

Supplementary Material

Table 1. Sustainable Leadership Literature Reviews (Descriptive Comparison)

Citation	Review Type	Database	Keywords	Time Span	No. of Studies Included	Types of Records
Al-khamaiseh et al. (2024)	Systematic literature review	Scopus and Google Scholar	"sustainable leadership" AND "education" OR "sustainable leadership education"	2007–2023	46	Peer-reviewed journal articles (English only) with explicit definitions of sustainable leadership in education
Aung and Hallinger (2022)	Systematic literature review (Bibliometric)	Scopus	"sustainability" AND "leadership" AND "higher education"	1998-2021	180	Peer-reviewed journal articles, conference papers, and book chapters (English only)
Aung and Hallinger (2023)	Systematic literature review (Scoping)	Scopus	"sustainability" AND "leadership" AND "higher education"	1998–2021	53	Peer-reviewed journal articles (English only) excluded conference papers, book chapters, and non-English sources
Boeske (2023)	Traditional literature review	N/A	N/A	N/A	N/A	Peer-reviewed journal articles; combination of conceptual and empirical studies (English only)
Boeske and Murray (2022)	Traditional literature review	N/A	N/A	N/A	N/A	N/A

Citation	Review Type	Database	Keywords	Time Span	No. of Studies Included	Types of Records
Eustachio et al. (2023)	Systematic literature review (Bibliometric)	Scopus	("leader*" OR "manager*" OR "Top Manage*" OR "TMT*" OR "CEO*" OR "chief" OR "head" OR "boss" OR "director*" OR "president*" OR "supervisor*" OR "board" OR "chairm*n" OR "follower*" OR "dean*" OR "rector*") AND ("responsible" OR "sustainab*" OR "CSR" OR "corporate social responsibility" OR "SDG*" OR "ESG" OR "PRME" OR "Principles for responsible management education" OR "Sustainable Development Goal*" OR "Sustainable Development") AND NOT ("respons*ilities" OR "respons*ble for" OR "response")) AND NOT (TITLE-ABS-KEY ("medicine" OR "hospital*" OR "nurse*" OR "medical"))	1987-2022	1813	Peer-reviewed journal articles, conference papers, reviews, editorials, short surveys (English only)
Hallinger and Suriyankietkaew (2018)	Systematic literature review (Bibliometric)	Scopus	"sustainable leadership" OR "sustainability leadership" OR "sustainable development" AND "leadership"	1990–October 2018	952	Peer-reviewed journal articles, conference proceedings, book chapters, and books (English only)
Liao (2022)	Traditional literature review	Web of Science, EBSCO, CNKI	N/A	N/A	N/A	Peer-reviewed journal articles with a conceptual and theoretical focus
Macke and Genari (2019)	Systematic literature review	Scopus	"Sustainable HRM" OR "Sustainable Human Resource Management" OR "Sustainable Work System" OR "HR Sustainability" OR "Sustainable Management of HRs" OR "Sustainable Leadership" OR "Sustainability" AND "Human Resources Management" OR "Sustainable Organi*" AND "Human Resource Management"	2001-2018	115	Peer-reviewed journal articles (English only)
Piwowar-Sulej and Iqbal (2023)	Systematic literature review	Scopus	("leadership" AND "sustainable performance") OR ("leadership" AND "environmental performance") OR ("leadership" AND "social performance")	1993-2022	47	Peer-reviewed journal articles (English only)

Citation	Review Type	Database	Keywords	Time Span	No. of Studies Included	Types of Records
Ribeiro and Leitão (2024)	Systematic literature review	Web of Science	"Leadership" AND Sustainabl* Entrepreneur* AND Sustainabl* Leader* OR "Sustainabl* Entrepreneurs" OR "Sustainabl Leader*"	2007-2023	149	Peer-reviewed journal articles (English only)
Rosário and Boechat (2025)	Systematic literature review (Bibliometric)	Scopus	"sustainable leadership" AND "sustainable development"	2002–March 2025	73	Peer-reviewed journal articles, conference papers, book chapters, and reviews
Sajjad et al. (2024)	Systematic literature review (Integrative)	Scopus, Web of Science, Google Scholar	"Sustainability leadership" OR "sustainable leadership" OR "sustainability in leadership"	Early 2000s–2023	74	Peer-reviewed journal articles, book chapters, and scholarly books (English only)
Santana and Lopez-Cabrales (2019)	Systematic literature review (Bibliometric)	Web of Science	("sustainable leadership" or "sustainable HRM" or "sustainable HR" or "sustainable human resource management" or "sustainable HRM strateg*" or "sustainable human resource management strateg*" or "green HRM" or "green human resource management" or "green HRM practices" or "green human resource management practic*" or "sustainable HR practic*" or "sustainable human resource practic*" or "HR values" or "human resource valu*" or "HR sustainability" or "human resource sustainability" or "socially responsible human resource management" or "socially responsible HRM" or "socially responsible HR practic*" or "socially responsible human resource practic*" or "corporate social responsibility in human resource management" or "CSR in HRM" or "sustainable HRM innovation" or "environmental HR strategy*" or "social HR strategy" or "social human resource strategy" or "social HRM strategy" or "social human resource management strategy")	1997-2018	111	Peer-reviewed journal articles and reviews (English only)

Citation	Review Type	Database	Keywords	Time Span	No. of Studies Included	Types of Records
Udin (2024)	Systematic literature review (Bibliometric)	Scopus	N/A	2010-2024	106	Peer-reviewed journal articles, conference proceedings, book chapters, and book series (English only)
Present paper	Systematic literature review	Scopus, Web of Science, and ProQuest	(“sustainable leadership” OR “sustainability leadership” OR “sustainability-oriented leadership”) OR (“leadership” AND (“sustainable human resources management” OR “sustainable HRM” OR “sustainability-oriented human resources management” OR “sustainability-oriented HRM” OR “sustainability human resource management” OR “sustainability HRM”)).	2007-2025	145	Peer-reviewed journals, conference materials, and early-access journal articles (English only)

Table 2. Sustainable Leadership Literature Reviews (Analytical Comparison)

Citation	Focus	Methodology	Key Findings	Gaps/Future Directions
Al-khamaiseh et al. (2024)	Examine and synthesize published definitions of sustainable leadership in education to clarify conceptual meaning and support future research.	Systematic review guided by PRISMA; thematic and linguistic analysis of definitions using adaptive interpretive synthesis.	Identified 11 unique definitions grouped into 7 themes and 3 meta-themes: 1) Effectiveness & Impact. 2) Systems Thinking & Sustainability. 3) Collaborative Responsibility & Future Orientation.	Lack of conceptual clarity; overlapping but inconsistent definitions; calls for a more unified framework and deeper exploration of context-specific elements in sustainable educational leadership.

Citation	Focus	Methodology	Key Findings	Gaps/Future Directions
Aung and Hallinger (2022)	Map the intellectual structure of sustainability leadership in higher education using co-citation analysis	Bibliometric review using author co-citation analysis via VOSviewer; PRISMA logic applied to Scopus search; 180 documents analyzed	Identified four schools of thought: 1) Sustainability Leadership (concepts, competencies, distributed models) 2) Education for Sustainable Development (ESD pedagogy, curriculum) 3) Managing Campus Greening (environmental operations, climate neutrality) 4) Managing Change and System Integration (institutional transformation, reporting, culture)	Lack of a unified leadership model specific to higher education; dispersed literature drawing from business and K–12; limited theorizing and empirical testing on how HEI structures shape leadership for sustainability
Aung and Hallinger (2023)	Develop a conceptual model of sustainability leadership in higher education by synthesizing fragmented literature	Scoping review with PRISMA flow; inductive coding (grounded theory) of 53 articles; keyword-based search via Scopus	Three conceptual themes emerged: 1) Conceptualizations of sustainability leadership in higher education 2) Leadership practices (visioning, greening operations, curriculum reform, community engagement) 3) Sustainability outputs (e.g., sustainability knowledge, operations, partnerships); and outcomes (e.g., cultural transformation, sustainability mindset, institutional resilience)	Fragmented conceptual definitions, overemphasis on Western contexts, lack of empirical validation of proposed models; call for longitudinal, cross-cultural, and experimental research in HEIs to examine SL impact
Boeske (2023)	Compare sustainable, sustainability, and environmental leadership to unify fragmented literature and propose an integrated behavioral framework for “leadership towards sustainability”	Narrative review using conceptual synthesis of empirical and theoretical studies; comparative analysis of three leadership constructs.	Identified overlapping and distinct behaviors across the three leadership types; synthesized six core traits of sustainable leadership (e.g., responsibility, ethics, long-term vision); proposed integrated framework linking leadership behaviors to sustainability outcomes.	Lack of conceptual clarity between leadership types; overlapping terminology; few integrative models; calls for empirical testing of the proposed framework and deeper exploration of behavioral mechanisms across contexts.

