

## INTEGRATING PLANET, PEOPLE, AND PROFIT: A CONCEPTUAL FRAMEWORK FOR SUSTAINABLE LEADERSHIP AND ORGANIZATIONAL RESILIENCE

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### Abstract

#### Purpose

This paper presents a framework grounded in the triple bottom line approach - people, planet, and profit. The study explores how sustainable leadership can align values, behaviours, and culture to foster long-term viability and societal well-being.

#### Design/methodology/approach

This conceptual study integrates an integrated framework and provide a comprehensive examination of the current literature on the subject and existing literature on sustainable leadership, leadership behaviour, organizational culture, and resilience. It proposes a model that positions sustainable leadership as the central enabler of inclusive and adaptive behaviours, which in turn shape a sustainable a conceptual framework that investigates the interconnections between sustainability-driven leadership and the development of resilient organizations. organizational culture, reinforcing resilience.

#### Findings

The proposed framework illustrates that sustainable leadership, guided by ethical values and stakeholder-centric thinking, drives leadership behaviours that support transparency, adaptability, and collaboration. These behaviours foster a sustainable culture prioritizing social equity, environmental stewardship, and economic integrity. Such a culture, in turn, enhances organizational resilience by strengthening its ability to adapt and thrive amid disruptions.

#### Originality/value

This research contributes to leadership and sustainability literature by bridging sustainable leadership and resilience in a unified framework. It offers novel insights into how organizations can institutionalize sustainability at strategic and operational levels through leadership behaviours, thereby enhancing innovation, employee engagement, and long-term value creation.

#### Practical implications

The framework provides a strategic guide for leaders and professionals who seek to embed sustainability into the fundamental practices of their organizations, while also boosting resilience against changing global uncertainties. It establishes a foundation for future empirical

research and aids in the practical application for organizations striving for sustainability-driven change.

*Keywords:* Core values and Principles, Planet, People, Profit, Sustainable leadership, Leadership behaviour, Sustainable culture, Resilience organization, Conceptual framework.

## **1. Introduction**

Leadership remains one of the most widely researched issues in organizational behavior due to its immense influence on formative outcomes for individuals, teams, and organizations. Over the last decade, leadership has been studied increasingly, reflecting the increasing complexity of modern workplaces and increased expectations of leaders to manage this changing environment (McCann & Sweet, 2014). While definitions and frameworks have evolved over time, the core concept of leadership as an influence process has been at the heart of both theoretical and applied interests. As organizations shift to meet external pressures, including globalization, technology advances, and global warming, leaders' ability to lead stakeholders to sustainable results has been a leading theme in modern leadership discourse.

Sustainability, previously seen as a secondary concern, is now a core strategic imperative for organizations across business sectors. Rooted in philosophical concepts of equilibrium between human endeavours and nature, sustainable development has always framed global efforts at balancing ecological conservation with economic and social progress (Piwowar-Sulej et al., 2021). The "triple bottom line" concept, which was introduced by Elkington and Rowalls (1999), best defines this balance by emphasizing the interconnectedness of three main pillars—people, the planet, and profit—as the measure of corporate success on top of traditional financial measures.

Sustainable leadership is the all-important capability of operating in this new environment. It represents a way of leading that balances organizational aspirations with environmental stewardship over the long term, social accountability, and economic prudence. Sustainable leaders are not only expected to deliver results, but also while safeguarding the interests of generations to come. Interesting research (Johri et al., 2025) indicated that dynamic and diverse landscape has evolved, with a notable shift towards sustainable performance and corporate social responsibility. This model of leadership must have access to a range of resources, efficient information systems, and a culture that supports ongoing learning and empowerment (Wang et al., 2022). Empowering organizational structures—characterized by access to resources, information, and opportunities—can significantly enhance leaders' ability to embrace and sustain these practices effectively.

Effective sustainable leadership is inextricably linked with the presence of a sustainable organizational culture. Culture impacts behavior, stipulates shared values, and determines the manner in which organizations respond to internal and external issues. As Barr and Dowding (2012) indicate, leadership and culture are intertwined; culture not only affects leadership but also operates as an important mechanism through which culture develops and sustains itself. A sustainable leadership style fosters psychological safety, where individuals can speak freely without fear of reprisals. This environment fosters trust, innovation, and responsibility (Iqbal & Ahmad, 2021).

Notably, psychological safety is the foundation of organizational resilience, the capacity to anticipate, resist, adapt to, and recover from adversity while remaining guided by strategic

objectives. Resilient organizations exhibit flexibility, anticipatory learning, and the capacity to adapt under uncertainty. In the modern day VUCA environment where things are volatile, unpredictable, complex, and ambiguous, resilience is a must and not a choice. Sustainable leadership, through emphasis on long-term plans, stakeholder involvement, and recognition of systemic relationships, equips organizations for success during disruption.

