad, N., & Adeel N., Abdul Rehman Khan, S. (2020). A moderated-mediation analysis of psychological empowerment: Sustainable leadership and sustainable performance. *Journal of Cleaner Production*, 262.
- Jeavons, Th. H. (1994), *When the bottom line is faithfulness: Management of Christian Service organizations*, Library of Congress Cataloging – in publication Data, United States of America.
- Kreitner, R. (2009). *Principles of Management*, Houghton Mifflin Harcourt Publishing company, Boston. New York
- Leskiw, Sh-L., Singh, P. (2007). "Leadership development: learning from best practices". *Leadership & Organization Development Journal*, 28(5), 444 – 464: <http://dx.doi.org/10.1108/01437730710761742>
- Liu, L., & Zhao, L. (2019). The Influence of Ethical Leadership and Green Organizational Identity on Employees' Green Innovation Behavior: The Moderating Effect of Strategic Flexibility, *IOP Conference Series: Earth and Environmental Science*.
- Metcalf, L. Benn, S. (2013). Leadership for Sustainability: An Evolution of Leadership Ability, *Journal of Business Ethics*, 112, 369-384.
- Mittal, S., Dhar R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism Management*, 57, 118-127.
- Thenmoshi. (2019). *Management Concepts and Fundamentals*. India Institute of Technology Maras Chennai: [http://nptel.ac.in/courses/122106031/slides/1\\_1s.pdf](http://nptel.ac.in/courses/122106031/slides/1_1s.pdf)
- OCDE. (2015). *Global and local environmental sustainability. development and growth*: <https://www.oecd.org/dac/environment-development/FINAL%20POST-2015%20global%20and%20local%20environmental%20sustainability.pdf>
- Opatha, H. H. D. N. P., & Anton Arulrajah, A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8)

- Perren, L., & John Burgoyne, J. (2001). Management and Leadership Abilities: An analysis of texts, testimony and practice. Council for Excellence in Management and Leadership, London
- Peterline, J., Pearse, N. J., Dimovsk, V. (2015). Strategic Decision Making for Organizational Sustainability: The Implications of Servant Leadership and Sustainable Leadership Approaches. *Economic and Business Review*, 17(3), 273-279
- Ravindra P. S., Pradeep k. Kh. (2012), Greening of industries for sustainable growth : an exploratory study on durable, non-durable and services industries. *International journal of social economics*, 39(8), 551-586
- Singh, S. K., & Giudice, M.D., Chierici, R., Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting & Social Change*, 150, <https://doi.org/10.1016/j.techfore.2019.119762>
- Tuan, L.T. (2019). Effects of environmentally-specific servant leadership on green performance via green climate and green crafting, *Asia Pacific Journal of Management*: <https://doi.org/10.1007/s10490-019-09687-9>
- Vitalis, V. (2003). Sustainable Development. Keynote Paper presented to the Research School for the Socio-Economic and Natural Science of the Environment (SENSE), Amsterdam, Netherlands, p2: <http://www.oecd.org/greengrowth/16826944.pdf>
- Zongbo, L., & Jiabin, X, Rui L., Hong, Ch, (2020). Tingting Wang, Environmentally Specific Transformational Leadership and Employee's Pro-environmental Behavior: The Mediating Roles of Environmental Passion and Autonomous Motivation, *Front Psychol*, 11(1408) : <https://doi.org/10.3389/fpsyg.2020.01408>



Appendix No : 01

Figure1: Framework of management and leadership abilities



**Sources:** Lew Perren and John Burgoyne, Management and Leadership Abilities: An analysis of texts, testimony and practice, Council for Excellence in Management and Leadership, London, 2001, p7