Citation	Focus	Methodology	Key Findings	Gaps/Future Directions
Boeske and Murray (2022)	Clarify and integrate the concepts of sustainable, environmental, and sustainability leadership in SMEs by constructing a framework of intellectual capital and leadership practices.	Conceptual review with classification and synthesis of leadership practices across three knowledge domains: leadership capital, organizational capital, and network capital.	Developed a framework linking sustainability leadership to SME performance via: 1) innovation and relational, ideological and moral, and strategic adaptation practices; 2) sustainable structures, systems, and routines; and 3) co-creation, trust, and social relationships. Proposed that sustainability leadership is embedded across individual, organizational, and social dimensions.	Absence of unified leadership classification in SME sustainability; need for empirical studies to test the integrated framework and explore how intellectual capital informs SME sustainability practices.
Eustachio et al. (2023)	Map and synthesize theoretical evolution, research streams, and leadership constructs related to sustainability leadership (SL) using co-occurrence bibliometric analysis.	Systematic bibliometric review with co-occurrence network analysis via VOSviewer; search string refined by experts; PRISMA screening logic with citation thresholds.	Identified 4 main clusters: 1) Board characteristics and CSR performance. 2) Leadership for corporate sustainability. 3) Responsible leadership theories. 4) SL in higher education institutions (HEIs). Provided distinctions across SL, responsible leadership, CSR leadership, and systems leadership.	Lack of conceptual clarity among overlapping leadership constructs; underexplored HEIs and non-corporate contexts; fragmented integration of formal/informal leadership theories; future work should clarify definitions, extend beyond business settings, and empirically explore SL in diverse domains.
Hallinger and Suriyankietkaew (2018)	Map the intellectual structure, development trajectory, and emerging themes of sustainable leadership research over 30 years.	Bibliometric science mapping using Scopus data and VOSviewer; followed PRISMA guidelines; descriptive and co-citation analysis.	Sustainable leadership is a growing, multidimensional field concentrated in Western contexts; six Schools of Thought identified; key themes include ethical leadership, corporate social responsibility, and stakeholder engagement.	Limited conceptual clarity, geographic concentration, and integration across disciplines; future work should build theoretical coherence, incorporate non-Western perspectives, and explore practical implementation of sustainable leadership.

Citation	Focus	Methodology	Key Findings	Gaps/Future Directions
Liao (2022)	Synthesize theoretical understandings of sustainable leadership, compare related leadership styles, and propose an integrated analytical framework along with future research directions.	Narrative conceptual review including descriptive synthesis, framework construction, and comparative analysis.	Sustainable leadership integrates economic, social, and environmental goals; distinct from green, ethical, and responsible leadership; shaped by individual, organizational, and cross-level dynamics; proposed 5-perspective analytical model and 3-level pyramid of practices.	Conceptual fragmentation, lack of empirical validation, unclear boundaries with other leadership styles; future studies should focus on measurement development, multilevel empirical testing, and deeper exploration of cross-level mechanisms.
Macke and Genari (2019)	Analyze the state-of-the-art of SHRM by identifying key elements, thematic trends, and research gaps.	Systematic literature review using content analysis and statistical processing via Alceste software.	Four thematic clusters: 1) Sustainable leadership practices. 2) HRM's connection to environmental performance. 3) Paradoxes between short-term profitability and long-term sustainability. 4) HRM's role in promoting social responsibility.	Conceptual fragmentation, lack of ecological integration, limited empirical work, weak stakeholder focus; call for unified definitions, broader stakeholder engagement, and long-term impact studies.
Piwowar-Sulej and Iqbal (2023)	Systematically analyze how different leadership styles influence sustainable performance (SP), including environmental, social, and economic dimensions.	Systematic literature review combining bibliometric analysis and qualitative content analysis.	Sustainable and transformational leadership most studied; mixed empirical results; limited consensus on direct impact of styles on SP; strong links vary by SP dimension.	Inconsistent findings, weak theoretical grounding, scarce multilevel studies, narrow focus on general SP; recommends deeper exploration of leadership mechanisms and holistic SP approaches.
Ribeiro and Leitão (2024)	Assess the connection between sustainable leadership and sustainable entrepreneurship and propose a conceptual framework based on thematic clusters.	Systematic literature review using bibliometric analysis with R-Studio/Biblioshiny; structured per PRISMA protocol.	Identified five thematic clusters linking SL and SE: 1) Heterogeneity of contexts, 2) Conceptual analysis, 3) Leader/entrepreneur behavior, 4) Motivations/instruments, and 5) Coverage of entrepreneurial SL. SL fosters SE through innovation, stakeholder value creation, and socio-environmental impact.	Lack of empirical studies, underexplored causal mechanisms between SL and SE, conceptual fragmentation; recommends more empirical testing, broader contexts, and methodological diversity.

Citation	Focus	Methodology	Key Findings	Gaps/Future Directions
Rosário and Boechat (2025)	Examine how sustainable leadership can drive sustainable development across environmental, social, and economic dimensions.	Examine how sustainable leadership can drive sustainable development across environmental, social, and economic dimensions.	Sustainable leadership promotes long-term value through ESG integration, ethical governance, innovation, and stakeholder engagement; organizational culture and adaptability are key to embedding sustainability.	Insufficient cross-cultural analysis and limited integration of technological and systemic dimensions; calls for empirical depth, and contextualized leadership models.
Sajjad et al. (2024)	Synthesize and critically examine multilevel mechanisms of sustainability leadership and develop a conceptual framework using a systems theory perspective on paradox.	Integrative review guided by systems theory; included content analysis of 74 studies across disciplines.	Sustainability leadership is a dynamic, multilevel construct shaped by paradoxical tensions; effective leadership aligns micro (individual), meso (organizational), and macro (societal) processes.	Literature remains fragmented; lacks empirical depth and multilevel integration; future work should use paradox theory and complex systems thinking to deepen theoretical and practical understanding.
Santana and Lopez-Cabrales (2019)	Analyze the evolution, structure, and emerging themes in sustainable HRM using conceptual science mapping.	Bibliometric science mapping via SciMAT; co-word analysis and performance mapping across three periods (1997–2006, 2007–2012, 2013–2018).	Environmental management, socially responsible HRM, and turnover identified as core themes; employee engagement well-developed but less central; sustainable leadership and environmental performance emerging areas needing further exploration.	Conceptual fragmentation, underdeveloped leadership and performance linkages, limited empirical work on GHRM; calls for more integrated frameworks, interdisciplinary approaches, and quantitative studies on green HR practices.
Udin (2024)	Explore the influence and thematic clustering of leadership styles on sustainable performance using bibliometric network analysis.	Bibliometric review via VOSviewer; co-occurrence and cluster analysis; secondary data from Scopus.	Identified 4 thematic clusters: (1) authentic and sustainable leadership with knowledge management and development, (2) organizational culture and innovation, (3) transformational and transactional leadership with CSR and commitment, and (4) servant leadership linked to OCB and employee performance. Transformational leadership emerged as the most frequent and central style linked to sustainable performance.	Lack of consensus on the most influential leadership styles; need for context-specific analysis of leadership mechanisms influencing sustainability outcomes.