This research introduces a conceptual model uniting the three aspects of the triple bottom line with sustainable leadership practices to explore the way in which organizations can build resilience through cultural fit and sustainable leadership. In seeing leaders as sustainability and transformation facilitators, the model foregrounds the central importance of integrating people, planet, and profit considerations into the organizational leadership and culture.

## **2. Theoretical Support**

### **2.1 The Resource-Based View (RBV) Theory**

A solid basis for comprehending how sustainable leadership contributes to the development of resilient organizations is offered by the Resource-Based View (RBV). According to RBV, businesses may create and use resources that are valuable, uncommon, unique, and non-replaceable to get a long-term competitive edge (Barney, 1991). According to the concept put forward, an organization's values and principles include sustainable leadership as a strategic intangible resource. Competitors find it difficult to imitate leadership traits including capacity development, ethical ideals, systems thinking, long-term perspective, and stakeholder involvement. Together, these actions support the development of a sustainable culture, which enhances organizational resilience even further. In addition to improving their internal ability to adjust to changing conditions, businesses may gain a sustained competitive edge that is in line with environmental and cultural norms by developing such distinctive and difficult-to-copy resources.

### **2.2 Triple Bottom Line (TBL) Theory**

By extending the focus of organizational performance to include People, Planet, and Profit, the Triple Bottom Line (TBL) approach enhances the RBV viewpoint (Elkington, 1997). This framework is explicitly reflected in the model's left-hand component, which places TBL at the center of long-term leadership. TBL places a strong emphasis on integrating social justice, environmental stewardship, and economic viability into strategic decision-making, in contrast to typical business models that only consider financial results. By encouraging moral behaviour, including a variety of stakeholders, and cultivating systems thinking to guarantee intergenerational equality, sustainable leadership operationalizes these ideas. By encouraging companies to develop a sustainable culture, these policies help them become resilient and equipped to handle difficult global issues including resource scarcity, socioeconomic disparity, and climate change. Organizations may ensure long-term value creation for internal and external stakeholders by coordinating their objectives with global sustainability priorities via TBL-driven initiatives.

## **3. Literature Review**

### **3.1 Core Values and Principles**

Sustainable leadership is an integrated approach that combines long-term social, economic, and environmental goals. Accountability, resiliency, and inclusion are examples of ethical qualities that empower leaders to tackle difficult global issues while upholding institutional integrity. In order to highlight the significance of moral involvement and societal well-being, Maak et al. (2016) contend that responsible leadership necessitates stakeholder focus, based on integrity and moral sensitivity. In order to do this, they include these values into operational guidelines, mission statements, and important performance indicators. In addition to formally committing to sustainability, they also make sure that it becomes a crucial component of daily decision-making and strategic planning. Long-term ecological and social responsibility is seen as crucial to the success and resilience of the company because of this thorough alignment, which creates a shared vision across all departments and hierarchical levels.

The journey toward building sustainability-focused competencies is closely tied to a leader's perspective and the significance they assign to various organizational practices, particularly those related to ethical and moral principles (Hind, Wilson, & Lenssen, 2009).

### **3.2 Planet, People, Profit**

Based on this view, Elkington and Rowlands (1999) developed the Triple Bottom Line (TBL) concept as a whole framework for measuring business sustainability. In line with this perspective, in measuring the overall success of a company, three significant components need to be reconciled: social responsibility, environmental stewardship, and economic performance. Companies are prompted by the TBL approach to consider the wider impacts of their activities, such as their environmental legacy and social contributions, instead of solely concentrating on financial indicators such as loss and profit. In this way, organizations are prompted to minimize the harmful effects that economic activity imposes on society and the environment, ensuring sustainable growth and long-term sustainability. In other words, businesses should think about their social responsibilities and ecological impact in addition to their financial performance. Taking this broader perspective requires that businesses actively mitigate the negative consequences of their operations in order to foster sustainable, long-term growth. Additionally, as noted by Kumar and Kiran (2017), recent research shows that companies engaged in sustainable entrepreneurship are often better able to find new growth opportunities.

### **3.3 Sustainable Leadership**

A complex and ever-changing phenomena, sustainable leadership goes beyond the traditional notion of accomplishing organizational objectives. It places the highest importance on ethical decision-making, environmental preservation, and social responsibility. The overall goals of sustainable leadership are to balance the interests of many stakeholders with the organization's long-term viability and the environment in which it operates. To further comprehend this phrase, it is necessary to examine the underlying ideas, tenets, and effects of sustainable leadership on how businesses operate and influence society at large. Through differentiation strategies that eventually improve corporate performance, leadership plays a vital role in promoting innovation in firms (Semuel et al., 2017). Specifically, developing a creative culture and organizational effectiveness have been discovered to necessitate sustainable leadership. This type of leadership inspires individuals to cultivate innovative behaviours, which allows the firm to respond to shifting market forces and emerging technological advancements (Haroon et al., 2019). Long-term prosperity and resilience are guaranteed through sustainable leaders who are proactive and flexible, promoting innovative thinking and integrating

sustainability concepts into the substance of the company strategy. As posited by Gond et al. (2017), they have systems thinking to consider how their decisions would impact social, environmental, and economic considerations as well as the present and future welfare of many stakeholders. In addition to ethical considerations, sustainable leadership entails a proactive approach to address environmental and social challenges. This may involve implementing sustainable business practices such as reducing waste, conserving resources, and investing in renewable energy technologies (Hopkins et al., 2016).

### **3.4 Sustainable Leadership Behaviour**

According to Ali et al. (2020), sustainable leadership is also associated with improving organizational resilience because it fosters adaptive capacity and guarantees long-term strategic alignment with global sustainability goals. Most studies use employees' perceptions of their leaders' level of support to examine their relationships with their superiors. Usually, this sense of support is utilized to assess how well a supervisory relationship is working overall. The impact of particular leadership practices on subordinates' well-being, however, has not been extensively studied. A strategic necessity for companies hoping to thrive in uncertain and unpredictable settings is sustainable leadership conduct. Many scholars emphasize how crucial it is to integrate environmental, social, and governance (ESG) concepts into leadership styles in order to foster resilience and long-term value development in businesses.

The majority of studies assess employees' relationships with their superiors by looking at how supportive they believe their leaders are. The general quality of a supervisory relationship is usually assessed using this sense of support. However, few studies have specifically looked at the impact of particular leadership practices on subordinates' well-being. For firms hoping to thrive in uncertain and unpredictable contexts, sustainable leadership behaviour has emerged as a critical strategic requirement. In order to foster long-term value creation and resilience inside businesses, a number of academics emphasize the significance of integrating environmental, social, and governance (ESG) concepts into leadership techniques (Kantabutra & Ketprapakorn, 2020). A forward-looking vision, systems thinking, and emotional intelligence are all crucial traits of sustainable leaders, according to recent research (Tideman et al., 2021). Such attributes enhance business responsiveness to global concerns like climate change and digital transformation, in addition to fostering employee engagement and loyalty to the company.

### **3.5 Sustainable Culture**

Klemp et al. (2025) identified that CEOs play a critical role in building a sustainable corporate culture. Instead of a top-down perspective, the study showed that a CEO may be most effective when employing more of a participative and developmental leadership model. Leaders can create a culture that accepts sustainable activities and practices by modeling participative behaviour, progressive approaches, and a commitment to educational initiatives that foster a sense of innovation. The idea that sustainability can be integrated into corporate governance and leadership is echoed in this model. Such ideas must be meaningfully and consistently communicated to ensure that sustainability aims are clear, articulated, and captured in management philosophies reflected in daily activities. Batra and Rastogi (2024) investigate authentic leadership and the emotional engagement of individuals who work at the entry-level in the construction context. Their research suggests real authentic leadership is openness and moral action that reinforce emotional attachments to the organization and facilitate the

embedding of a sustainable, enduring corporate culture. All of this enables a sustained, embedded culture that promotes longevity in all areas of a company. Organizations with a sustainable culture as a focus will, on the whole, explore resilience, innovative action, and adaptability in facing changes to social, economic and environmental issues. Sustainability, as a key factor in their strategic decision-making process, provides organizations the ability to identify and respond proactively to market realities, stakeholder expectations and regulations.

### **3.6 Resilience Organization**

The idea of an organization being resilient has gained several headlines recently, with global disturbances from the COVID-19 pandemic, climate change, and unstable economies. Organizational resilience means the ability for an organization to anticipate, endure, adapt, and recover from adversity while sustaining necessary operations and seeking growth (Duchek, 2020). An organization that is 'resilient' differs from a risk-taking perspective because rather than looking at historical archives, resilience explores processes of learning, innovatively driven adaptation, and dynamic abilities. Organizational resilience has inclusions of leadership that could adapt or change, flexibility, and continuous learning into their company's strategy. In addition, companies that are adaptable for sustainability in their strategic approach are in more of a position to be a resilient organization since they are management of risks based on long-term expectations and stakeholder value (Hillmann, 2021).