Citation	Focus	Methodology	Key Findings	Gaps/Future Directions
Present paper	Clarify the conceptual boundaries and evolution of sustainable leadership; identify its distinct attributes and map its intellectual landscape	PRISMA-based systematic review; bibliometric network analysis via Biblioshiny; content analysis of definitions using MAXQDA	Identified definitional ambiguity and conceptual overlaps with other leadership styles (e.g. transformational, responsible, servant); established distinct behavioral attributes of sustainable leadership; mapped publication trends, geographic concentration, and key instruments/frameworks used	Lack of unified theoretical foundation and validated measurement instruments; conceptual fragmentation and overreliance on adapted scales; calls for empirical testing of proposed behavioral attributes and development of a dedicated measurement tool for sustainable leadership

Table 3. Included studies

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Abdeldayem et al. (2021)	Sustainable leadership and academic excellence: Arab culture perspective	2021 Sustainable Leadership and Academic Excellence International Conference (SLAE)	To develop a localized model of sustainable leadership for Arab culture, particularly in higher education, that could potentially automate the leader selection process.	N/A	Theoretical	N/A
Abdullah et al. (2025)	GIS-Based Spatial Modelling to Enhance Tourism Resilience and Conservation for Sustainable Leadership in Coastal Communities	Planning Malaysia	To develop a spatial model that links sustainable leadership practices with enhanced tourism resilience and conservation in coastal communities. The study explores how key leadership dimensions (especially ethical and moral behavior, critical thinking skills, and community involvement) foster sustainable outcomes in tourism.	Malaysia	Empirical (Quantitative)	Self-designed

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Abid et al. (2023)	Sustainable leadership and wellbeing of healthcare personnel: A sequential mediation model of procedural knowledge and compassion	Frontiers in Psychology	To examine the effect of sustainable leadership on the well-being of healthcare personnel during the COVID-19 pandemic. Also, to explores whether procedural knowledge and compassion act as mediators in such a relationship.	China, Thailand, Malaysia, Pakistan, Australia, United States, and United Kingdom.	Empirical (Quantitative)	Di Fabio and Peiró (2018) HSCL scale
Afifa et al. (2024)	Leadership, Employee Behaviour and Performance Going to Sustainable Under the Impact of Stakeholder Environmental Pressure: Empirical Evidence	Vision	To examine the relationship between sustainable leadership (SUL) and sustainable performance (SUP) in Vietnamese manufacturing organizations, with sustainable organizational citizenship behaviour (SOCB) as a mediator and stakeholder environmental pressure (SEP) as a moderator.	Vietnam	Empirical (Quantitative)	Khalil et al. (2021)
Achmad and Inrawan Wiratmadja (2024)	Driving Sustainable Performance in SMEs Through Frugal Innovation: The Nexus of Sustainable Leadership, Knowledge Management, and Dynamic Capabilities	IEEE Access	To investigate how sustainable leadership, knowledge management, dynamic capabilities, and frugal innovation interact to enhance the sustainable performance of SMEs, including examining the mediating role of frugal innovation.	Indonesia	Empirical (Quantitative)	Self-designed

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Ahsan and Khawaja (2024)	Sustainable leadership impact on environmental performance: exploring employee well-being, innovation, and organizational resilience	Discover Sustainability	To investigate the effect of sustainable leadership on environmental performance, specifically examining how employee well-being and innovation mediate this relationship and how organizational resilience moderates it in the information technology sector in Denmark.	Denmark	Empirical (Quantitative)	Self-designed
Alhazemi (2024)	Transformative Approaches to Sustainable Education: Technology, Leadership and SDGs in Higher Education Institutions	International Journal of Learning, Teaching and Educational Research	To examine the relationship between technology adoption, sustainable leadership practices (guided by Transformational Leadership Theory), and the attainment of Sustainable Development Goals (SDGs) within higher education institutions in Saudi Arabia.	Saudi Arabia	Empirical (Quantitative)	Self-designed
Alhazemi (2025)	ESG performance metrics landscape: Examining sustainable leadership, stakeholder engagement and organizational characteristics	International Journal of Innovative Research and Scientific Studies	To investigate the influence of sustainable leadership, stakeholder engagement, and organizational characteristics on ESG performance metrics. The study examines how sustainable leadership affects environmental, social, and governance outcomes, considering the mediating impact of stakeholder engagement and the moderating role of organizational characteristics.	Saudi Arabia	Empirical (Quantitative)	Nasir et al. (2022)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Altman and Fry (2024)	Global Leadership for Sustainability: Essential Competencies for Leading Transformative Multi-Sector Partnerships	Sustainability	To identify the essential leadership competencies required to successfully lead transformative multi-sector partnerships for sustainability. It does so by reviewing existing literature on multi-sector partnerships and leadership models and then proposes an extended conceptual framework, the Global Leadership for Sustainability (GLfS) model.	N/A	Theoretical	Fry and Egel (2021)
Al-Zawahreh et al. (2019)	Green management practices in higher education: the status of sustainable leadership	Tertiary Education and Management	To investigate the level of sustainable leadership in higher education institutions.	Jordan	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Antara et al. (2024)	Leadership strategy as the driver of achieving sustainable business: A case of endek weaving SMEs in Indonesia	Problems and Perspectives in Management	To examine the direct and indirect effects of sustainable leadership and green entrepreneurial orientation on the sustainable performance of endek weaving SMEs, with green digital innovation serving as a mediator.	Indonesia	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Armani et al. (2020)	What are the attributes of sustainable leadership?	Revista Brasileira de Gestão de Negócios	To provide a more holistic perspective on sustainable leadership.	N/A	Empirical (Qualitative)	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Asad et al. (2021)	A mediated moderated analysis of psychological safety and employee empowerment between sustainable leadership and sustainable performance of SMEs	2021 International Conference on Sustainable Islamic Business and Finance, SIBF 2021	To examine the mediating role of psychological safety among the relationship between sustainable leadership and sustainable performance of SMEs.	Pakistan	Empirical (Quantitative)	Iqbal, Ahmad, and Halim (2020) 15-item measurement scale
Ashfaq, Abid, Ilyas, and Elahi (2025)	Sustainable Leadership and Work Engagement: Exploring Sequential Mediation of Organizational Support and Gratitude	Public Organization Review	To examine how a sustainable leadership style influences work engagement among healthcare professionals through the sequential mediation of perceived organizational support and gratitude.	Pakistan	Empirical (Quantitative)	Di Fabio and Rosen (2018)
Ashfaq, Abid, Ilyas, and Faseeh, (2025)	Fueling work engagement through sustainable leadership: Examining sequential mediation of perceived organizational support and mental health	Human Systems Management	To investigate how a sustainable leadership style drives work engagement by examining the sequential mediation of perceived organizational support and mental health among healthcare workers during COVID-19.	Pakistan	Empirical (Quantitative)	Di Fabio and Rosen (2018)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Avery and Bergsteiner (2011b)	Sustainable leadership practices for enhancing business resilience and performance	Strategy & Leadership	To present an alternative leadership model to the prevailing shareholder-first approach that research, management experts and practice indicate can lead to higher performance and resilience of a firm.	N/A	Theoretical	N/A
Avery and Bergsteiner (2011c)	How BMW successfully practices sustainable leadership principles	Strategy & Leadership	To explore how BMW's practices match up with Avery's model of sustainable leadership.	Germany	Empirical (Qualitative)	N/A
Awan and Khan (2021)	Mediating role of sustainable leadership in buyer-supplier relationships: An supply chain performance: An empirical study	Logforum	To examine the moderation role of sustainable leadership between buyer-supplier relationships and social performance improvements.	N/A	Empirical (Quantitative)	Hult et al. (2000) 4-item scale of transformational leadership
Baird et al. (2023)	The mediating role of levers of controls on the association between sustainable leadership and organisational resilience	Journal of Management Control	To explore how sustainable leadership influences organisational resilience during the COVID-19 crisis, focusing on the mediating role of management control systems.	Australia	Empirical (Quantitative)	Avery and Bergsteiner (2011c) 23-element framework of sustainable leadership
Ballarotto et al. (2025)	The relationship between emotion regulation and sustainable leadership: The mediating role of social safeness	Journal of Human Behavior in the Social Environment	To investigate whether social safeness mediates the relationship between emotion regulation and sustainable leadership.	Italy	Empirical (Quantitative)	Di Fabio and Peiro (2018)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Bencsik, A., and Belas (2024)	Characteristics of sustainable leadership in international comparison	Economics & Sociology	To examine the reported practices and preparedness of sustainable leadership among SME managers across Hungary, Poland, and Slovakia. The study focuses on how leadership style, long-term planning, ethical behavior, and aspects of culture (trust, teamwork, knowledge sharing) are applied in practice to support sustainability.	Hungary, Poland, Slovakia	Empirical (Qualitative)	Avery and Bergsteiner (2011c) 23-element framework of sustainable leadership
Bencsik and Berke (2023)	Sustainable Leadership in Practice in Hungary	Proceedings of the 19th European Conference on Management Leadership and Governance (ECMLG 2023)	To assess the extent to which Hungarian SME managers are prepared to meet the requirements of sustainable management by applying the sustainable leadership pyramid, which conceptualizes sustainable leadership as a balanced integration of social, environmental, and economic responsibilities.	Hungary	Empirical (Qualitative)	Avery and Bergsteiner (2011a)
Bencsik and Pangsy-Kania (2023)	Sustainable leadership practices based on the logic of the honeybee pyramid—Comparison of Hungarian and Polish SMEs	Sustainability	To explore the extent to which managers of Hungarian and Polish SMEs are prepared to manage sustainable organisational operations and meet the criteria for sustainable management.	Hungary and Poland	Empirical (Qualitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Bencsik (2022a)	Background on the sustainability of knowledge	Sustainability	To highlight the supporting role of sustainable management for the sustainability of knowledge and to show the context of further supporting conditions.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Bencsik (2022b)	Sustainable management based on sustainable knowledge	Proceedings of the 18th European Conference on Management Leadership and Governance, ECMLG 2022	To explore the role of sustainable leadership for sustainable knowledge in organisations. And to highlight the supporting role of sustainable management for knowledge sustainability.	N/A	Theoretical	N/A
Bendell et al. (2017)	Beyond unsustainable leadership: Critical social theory for sustainable leadership	Sustainability Accounting, Management and Policy Journal	To prepare the conceptual groundwork for the future study of leadership for sustainable development.	N/A	Theoretical	N/A
Bento and Ribeiro (2010)	Sustainable leadership of senior students: The case study of Madeira	Journal of Teacher Education for Sustainability	To analyze the sustainable characteristics and competencies of the leadership of senior students in schools of the Autonomous Region of Madeira - Portugal.	Portugal	Empirical (Quantitative)	Vann (2000) The Student Leadership Outcomes Inventory (SLOI)
Blas et al. (2022)	The importance of sustainable leadership among company directors in the audio-visual sector in Spain: a cultural, ethical, and legal perspective	Communication & Society	To analyse the perception of managers in the audio-visual sector regarding styles of leadership in their organizations.	Spain	Empirical (Quantitative)	Avery and Bergsteiner (2011c) 23-element framework of sustainable leadership
Boeske and Murray (2022)	The intellectual domains of sustainability leadership in SMEs	Sustainability	To review the intertwined range of conceptualizations that have blurred developing leadership knowledge regarding environmental sustainability.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Bulmer and Roca (2021)	Promoting sustainable leadership among female managers In the Spanish logistics industry	Journal of Legal, Ethical and Regulatory Issues	To identify the level of sustainable leadership among female managers working in the logistics sector in Spain.	Spain	Empirical (Qualitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Bulmer et al. (2021)	The importance of sustainable leadership amongst female managers in the Spanish logistics industry: A cultural, ethical and legal perspective	Sustainability	To identify the level of sustainable leadership among female managers working in the logistics sector in Spain.	Spain	Empirical (Qualitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Bulmer et al. (2023)	Sustainable leadership among financial managers in Spain: A gender issue	Edelweiss Applied Science and Technology	To analyze the level of sustainable leadership among financial managers in Spain and examine whether gender differences exist in sustainable leadership practices (i.e., whether female managers demonstrate higher sustainable leadership traits than their male counterparts).	Spain	Empirical (Quantitative)	Avery and Bergsteiner (2011c) 23-element framework of sustainable leadership