Based on recent analysis, we argue that shifting from reactive strategies to proactive, holistic thinking that incorporates the same dimensions of continuous learning and employee empowerment is necessary in order to advance resilience. Such thinking allows companies to take advantage of disruptions as opportunities for change and create a competitive advantage as opposed to merely surviving the disruption. Due to the accelerate emergence of global phenomena such as economic turmoil, climate change, and technological disruption, organizational resilience has become an imperative for long-term competitiveness and sustainability. This research examines the defining characteristics, enabling factors, and strategic significance of organizational resilience in order to shed light on how companies can develop durable capabilities in a world of uncertainty.

### **3.7 Core Values, Principles and Sustainable Leadership**

Professional and personal development are shaped by fundamental moral values and ethical standards that are embodied in the promotion of sustainable leadership. These ideas are further strengthened by reflective practice, which helps us make better decisions and become more flexible by learning from our history. When tackling difficult circumstances, mental intelligence is a useful consideration because it helps the cause to be able to create precise goals while being aware of the situation. In a similar vein, resilience can be influenced by physical health over time, but it's also critical to consider what it demands of us in the form of stress reduction techniques or self-care routines. Moreover, an encouraging and ethically sound environment is vital in shaping leaders capable of nurturing sustainable, inclusive, and progressive organizational cultures (Liao, 2022). Sustainable leadership encompasses integrating ecological values and environmental aims into the organizational culture and motivating team members to exceed typical expectations for environmental performance. By nurturing dedication to green innovation, sustainable leaders create an atmosphere that promotes employees' ecological creativity and environmentally friendly actions. This

ultimately propels the organization toward attaining improved environmental results that extend beyond mere compliance and support long-term ecological sustainability (Liao, 2022).

#### **4. Conceptual Framework**

##### **4.1 Proposition 1**

The congruence of fundamental beliefs and principles with sustainability objectives enhances leaders' capacity to incorporate social, environmental, and economic factors into strategic decision-making.

##### *Planet, People, Profit and Sustainable Leadership*

As the complex social and environmental issues linked to relentless economic growth become more prominent, numerous businesses encounter a substantial disconnect between financial success, social accountability, and ecological conservation. Tackling this discord has emerged as a vital focus for both researchers and practitioners, as organizations strive to improve performance, build resilience, and secure lasting sustainability. Sustainable leadership assumes a crucial role in this scenario. Leaders must embrace and integrate a sustainability-focused mindset, weaving these principles into the fundamental framework and culture of their organizations. By doing so, they can promote organizational practices that demonstrate a deeper level of environmental and social awareness. These progressive practices not only stem from solid foundational principles of sustainable development, but also reinforce them, establishing a dynamic and ongoing cycle of enhancement and accountability throughout all tiers of the organization (Liao, 2022). Sustainable leadership can be described using a structured model that includes 23 specific practices, divided into three tiers: foundational practices, advanced practices, and core performance drivers. At the base of the pyramid are foundational practices, which consist of 14 key activities, such as ongoing employee development, nurturing cooperative labour relations, establishing a long-term strategic vision, and acknowledging accountability to a wide range of stakeholders. The middle-tier features advanced practices that focus on empowering employees through self-management, enhancing team collaboration, and promoting knowledge sharing throughout the organization. At the top level are the core performance drivers—elements such as innovation, emotional engagement, and commitment to quality—that significantly boost customer satisfaction and contribute to the overall success of the organization. In conclusion, these practices lead to positive performance results, including enhanced brand reputation and generation of long-term value for various stakeholder groups (Liao, 2022).

##### **4.2 Proposition 2**

Sustainable leadership that harmonizes the triple bottom line—Planet, People, and Profit—produces synergistic results, promoting both company success and social welfare.

##### *Sustainable Leadership and Sustainable Leadership Behaviour*

A fundamental element of sustainable leadership is making decisions with an eye toward the future and making sure that decisions made today result in stability and success down the road. It draws attention to how crucial it is to support systemic innovation, which seeks to constantly raise consumer value by encouraging continued development and innovation at all organizational levels. Acknowledging that employees are critical to achieving long-term organizational success, it also calls for creating a workforce that is not only highly skilled but

also committed and fully engaged. According to Avery and Bergsteiner (2011), sustainable leadership is also committed to delivering high-quality products, services, and solutions that either meet or beyond stakeholders' expectations in order to build trust and long-lasting relationships. Fundamentally, sustainable leadership pushes leaders to adopt a more comprehensive perspective, combining immediate commercial objectives with long-term benefits for people, communities, and the environment. This strategy is based on moral behaviour and active stakeholder participation, which are promoted throughout the effort by sustainable leaders. They see leadership as a collaborative and effort rather than just a direction from above. Sustainable leadership shares the key components of several well-known leadership philosophies, especially transformational, servant, and ethical leadership. This creates a solid link between team accomplishments and individual efforts. Enhanced team effectiveness, higher organizational citizenship behaviours (OCB), increased innovation, and decreased absenteeism are noteworthy results of this leadership method. Additionally, people motivated by a sense of purpose and looking for meaningful work are frequently drawn to firms that support sustainable leadership (Avery & Bergsteiner, 2011). While there are many ways to look at leadership, all of these viewpoints agree that it revolves around the capacity to affect the behaviour, mindset, and feelings of others. The distinct emphasis on advancing sustainable development distinguishes it from sustainable leadership. This entails assuming responsibility for promoting constructive social, ecological, and environmental change outside of the organization's immediate activities, in addition to advancing advancement within it. Sustainable leaders actively engage with a wide range of internal and external stakeholders to support and encourage activities that lead to a more equitable and sustainable future. In this context, sustainable leadership can be defined as the process of directing and molding people's attitudes, actions, and emotional involvement, both inside and outside the organization, in ways that promote long-term health and responsible advancement (Kolb et al., 2023).

### **4.3 Proposition 3**

Sustainable leadership correlates favourably with leaders' capacity to integrate long-term environmental, social, and ethical factors into company vision and strategy.

#### *Sustainable Leadership Behaviour and Sustainable Culture*

Leadership behaviour is essential for establishing and upholding an organizational culture that fosters sustainability. Leaders influence not only strategic choices but also values, beliefs, and everyday actions that shape the corporate atmosphere. The culture within an organization affects and molds the concepts and practices of sustainable leadership. As noted by Amar (2018), the values, norms, and collective beliefs of an organization significantly contribute to the development and upkeep of leadership approaches that are both ethically sound and focused on long-term outcomes. Additionally, sustainable leadership practices encourage transparent communication, ongoing learning, and a focus on the long-term qualities that are crucial for maintaining a value-driven organizational culture (Avery & Bergsteiner, 2011). To create and maintain an organizational culture that promotes sustainability, leadership behavior is crucial. Leaders have an impact on the values, attitudes, and daily behaviors that create the business culture in addition to strategic decisions. The ideas and methods of sustainable leadership are influenced and shaped by the culture of a company. The values, conventions, and shared beliefs of an organization have a major role in the creation and maintenance of leadership styles that are morally upright and outcome-oriented (Amar, 2018). According to Avery and Bergsteiner

(2011), sustainable leadership techniques also promote open communication, continuous learning, and an emphasis on the long-term attributes that are essential for preserving an organizational culture that is driven by values. Shaaban (2020) explains that employee behaviour is fostered with a sense of moral responsibility and accountability. When managers exhibit sustainable leadership behaviour, employees will, in turn, amply an ethical, thoughtful, and decisive behaviour which advances the objectives and visions of the organization in matters pertaining to sustainability. Organizational management researchers and sustainability researchers increasingly are turning to leadership behaviour and establishing sustainable cultures within organizations. Leadership sets corporate values, strategic priorities, and employee attitudes and behaviours are often a function of leadership behaviours they experience in the organization; for a culture of sustainability to develop, leaders must take actions that promote interrelationships among social and environmental principles with organizational outcomes, ethical behaviours, and engage all stakeholders in support of organizations sustainability objectives.

#### **4.4 Proposition 4**

Sustainable leadership behaviours positively influence the development of a sustainable organizational culture by instilling principles of accountability, fairness, and long-term perspective.

##### *Sustainable Culture and Resilience Organization*

Organizations that are resilient in the face of disruption draw upon their capacity to bounce back, navigate adversity, and recognize opportunities when situations change rapidly (Duchek, 2020). Research shows that having a sustainable culture that incorporates adaptability, collaboration, and long-term thinking in the core of the organization supports the development of organizational resilience (Hillmann, 2021). As organizations deal with increasing complexity and uncertainty moving forward, the relationship between organizational resilience and sustainable culture has garnered greater attention. Companies with a strategic focus on sustainability are usually more resilient as they satisfy their stakeholders and proactively manage long-term risks (Hillmann, 2021).