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Burawat (2019)	The relationships among transformational leadership, sustainable leadership, lean manufacturing and sustainability performance in Thai SMEs manufacturing industry	International Journal of Quality & Reliability Management	To examine the structural relationship model among transformational leadership, lean manufacturing, and sustainability performance.	Thailand	Empirical (Mixed methods)	Avery and Bergsteiner (2011c) 23-element framework of sustainable leadership
Cahyadi et al. (2022)	Pursuing consultant performance: The roles of sustainable leadership styles, sustainable human resource management practices, and consultant job satisfaction	Sustainability	To develop a concept of collaborative, high involvement, and commitment-based HRM, job satisfaction, and employee performance and to provide a guideline for the management of consulting firms in Indonesia to maintain these practices.	Indonesia	Empirical (Quantitative)	Self-designed questionnaire with 27 items
Casserley and Bill Critchley (2010)	A new paradigm of leadership development	Industrial and Commercial Training	To present a paradigm shift in the way leaders are developed, more suited to the new order that is emerging as the recession recedes.	N/A	Theoretical	N/A
Çayak and Eskici (2021)	The mediating role of emotional intelligence in the relationship between school principals' sustainable leadership behaviors and diversity management skills	Frontiers in Psychology	To examine the relationship between school principals' sustainable leadership behaviours, diversity management skills and emotional intelligence levels according to teachers' opinions.	Turkey	Empirical (Quantitative)	Çayak and Çetin (2018)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Çayak (2021)	The Effect of sustainable leadership behaviors of school principals on teachers' organizational commitment and job satisfaction	Discourse and Communication for Sustainable Education	To examine the extent to which teachers' organizational commitment and job satisfaction are predicted by the school principals' sustainable leadership behaviors.	Turkey	Empirical (Quantitative)	Çayak and Çetin (2018)
Clarke and Stevens (2009)	Sustainable leadership in small rural schools: Selected Australian vignettes	Journal of Educational Change	To explore the applicability of Hargreaves and Fink's 3-dimensional concept of sustainable leadership to the circumstances surrounding small rural schools.	Australia	Empirical (Qualitative)	Hargreaves and Fink (2006)
Dalati et al. (2017)	Sustainable leadership, organizational trust on job satisfaction: Empirical evidence from higher education institutions in Syria	Business, Management and Education	To develop a theoretical framework examining the effect of sustainable leadership and organisational trust on high education institute staff satisfaction at work.	Syria	Empirical (Quantitative)	Dalati (2015) 10-questions sustainable leadership scale
Daversa and Farias (2023)	Competences associated to sustainable leadership practices: A study carried out in the public city administration of Fazenda Rio Grande, state of Paraná	Revista de Gestão Social e Ambiental	To identify the competencies associated with sustainable leadership practices in the public city administration of Fazenda Rio Grande, Paraná	Brazil	Empirical (Qualitative)	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Dhanda et al. (2024)	Sustainability Leadership and Employee Sustainability Behaviour: The Parallel Mediating Effects of Sustainability Orientation and Employee Engagement	World Sustainable Development Outlook 2024	To explore the relationship between sustainability leadership (SL) and employee sustainability behaviour (SB) and to examine how sustainability orientation (SO) and employee engagement (EE) serve as parallel mediators in this relationship.	India	Empirical (Quantitative)	Di Fabio and Peiró (2018) HSCL scale
Di Fabio and Peiró (2018)	Human capital sustainability leadership to promote sustainable development and healthy organizations: A new scale	Sustainability	To analyze the psychometric properties of a new measure for assessing human capital sustainability leadership among Italian workers.	Italy	Empirical (Quantitative)	Self-designed a new integrated construct of Human Capital Sustainability Leadership (HCSL)
Durst et al. (2021)	Employees' psychological characteristics and sustainable leadership in firms with high and low entrepreneurial orientation	Journal of Small Business Strategy	To examine how individual-level psychological characteristics such as empowerment, integrity, humility, and need for cognition influence sustainable leadership behaviour in firms with levels of high and low entrepreneurial orientation.	France	Empirical (Quantitative)	Di Fabio and Peiró (2018) HSCL scale