Recent research shows that in order to foster resilience, reactive approaches should be replaced by proactive, systemic approaches that empower staff while promoting continuous learning. Businesses with this mindset can not only withstand disruptions but harness them to gain a competitive edge and transform. A sustainable culture promotes behaviours that help businesses respond to disruptions and serves as the foundation for resilience. It is grounded in shared values related to accountability, adaptability, and anticipation (Benn, Edwards, and Williams, 2014). A culture focused on sustainability fosters open communication, collaborative problem-solving, and stakeholder engagement, all of which strengthen an organization's ability to respond to and learn from their environment (Lozano, 2015). Moreover, leadership plays a key role in integrating the notions of resilience along with a sustainable culture in an organization. Good leaders go far beyond management; they shape the organizational value set by promoting ethical behaviour, developing a culture of continuous innovation, and guiding teams to perceive and pre-emptively respond to anticipated disruption (Avery & Bergsteiner, 2011). By integrating sustainable leadership practices, leaders help to create an environment where sustainability and adaptability are considered closely intertwined rather than two separate priorities. Organizations with a sustainable culture and resilience can

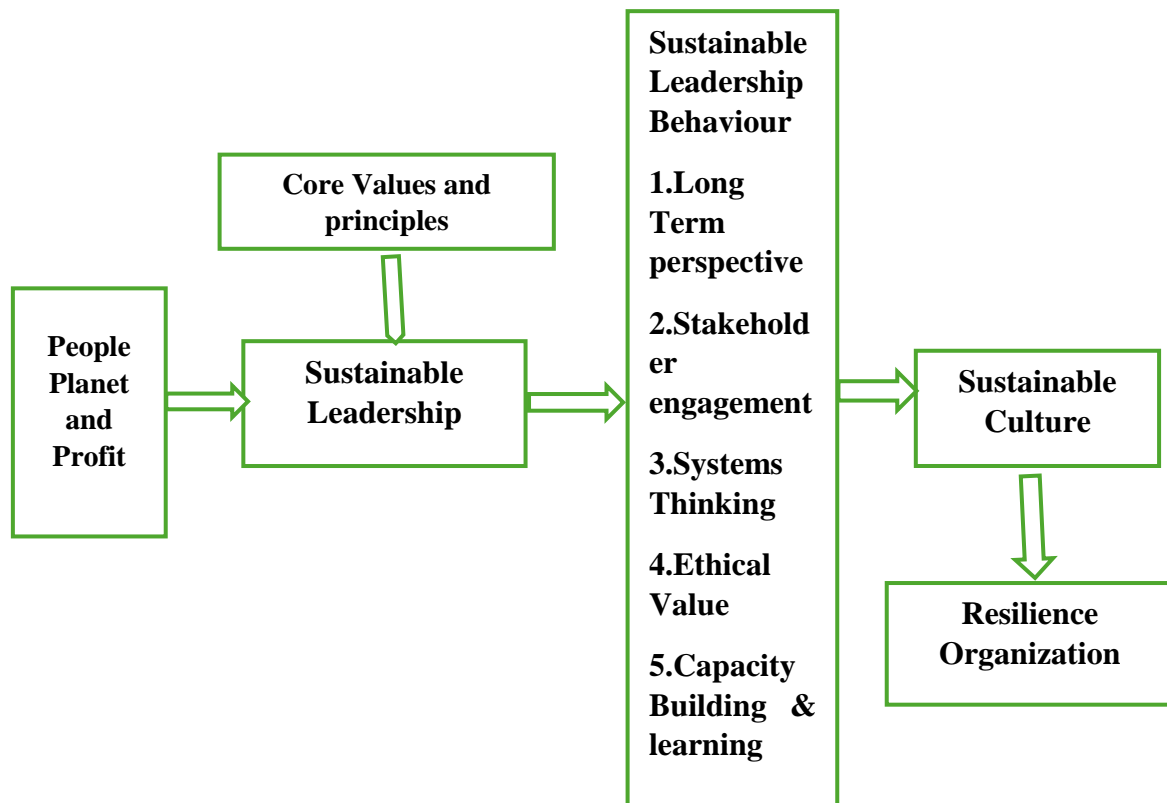
subsequently emerge stronger from external disruption as they view those disruptions as an opportunity for learning, innovation, or change for long-term development. Organizations that ultimately develop a sustainable culture and resilience in practice through leadership can create a strategic approach that offers the structure to respond more rapidly and recover faster to evolve into an organization that creates a more competitive yet ethical position within ever-increasingly uncertain environments.

Figure1 illustrates the many ways in which sustainable leadership impacts businesses. These results include ethical standards that guarantee fairness, honesty, and integrity in all actions as well as robust businesses that can withstand disruptions. While a long-term perspective directs decisions for future generations, stakeholder participation fosters inclusive relationships and collaboration. A thorough understanding of interconnected organizational elements is fostered by systems thinking. Long-term success and adaptability in changing circumstances are fostered by capacity development, which enhances sustainability knowledge and abilities, and sustainable culture, which incorporates sustainability principles into all organizational elements.