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Etse et al. (2024)	Financial Capacity and Sustainable Procurement: The Mediating Effects of Sustainability Leadership and Socially Responsible Human Resource Capability	Environment, Development and Sustainability	To examine the impact of organizational financial capacity on sustainable procurement practices and to investigate how sustainability leadership and socially responsible human resource capability mediate this relationship.	Ghana	Empirical (Quantitative)	N/A
Eustachio et al. (2024)	Implementing Sustainability in Teaching: The Role of Sustainability Leadership and Transformational Leadership in the Context of Higher Education Institutions	Sustainable Development	To explore the mechanisms by which sustainability leadership (alongside transformational leadership) influences the implementation of sustainability aspects in teaching and the adoption of Sustainable Development Goals (SDGs) by higher education institutions.	International	Empirical (Quantitative)	Iqbal and Piwowar-Sulej (2021)
Fatoki (2021)	Sustainable leadership and sustainable performance of hospitality firms in South Africa	Entrepreneurship and Sustainability Issues	To investigate the relationship between sustainable leadership and sustainable performance of hospitality firms.	South Africa	Empirical (Quantitative)	Avery and Bergsteiner (2011c) 23-element framework of sustainable leadership
Ferdig (2007)	Sustainability leadership: Co-creating a sustainable future	Journal of Change Management	To propose a view of leadership that challenges common assumptions about who counts as a leader, the roles of a leader, and where a leader stands in relation to others and to the holistic interconnections that support life.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Filho et al. (2020)	Sustainability leadership in higher education institutions: An overview of challenges	Sustainability	To understand the main characteristics of sustainability leaders at high education institutions and the main challenges they are confronted with.	29 different countries	Empirical (Qualitative)	Visser et al. (2011)
Fry and Egel (2021)	Global leadership for sustainability	Sustainability	To offer a model of Global Leadership for Sustainability (GLfS) that incorporates and extends current approaches to leadership for sustainability.	N/A	Theoretical	N/A
Gerard et al. (2017)	Conceptualising sustainable leadership	Industrial and Commercial Training	To explore and analyse the concept of sustainable leadership and present a conceptual framework surrounding sustainable leadership.	N/A	Theoretical	N/A
Goolamally and Ahmad (2014)	Attributes of school leaders towards achieving sustainable leadership: A factor analysis	Journal of Education and Learning	To identify and affirm the conceptual framework and attributes of school leaders (principals) needed to achieve leadership sustainability and school excellence.	Malaysia	Empirical (Mixed methods)	N/A
Hargreaves (2007)	Sustainable Leadership and Development in Education: Creating the future, conserving the past	European Journal of Education	To explore the concept and practice of sustainable leadership and development in education. The paper argues that educational change and reform should respect and learn from the past, as well as create a better future.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Heizmann and Liu (2018)	Becoming green, becoming leaders: Identity narratives in sustainability leadership development	Management Learning	To examine how a sustainability leadership development organisation in Australia constructs idealised narrative identities of sustainability leaders through its multimodal discourses.	N/A	Theoretical	N/A
Herlina et al. (2023)	A groundwork on sustainability leadership with the Rasch model approach and structural equation modelling analysis: Indonesian employees view	E3S Web of Conferences	To analyze the leadership for sustainability measurement from the viewpoint of Indonesian employees by adopting spiritual leadership.	Indonesia	Empirical (Quantitative)	N/A
Herlina et al. (2024)	AI and Leadership Moderator: Enhancing Work Engagement through Intelligent Experience and Sustainable Practices among Indonesian Employees	7th International Conference of Computer and Informatics Engineering (IC2IE 2024)	To investigate the combined impact of AI experience and sustainable leadership on work engagement among Indonesian employees. The study explores how AI-driven productivity enhancements and leadership practices rooted in sustainability interact, individually fostering work engagement, but potentially counteracting each other when integrated without strategic alignment.	Indonesia	Empirical (Quantitative)	Self-designed

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Hu et al. (2023)	How does sustainable leadership affect environmental innovation strategy adoption? The mediating role of environmental identity	International Journal of Environmental Research And Public Health	To develop an environmental identity theory and interpret why sustainable leadership can influence environmental identity, which in turn, results in environmental innovation strategy (EIS) adoption.	Taiwan	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Hu et al. (2024)	How Does Sustainable Leadership Promote the Willingness to Adopt an Environmental Innovation Strategy? The Key Mediating Role of Environmental Value	Sustainability	To investigate the role of sustainable leadership in promoting the willingness to adopt an environmental innovation strategy by examining how environmental psychological ownership and environmental identity serve as mediators. This study extends leadership theory by integrating internal management mechanisms with proactive environmental strategies.	N/A	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Q. Iqbal and Ahmad (2021)	Sustainable development: The colors of sustainable leadership in learning organization	Sustainable Development	To examine methods of embedding sustainable leadership into sustainable performance and to investigate the mediating effect of organizational learning on sustainable leadership and sustainable performance.	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Q. Iqbal, Ahmad, Nasim, et al. (2020)	A moderated-mediation analysis of psychological empowerment: Sustainable leadership and sustainable performance	Journal of Cleaner Production	To investigate the mediating effect of psychological safety on the relationship between sustainable leadership and sustainable performance, as well as to evaluate the moderation impact of psychological empowerment on that relationship.	Malaysia, Indonesia, and Brunei Darussalam	Empirical (Quantitative)	E. A. Khan and Quaddus (2015) 15-item measurement scale of sustainable performance
Q. Iqbal and Piwovar-Sulej (2022a)	Sustainable leadership in higher education institutions: Social innovation as a mechanism	Leadership in Higher Education	To examine how and when sustainable leadership (SL) influences sustainable performance by examining social innovation (SI) as a mediating mechanism and managerial discretion (MD) as a boundary condition based on upper-echelon theory.	Pakistan and China	Empirical (Quantitative)	McCann and Sweet (2014)
Q. Iqbal and Piwovar-Sulej (2022b)	Sustainable leadership, environmental turbulence, resilience, and employees' wellbeing in SMEs.	Frontiers in Psychology	To investigate how sustainable leadership (SL) influences employees' well-being (WB) through employee resilience (ER) and to examine the moderating effect of environmental turbulence (ET) on the “sustainable leadership employees well-being” relationship	China	Empirical (Quantitative)	Iqbal and Ahmad (2020) 15-item measurement scale

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Q. Iqbal and Piwovar-Sulej (2023c)	Frugal Innovation Embedded in Business and Political Ties: Transformational versus Sustainable Leadership	Asian Business & Management	To examine whether the relationship between managerial (business and political) ties and frugal innovation is moderated by perceived leadership style, comparing the influences of sustainable and transformational leadership in SMEs.	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Q. Iqbal and Piwovar-Sulej (2023b)	Sustainable leadership and heterogeneous knowledge sharing: The model for frugal innovation	European Journal of Innovation Management	To examine the mechanism of internal and external heterogeneous knowledge sharing (HKS) in the relationship between sustainable leadership (SL) and frugal innovation (FI).	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Q. Iqbal and Piwovar-Sulej (2023a)	Organizational citizenship behavior for the environment decoded: Sustainable leaders, green organizational climate and person-organization fit	Baltic Journal of Management	To examine how sustainable leadership influences organizational citizenship behaviour toward the environment directly and through a green organizational climate. Also to investigate the moderating effect of person-organization fit on the relationship between green organizational climate and employees' organizational citizenship behavior for the environment.	China	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Q. Iqbal, Ahmad, and Halim (2020)	How does sustainable leadership influence sustainable performance? Empirical evidence from selected ASEAN countries	SAGE Open	To investigate the mediating mechanism of organizational learning and psychological empowerment as conditional factors on the sustainable leadership–sustainable performance relationship.	Malaysia, Indonesia, and Brunei Darussalam	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Q. Iqbal, Ahmad, and Li (2021)	Sustainable leadership in frontier Asia region: Managerial discretion and environmental innovation	Sustainability	To investigate the mechanism and conditional factors of a sustainable leadership–environmental performance relationship.	Pakistan, India, and Bangladesh	Empirical (Quantitative)	Iqbal and Ahmad (2020) 15-item measurement scale
Q. Iqbal, Ahmad, and Halim (2021)	Insights on Entrepreneurial Bricolage and Frugal Innovation for Sustainable Performance	Business Strategy and Development	To propose a conceptual framework that explores how sustainable leadership influences sustainable performance in emerging markets by way of frugal innovation, with entrepreneurial bricolage posited as a moderator. The study develops four propositions to guide future empirical research.	N/A	Theoretical	N/A
Q. Iqbal et al. (2022)	To walk in beauty: Sustainable leadership, frugal innovation and environmental performance	Managerial and Decision Economics	To investigate the mechanism of sustainable leadership–environmental performance based on the upper echelon theory (UET).	Pakistan	Empirical (Quantitative)	Iqbal and Ahmad (2020) 15-item measurement scale
S. Iqbal et al. (2024)	Impact of Sustainable Leadership on Construction Project Success: Mediating Role of Green Innovation and Organizational Learning	International Journal of Organizational Leadership	To examine the impact of sustainable leadership on construction project success by investigating the mediating roles of green innovation and organizational learning. The study develops and tests a model based on concepts from the Resource-Based View (RBV) and Knowledge-Based View (KBV).	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Q. Iqbal, Piwovar-Sulej, Agarwal, et al. (2025)	Sustainability-oriented leadership and business strategy: Examining the roles of procedural environmental justice and job embeddedness	Business Strategy and the Environment	To examine the effects of sustainability-oriented leadership (SOL) on employees' organizational citizenship behavior toward the environment (OCBE). The study investigates (a) the direct impact of SOL on OCBE, (b) its indirect effects through the mediating roles of procedural environmental justice (PEJ) and affective commitment to one's supervisor (ACS), and (c) the moderated effects of employee job embeddedness (EJE) on these relationships.	N/A	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Q. Iqbal, Piwovar-Sulej, & Kallmuenzer (2025)	Sustainable development through frugal innovation: The role of leadership, entrepreneurial bricolage and knowledge diversity	Review of Managerial Science	To explore how sustainability-oriented leadership influences frugal innovation—characterized by frugal functionality, frugal cost, and frugal ecosystems—by examining the mediating role of diversified knowledge sharing (both internal and external) and investigating the conditional moderating role of entrepreneurial bricolage.	Poland	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Q. Iqbal, Ahmad, and Li (2020)	Frugal-based innovation model for sustainable development: Technological and market turbulence	Leadership & Organization Development Journal	To draw on the upper echelon perspective and effectuation theory to understand the relationship between sustainable leadership and sustainable performance.	China and India	Empirical (Quantitative)	Iqbal and Ahmad (2020) 15-item measurement scale

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Jacob Nsiah-Sarfo et al. (2023)	Sustainable procurement implementation among public sector organisations in Ghana: The role of institutional isomorphism and sustainable leadership	Cleaner Logistics and Supply Chain	To examine the role of institutional isomorphism (mimetic, coercive, and normative isomorphism) and sustainable leadership in sustainable procurement among public sector organisations (PSOs) in Ghana.	Ghana	Empirical (Quantitative)	Leal Filho et al. (2019)
Janaswamy et al. (2024)	Leading the Sustainable Dimension of Business – the Responsible Leadership Way	Journal of Global Responsibility	To examine the transformative shift in leadership roles toward responsible and sustainable practices by contrasting two leadership styles—locust (destructive, short-term, authoritarian) versus honeybee (collaborative, long-term, ethically driven). The paper discusses how leaders can integrate social, economic, and environmental considerations into business strategy and operations.	India	Empirical (Mixed methods)	N/A
Janovac et al. (2023)	Assessment and ranking of the behavioural leadership model in the process of implementing reforms in public sector of the Republic of Serbia using the PIPRECIA method	Sustainability	To assess the criteria and five models of leader behaviour that are significant for the process of implementing reforms in the public sector of the Republic of Serbia.	Republic of Serbia	Empirical (Quantitative)	Self-designed

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Javed et al. (2021)	Sustainable leadership and employee innovative behavior: Discussing the mediating role of creative self-efficacy	Journal of Public Affairs	To explore the relationship between sustainable leadership and employee innovation in software houses.	Thailand	Empirical (Quantitative)	McCann and Holt (2010a) 9-item Sustainable Leadership Scale
Kalkavan (2015)	Examining the level of sustainable leadership practices among the managers in Turkish insurance industry	11th International Strategic Management Conference 2015	To identify the level of sustainable leadership among the managers of the Turkish insurance industry.	Turkey	Empirical (Quantitative)	Self-designed by adopting Avery and Bergsteiner (2010) framework of sustainable leadership
Kantabutra and Avery (2011)	Sustainable leadership at Siam Cement Group	Journal of Business Strategy	To examine the business practices of Siam Cement Group (SCG) by adopting the set of 19 Avery and Bergsteiner's sustainable leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery (2005) 19-elements framework of sustainable leadership
Kantabutra and Avery (2013)	Sustainable leadership: Honeybee practices at a leading Asian industrial conglomerate	Asia-Pacific Journal of Business Administration	To build on and expand on a previous study conducted to examine the business practices of Siam Cement Group (SCG) by adopting the updated set of 23 Avery and Bergsteiner's sustainable leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Kantabutra and Punnakitikashem (2020)	Exploring the process toward corporate sustainability at a Thai SME	Sustainability	To explore how corporate leaders practically ensure their organizational sustainability.	Thailand	Empirical (Qualitative)	N/A

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Kantabutra and Saratun (2013)	Sustainable leadership: honeybee practices at Thailand's oldest university	International Journal of Educational Management	To examine the leadership practices of Thailand's oldest university by adopting Avery and Bergsteiner's 23 sustainable leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Kantabutra and Suriyankietkaew (2013)	Sustainable leadership: Rhineland practices at a Thai small enterprise	International Journal of Entrepreneurship and Small Business	To examine the sustainable business practices of a small enterprise in Thailand by adopting Avery's 19 Rhineland leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery (2005) 19-elements framework of sustainable leadership
Kantabutra and Thepha-Aphiraks (2016)	Sustainable leadership and consequences at Thailand's Kasikornbank	International Journal of Business Innovation and Research	To examine the sustainable business practices of Thailand's second-largest financial services providers by adopting Avery's 19 sustainable leadership practices as a framework.	Thailand	Empirical (Qualitative)	N/A
Kantabutra (2011)	Sustainable leadership in a Thai healthcare services provider	International Journal of Health Care Quality Assurance	To compare the business practices of a social enterprise that delivers healthcare services in Thailand and Avery's 19 sustainable leadership practices derived from Rhineland enterprises.	Thailand	Empirical (Qualitative)	Avery (2005) 19-elements framework of sustainable leadership
Kantabutra (2012a)	Putting Rhineland principles into practice in Thailand: Sustainable leadership at Bathroom Design Company.	Global Business & Organizational Excellence	To assess the applicability of the Rhineland approach to enterprise in less developed economies by adopting Avery and Bergsteiner's 23 Honeybee leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery (2005) 19-elements framework of sustainable leadership

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Kantabutra (2012b)	Sweet success beyond the triple bottom line: Honeybee practices lead to sustainable leadership at Thailand's True Corp	Global Business & Organizational Excellence	To analyze the leadership practices at True Corporation and to guide their progress in that arena by adopting Avery and Bergsteiner's 23 Honeybee leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Kantabutra (2014)	Sustainable leadership at Thai president foods	International Journal of Business	To examine the business practices of one of the world's largest instant noodle manufacturers, Thai President Foods(TF), by adopting Avery's sustainable leadership practices as a framework.	Thailand	Empirical (Qualitative)	Avery (2005) 19-elements framework of sustainable leadership
Kantabutra (2019)	Exploring a Thai 'sufficiency' approach to corporate sustainability	International Journal of Business Excellence	To explore a corporate sustainability model called sufficiency thinking through a case study of a small and medium-sized enterprise in Thailand.	Thailand	Empirical (Qualitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Khalil et al. (2021)	Sustaining work outcomes through human capital sustainability leadership: knowledge sharing behaviour as an underlining mechanism	Leadership & Organization Development Journal	To investigate how perceived human capital sustainability leadership (HCSL) affects work outcomes (i.e. work engagement and job satisfaction), specifically through the mediating role of knowledge-sharing behaviour in the hospitality industry.	Pakistan	Empirical (Quantitative)	Di Fabio and Peiró (2018) HSCL scale

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Malik (2021)	Sustainable leadership and school improvement-A conceptual research	Sustainable Leadership and Academic Excellence International Conference (SLAE)	To explore what sustainable leadership is and what sustainable leadership means in education.	N/A	Theoretical	N/A
Lambert (2011)	Sustainable leadership and the implication for the general further education college sector	Journal of Further and Higher Education	To review the models of sustainable leadership which are currently available in the compulsory sector to establish whether the models are appropriate for post-compulsory education, and in particular for general further education colleges.	N/A	Theoretical	N/A
Latif (2024)	Sustainable Leadership and Knowledge Ingredients – The Recipe for Sustainable Competitive Advantage: A Mixed-Method Approach	Knowledge Management Research & Practice	To ascertain the causal configurations—or “recipes”—that lead to enhanced sustainable competitive advantage (SCA) within higher education institutions. The research investigates how sustainable leadership, together with key knowledge ingredients, combines to generate high levels of SCA.	Pakistan	Empirical (Mixed methods)	N/A
Lee (2017)	Sustainable leadership: An empirical investigation of its effect on organizational effectiveness	International Journal of Organization Theory and Behavior	To investigate whether and how diverse elements of sustainable leadership influence the effectiveness of organizations.	USA	Empirical (Quantitative)	2014 Federal Employees Viewpoint Survey (FEVS), which is conducted by the U.S. Office of Personnel Manage

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Liaqat et al. (2024)	Moderating Role of Sustainable Leadership on the Relationship Between Sustainable Project Management and Success: An Empirical Test in Public Sector Development Program	SAGE Open	To examine the moderating role of sustainable leadership on the relationship between sustainable project management (SPM) and sustainable project success (SPS) in Public Sector Development Program (PSDP) projects in Pakistan. The study investigates whether the presence of sustainable leadership enhances the effectiveness of SPM in achieving SPS.	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Lusena-Ezera et al. (2023)	The role of sustainable leadership in promoting the visibility of the territories represented by the tourism information centres of Latvian state cities	Sustainability	To carry out an analysis of the implementation of the principles of sustainable leadership in the tourism information centres of Latvian State cities in order to promote the visibility of the territory they represent.	Latvia	Empirical (Qualitative)	Hargreaves and Fink (2004)
McCann and Holt (2010b)	Servant and Sustainable Leadership: An Analysis in the Manufacturing Environment	International Journal of Management Practice	To explore two interrelated leadership constructs: servant leadership and sustainable leadership, within a manufacturing context.	USA	Empirical (Quantitative)	Barbuto and Wheeler (2006) (Servant Leadership Questionnaire (SLQ))