Figure 2 presents the conceptual framework of the study.



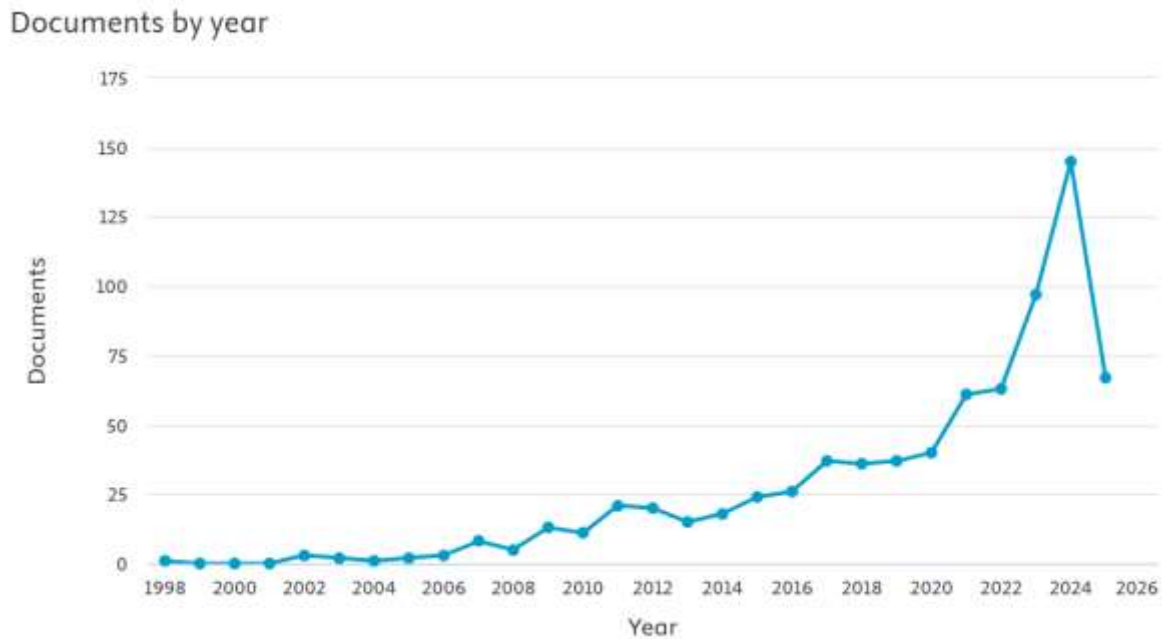
**Figure 1: Sustainable Leadership Outcomes**



**Figure 2: Conceptual Framework**

The conceptual framework presented in the Figure 2 is a holistic framework that links sustainable leadership, leadership behaviours, and resilient organizations. The framework is cross-cutting, and based on the idea of the "Triple Bottom Line" - People, Planet, Profit. This framework argues that sustainable leadership will vary according to the basic values and principles for ethical, long-term, and inclusive growth for organizations. Sustainable leadership is central to the framework and connected employees' sharing of fundamental values frontline. Sustainable leadership behaviours are a collective reference to behaviour that is operationalized in five dimensions of sustainable leadership behaviours: (1) long-term view, (2) stakeholder engagement, (3) systems thinking, (4) ethical values, and (5) capacity and learning development. These behaviours sit predominantly in the cultures of organizations and employ strategies to sustainable leadership behaviour. The framework proposes that sustainable leadership behaviours will establish sustainable culture when implemented successfully, therefore allowing the organization to develop into a resilient organization. A resilient organization is an organization that is adaptable, recovers, and thrives in the face of environmental, economic, and social adversity. The emphasis on capacity building and lifelong learning is a recognition of the changing nature of leadership and the need to remain aligned with global sustainability developments. Ethical leadership is the foundational value of all behaviours.

Figure 3 presents the sustainable leadership trending years and the other impacting outcomes.



**Figure 3: Presentation of Sustainable Leadership Trending Year and other Impacting Outcomes**

The data shown in the Figure 3 above – sourced from the Scopus database – demonstrates the annual number of academic publications around the topic of sustainable leadership from 1998 to 2025. The data clearly shows growth in an increase in published scholarship over time, with particularly notable increases in recent years. The early period of years (1998-2010) was low and variable (0-20 additional) academic output, indicating sustainable leadership was a developing or nascent construct at the time. Beginning in 2011, a marginally increasing trajectory of output was demonstrated, suggesting some level of acceptance of the importance of sustainable leadership in the organizational and environmental conversation. Growth did not become significant until around 2018, at which point for the first time greater than 50 documents were produced in a given year from 2021 on. The greatest increase in work around sustainable leadership took place between the years of 2021 and 2024, showing more than 50 documents, and peaking at just under 150 documents in 2024. This rapid growth can be attributed to the global emphasis on sustainability, ESG (Environmental, Social, and Governance) objectives, and the importance of leadership to achieving long-term organizational resilience and ethical governance. Notably, there is also a sharp decline in 2025 (the last year), which shows over a 100-document drop from 2024 levels. This decline could be indicative of the cyclical nature of the typical academic publishing cycle (Jacso, 2005).