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
McCann and Holt (2011)	Sustainable Leadership: A Manufacturing Employee Perspective	SAM Advanced Management Journal	To examine sustainable leadership as experienced by manufacturing employees and develop/validate a measurement scale that captures key dimensions such as long-term focus, environmental stewardship, and social responsibility. The study seeks to advance our understanding of how leadership practices can simultaneously address economic, environmental, and social concerns in the manufacturing sector.	N/A	Empirical (Qualitative)	N/A
McCann and Sweet (2014)	The perceptions of ethical and sustainable leadership	Journal of Business Ethics	To examine the level of sustainable and ethical leadership of leaders in mortgage loan originator (MLO) organizations, as perceived by loan originators.	USA	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Merma-Molina et al. (2022)	The satisfactions, contributions, and opportunities of women academics in the framework of sustainable leadership: A case study	Sustainability	To identify and analyse the satisfactions, opportunities, and contributions of women academics to university governance and their perceptions of the potential impact of gender in this process.	Spain	Empirical (Qualitative)	Self-designed
Minelgaite et al. (2019)	Sustainable leader identity construction: A follower-centric approach	Transformations in Business and Economics	To present a sustainable leader identity construction model that explores daily leader-follower interactions and leadership perceptions held by the followers.	Iceland and Lithuania	Empirical (Qualitative)	Self-designed

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Mrusek et al. (2022)	The impact of sustainability and leadership on the innovation management of Michelin-starred chefs	Sustainability	To examine the impact sustainability and leadership have on the innovation management of Michelin-starred chefs.	Germany	Empirical (Qualitative)	Self-designed
Mukherjee (2020)	Leadership for creating sustainability within the organization: An empirical study	The IUP Journal of Organizational Behavior	To explore the empirical explanations on the literature of leadership, its effectiveness in creating a sustainable culture within an organization by encouraging sustainable leadership practices and how it fosters a change within and around Kolkata-based Indian organizations to gain sustainable competitive advantage.	India	Empirical (Quantitative)	Self-designed
Murtada & Al-Zar'ah (2022)	The degree of practicing sustainable leadership among high school leaders in west of Dammam from the teachers' perspective	Journal of Language and Linguistic Studies	To identify the degree of practising sustainable leadership and its dimensions among high school female leaders in the west of Dammam from the female teachers' perspective and investigate the nature of the differences at the level of significance in the responses of the sample members about the degree of practice among school female leaders according to the study variables.	Saudi Arabia	Empirical (Quantitative)	Hargreaves and Fink (2006)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Nisha et al. (2022)	A study on the Impact of sustainable leadership and core competencies on sustainable competitive advantage in the information technology (IT) sector	Sustainability	To assess the impact of sustainable leadership and core competencies on sustainable competitive advantage in the information technology sector in Chennai city.	India	Empirical (Qualitative)	Avery (2005) 19-elements framework of sustainable leadership
Peiró et al. (2023)	Innovative behaviors and eudaimonic well-being: The contribution of human capital sustainability leadership	Australian Journal of Career Development	To analyze the relationship between innovative behaviours, human capital sustainability leadership, and different facets of eudaimonic well-being in both life and work domains, controlling for the effect of gender and age.	Italy	Empirical (Quantitative)	Di Fabio and Peiró (2018) HSCL scale
Peterlin (2016)	Incorporation of sustainability into leadership development	Economic and Business Review	To investigate the implications of integrating sustainability for leadership development.	N/A	Theoretical	N/A
Peterlin et al. (2015)	Strategic decision making for organizational sustainability: The implications of servant leadership and sustainable leadership approaches	Economic and Business Review	To explore the implications of servant leadership and sustainable leadership for strategic decision-making by an organisation's top management.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Piwowar-Sulej and Iqbal (2024)	The nexus of project management approaches in sustainable development: innovative behaviors as a mechanism in the Polish financial industry	International Journal of Managing Projects in Business	To examine both the direct and indirect effects of sustainable project leadership on project performance, with sustainability-oriented innovative behaviors acting as a mediator. The study also investigates how various project management approaches moderate this relationship.	USA	Empirical (Quantitative)	Kalkavan (2015) and McCann and Holt (2010)
Piwowar-Sulej et al. (2024)	Employees' eco-friendly innovative behaviors: Examining the role of individual and situational factors	European Management Journal	To examine the indirect effect of sustainability-oriented leadership on eco-friendly innovative behaviors through environmental awareness and to assess whether proactive personality moderates this relationship.	Poland	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Purwanto and Ellitan (2024)	Increasing Resilience and Sustainability through Sustainable Leadership Practices: The Case of Gotong Royong Hospital in Surabaya	Calitatea	To develop and validate a sustainable leadership framework in the hospital context by examining how these practices enhance organizational resilience and support the achievement of sustainable development goals.	Indonesia	Empirical (Qualitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Rahim et al. (2024)	Sustainable Leadership Practices among School Leaders and their Relationship with School Climate	International Journal of Evaluation and Research in Education	To identify the level of sustainable leadership practices among school leaders in rural secondary schools and to examine the relationship between these practices and school climate.	Malaysia	Empirical (Quantitative)	Hargreaves and Fink (2006)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Rickhoff-Fischer and Somers (2022)	What do sustainability leaders need? A reflective view using the corporate social entrepreneurship concept	12th International Scientific Conference Business and Management 2022	The aim of this study is to explore the implications of corporate social entrepreneurship (CSE) on sustainability leadership and other types of leadership.	N/A	Theoretical	N/A
Rüzgar (2024)	Sustainable Leadership: Example of Bursa Textile Sector	Bingöl Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi	To examine textile sector employees' perceptions and attitudes toward their organizational leaders' sustainable leadership. The study also explores how demographic characteristics (e.g., gender, age, income) relate to these perceptions.	Turkey	Empirical (Quantitative)	McCann and Holt (2011)
Saiti (2021)	Is strategic and sustainable leadership synonymous with effective leadership?	Journal of Leadership Accountability and Ethics	To investigate whether strategic/sustainable leadership and effective leadership - key concepts for the educational sector - are synonymous or whether they complement each other, and indeed whether there is an interdependence between these concepts of leadership.	N/A	Theoretical	N/A
Salama et al. (2024)	Sustainable leadership and work behavior in hotel businesses: The influence of perceived environmental corporate social responsibility	Environment and Social Psychology	To examine the effect of sustainable leadership on hotel employees' sustainable work behavior and to determine whether perceived environmental corporate social responsibility mediates this relationship.	Egypt	Empirical (Quantitative)	McCann and Holt (2011)

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Shafait and Huang (2024)	Examining the Impact of Sustainable Leadership on Green Knowledge Sharing and Green Learning: Understanding the Roles of Green Innovation and Green Organisational Performance	Journal of Cleaner Production	To investigate the direct impact of sustainable leadership on teachers' green learning outcomes in Chinese higher education institutions while examining the mediating role of green knowledge sharing and its subsequent effects on green innovation and organisational performance.	China	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Shaukat and Alam (2023)	Sustainable Development: The Colours of Sustainable Leadership in Entrepreneurial Ventures	International Journal of Organizational Leadership	To determine the influence of sustainable leadership on sustainable performance in SMEs, examining the mediating roles of absorptive capacity and sustainable project management.	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b)15-item measurement scale
Shaukat and Alam (2024)	In the driver's seat: Sustainable leadership as catalysts for sustainable development	Agathos: An International Review of the Humanities & Social Sciences	To propose a conceptual framework based on the Resource Based View that links sustainable leadership with sustainable performance, introducing sustainable project management as a mediating mechanism. The paper outlines four propositions to guide future empirical investigations.	N/A	Theoretical	N/A

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Sikand and Saxena (2022)	Sustainable leadership and organizational citizenship behaviour: Exploring mediating effect of corporate social responsibility	Vision	To examine the impact of sustainable leadership on organizational citizenship behaviour and to analyse and integrate the mediating role of employees' perceived CSR on the relationship between sustainable leadership and organizational citizenship behaviour.	India	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Simanskiene et al. (2016)	Sustainable leadership in Lithuanian organisations	New Challenges of Economic and Business Development	To define the concept of sustainable leadership and to carry out research in sustainable leadership – has been implemented.	Lithuania	Empirical (Quantitative)	Self-designed
Slater (2023)	The identification of misplaced moral ingredients that obscure sustainable leadership	Verbum et Ecclesia	To investigate sustainability that cultivates leadership and undergirds the social, economic, political and moral subsistence of humanity. And to explore the dire deficiencies of moral ingredients that have infiltrated all kinds of leadership that consequently restrain social transformation.	N/A	Theoretical	N/A
Strielkowski et al. (2022)	Novel insights in the leadership in business and economics: A post-coronavirus update	Economies	To present novel insights for the leaders and the leadership concept in business and economics from various approaches and angles of view in the light of the COVID-19 pandemic with a focus on sustainable leadership and organizational resilience.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Sunthonpagasit and Hanson (2019)	Developing sustainable leadership practices to improve employee engagement through ODI: A case study of Thai family-owned business	ABAC ODI Journal Vision. Action. Outcome	To assess the sustainable leadership practices that lead to employee engagement in the case of the family business in Thailand.	Thailand	Empirical (Qualitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Suriyankietkaew and Avery (2014b)	Leadership practices influencing stakeholder satisfaction in Thai SMEs	Asia-Pacific Journal of Business Administration	To investigate the leadership and management practices that positively affect stakeholder satisfaction.	Thailand	Empirical (Quantitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Suriyankietkaew and Avery (2014a)	Employee satisfaction and sustainable leadership practices in Thai SMEs	Journal of Global Responsibility	To examine the relationships between Avery and Bergsteiner's 23 sustainable leadership/management practices on employee satisfaction.	Thailand	Empirical (Quantitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Suriyankietkaew and Avery (2016)	Sustainable leadership practices driving financial performance: Empirical evidence from Thai SMEs	Sustainability	To investigate the relationships between Avery and Bergsteiner's 23 sustainable leadership practices and financial performance and to expand currently limited knowledge of the application of sustainable leadership in the Eastern world.	Thailand	Empirical (Quantitative)	Avery and Bergsteiner (2010, 2011b) 23-element framework of sustainable leadership

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Suriyankietkaew and Kungwanpongpun (2022)	Strategic leadership and management factors driving sustainability in health-care organizations in Thailand	Journal of Health Organization and Management	To identify the essential strategic leadership and management factors underlying sustainability in healthcare and to examine the relationships between various strategic leadership and management factors and sustainability performance outcomes.	Thailand	Empirical (Quantitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Suriyankietkaew (2016)	Effects of sustainable leadership on customer satisfaction: Evidence from Thailand	Asia-Pacific Journal of Business Administration	To investigate a limited empirical study into the field of sustainable leadership and customer satisfaction.	Thailand	Empirical (Quantitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership
Suriyankietkaew (2023)	Effects of key leadership determinants on business sustainability in entrepreneurial enterprises	Journal of Entrepreneurship in Emerging Economies	To uncover significant leadership determinants for business sustainability in the context of small entrepreneurial enterprises in Thailand and to empirically examine the effects of strategic leadership factors on sustainability performance outcomes, namely, financial performance and stakeholder satisfaction, in the specific context	Thailand	Empirical (Quantitative)	Avery and Bergsteiner (2011b) 23-element framework of sustainable leadership

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Suriyankietkaew et al. (2022)	Sustainable leadership practices and competencies of SMEs for sustainability and resilience: A community-based social enterprise study	Sustainability	To validate the data for the rigour and quality of the research, to gain insights into the phenomena of the specific context in this case study and to present robust evidence and reliable findings for further theoretical advancement.	Thailand	Empirical (Qualitative)	Avery and Bergsteiner (2010) 23-element framework of sustainable leadership
Taylor (2019)	Exploring ethical mentorship as leadership within an Islamic ethic of care	Journal of Women and Gender in Higher Education	To explore the concept of ethical mentorship as a form of leadership within an Islamic ethic of care.	N/A	Theoretical	N/A
Tian and Wang (2023)	Sustainable leadership, knowledge sharing, and frugal innovation: The moderating role of organizational innovation climate	SAGE Open	To investigate the relationship between sustainable leadership styles and frugal innovation in SMEs in the Chinese context and the role of knowledge sharing as a mediator in the relationship between sustainable leadership and frugal innovation.	China	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Tideman et al. (2013)	Sustainable leadership: Towards a workable definition	The Journal of Corporate Citizenship	To define sustainable leadership as a new type of leadership that is necessary for creating sustainable organisations and value, and to propose a new leadership model (the 6C-model) that consists of six categories of leadership attributes that start with a C: context, consciousness, continuity, connected, creative and collective.	N/A	Theoretical	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Ur Rehman et al. (2024)	Driving frugal innovation in SMEs: how sustainable leadership, knowledge sources and information credibility make a difference	Frontiers in Sociology	To assess the impact of sustainable leadership on frugal innovation in SMEs. The study examines how sources of knowledge mediate this relationship and how information credibility moderates it.	Pakistan	Empirical (Quantitative)	Dalati et al. (2017)
Vesudevan et al. (2025)	Integrating sustainable leadership in Malaysian higher education: Effective strategies for implementation and impact	Multidisciplinary Review	To investigate sustainable leadership practices within higher education institutions in Malaysia and identify effective strategies for their implementation to enhance institutional performance.	Malaysia	Empirical (Quantitative)	Self-designed
Waqar et al. (2024)	Sustainable leadership practices in construction: Building a resilient society	Environmental Challenges	To investigate the role of sustainable leadership in promoting resilient and eco-conscious practices within the construction sector in Pakistan. The study examines how sustainable leadership can drive improvements in green building design, renewable energy integration, and overall sustainability in construction.	Pakistan	Empirical (Quantitative)	Self-designed
Warner-Søderholm et al. (2024)	Sustainability-Oriented Leader, Please! Effects of Industry on Followers' Preferences	Administrative Sciences	To investigate how employees' industry and sector backgrounds influence their perceptions of an ideal sustainability-oriented leader and to develop a sustainability leadership barometer.	Multi-country (data collected from 11 countries)	Empirical (Quantitative)	Preferred Sustainability Leadership Orientation (PSLO)

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Winarno et al. (2025)	Leadership and employee environmental performance: mediation test from model job demands-resources dan sustainability perspective in micro level	Cogent Business & Management	To explore the role of sustainable leadership in enhancing employee engagement and improving environmental performance during smart campus transformation. The study examines how leadership influences sustainable practices at the micro level in higher education.	Indonesia	Empirical (Quantitative)	Iqbal and Piwowar-Sulej (2022)
Xin et al. (2024)	Sustainable Leadership for Employee Performance and the Moderating Roles of Family-Work Conflict and Work Pressure: The Job Demands–Resources Perspective	Journal of Business and Psychology	To examine the relationship between sustainable leadership and employee performance via work engagement and assess how family-work conflict and work pressure moderate this relationship.	China	Empirical (Quantitative)	McCann and Holt (2011)
Xuecheng and Iqbal (2022)	Managerial networking and frugal innovation: Situational leadership perspective	Frontiers in Psychology	To investigate the direct relationship of managerial ties and its two dimensions, business ties and political ties, with frugal innovation and moderating impact of sustainable leadership on their proposed relationship in the developing countries.	Pakistan	Empirical (Quantitative)	McCann and Holt (2010b) 15-item measurement scale
Yarbrough (2020)	Sustainability Leadership Competencies	Academy of Business Research Journal	To identify the key characteristics required for effective sustainability leadership and to develop a competency model based on qualitative insights from leaders involved in sustainable practices.	USA	Empirical (Qualitative)	N/A

Citation	Title	Journal	Aim of the study	Country	Study design	Instrument or Framework Used
Yavas (2022)	The effect of self-efficacy beliefs of school administrators on sustainable leadership characteristics	Education Quarterly Reviews	To determine the effect of school administrators' self-efficacy beliefs on sustainability leadership characteristics.	Turkey	Empirical (Quantitative)	Çayak and Çetin (2018)
Yeşildağ et al. (2024)	Assessment of Hospital Managers' Sustainable Leadership Levels	Ege Academic Review	To evaluate the sustainable leadership levels of hospital managers from the perspective of healthcare professionals working in public hospitals in Bitlis province.	Turkey	Empirical (Quantitative)	Demirbilek and Çetin (2021) (Sustainable Management Behaviors Scale)
Zada et al. (2025)	Integrating Social Media-Driven Service Innovation and Sustainable Leadership: Advancing Sustainable Practices in Tourism and Hospitality	Sustainability	To investigate how social media usage influences service innovation in tourism and hospitality and to assess how sustainable leadership moderates this relationship, thereby advancing sustainable practices in the sector.	Pakistan	Empirical (Quantitative)	McCann and Holt (2010a) 9-item Sustainable Leadership Scale
Zulkiffli and Latiffi (2016)	Theoretical review on sustainable leadership (SL)	MATEC Web of Conferences 66, 00045	To explore the theoretical review of sustainable leadership (SL) and its benefits for construction organisations.	N/A	Theoretical	N/A

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