## 5. Review Methodology

The objective of this review is to synthesize and critically evaluate recent research in the field of sustainability leadership in order to propose an integrated framework and provide a comprehensive examination of the current literature on the subject. An integrative review technique is used in this work to demonstrate the many, multidimensional, and interrelated sustainable leadership processes (Whittemore & Knafel, 2005). Integrative reviews offer a thorough and critical analysis of the subject matter, facilitating the synthesis of diverse yet interconnected concepts through the comparison, analysis, and review of various literature

streams. This process is crucial for the advancement of theoretical understanding and the improvement of managerial practices, as it fosters the identification of new relationships and the development of innovative perspectives and frameworks (Torraco, 2005; Snyder, 2019). According to Elsbach and van Knippenberg (2020), integrative literature reviews are based on a thorough portrayal of a topic and provide new perspectives by critically analyzing and synthesizing previous research. Sustainability leadership, a relatively recent and developing study phenomena, is examined in the present review. In accordance with Snyder's (2019) integrative review standards, we carried out our evaluation in three stages. First, the research question serves as the primary guiding tool for organizing the literature and narrowing the study topic. In 2024 and 2025, a search of relevant literature was carried out utilizing the electronic databases Scopus and Google Scholar. We took into account academic books written in English, book chapters, and peer-reviewed journal articles. To find and include articles and other published resources, the search phrases "sustainability leadership," "sustainable leadership," and "sustainability in leadership" were used. 222 documents in all were discovered using the search criteria in the first search. Although the business and management study area was the wide focus of our literature search, we did include several pertinent publications from the social science and environmental management disciplines that took into account the sustainability leadership concept's business-related implications.

Second, during the staged review process, we thoroughly examined the abstracts of every article found using electronic databases. The goal was to assess each publication's suitability for further review and assessment. According to our data, some early research on sustainable leadership was published in the early 2000s, but the majority of studies were released after 2010. After eliminating duplicates and papers that were outside of the purview of the study, 70 publications in all were chosen for qualitative analysis. These works consist of books (n = 6), book chapters (n = 5), and journal articles (n = 59). In order to examine the sustainable leadership idea, the authors used a conceptual/review approach (n = 22) after a quantitative research design (n = 26). The qualitative research methodology was the least used technique (n = 6), although a few papers also used mixed methodologies study design (n = 8). Table 1 provides a list of the primary contributing journals.

**Table 1: List of the Top 10 Contributing Journals**

No.	Journal	Number of articles published	Publishers	CR Impact Factor 2024	Scopus Cite Score 2024
1	Sustainability Switzerland	17	MDPI	3.3	7.7
2	Technical and Vocational Education and Training	18	Springer Nature	1.4	0.4
3	Administrative Sciences	5	MDPI	3.1	5.6
4	Journal of Cleaner Production	5	Elsevier	10.7	20.7
5	Discover Sustainability	4	Springer Nature	3.0	2.6

6	International Journal of Innovative Research and Scientific Studies	4	Innovative Research Publishing	Not available	2.1
7	Journal of Global Responsibility	4	Emerald Publishing	Not available	6.2
8	Cogent Business and Management	3	Cogent OA	3.3	4.9
9	Journal of Infrastructure Policy and Development	3	En Press Publisher, LLC	Not available	1.0
10	Management in Education	3	SAGE	3.0	5.1

## **6. Practical Implications**

Three significant additions to business practice are presented in this study. First, it highlights how important sustainable leadership is in tackling global issues including social injustice, resource depletion, biodiversity loss, and climate change. The needs of several, interrelated stakeholders must be balanced in the very complex and unpredictable circumstances in which modern businesses function. To resolve these conflicts and promote constructive results at the corporate and social levels, sustainability leadership is well equipped. This calls for a thorough comprehension of contextual elements as well as the incorporation of personal qualities such as moral principles, systems thinking, mindfulness, introspection, and resilience. These qualities support cooperative stakeholder involvement, acceptance of sustainability norms, and the development of a pro-sustainable culture. Second, the research provides insightful information for programs aimed at developing leaders. Enhancing individual sustainability leadership qualities and connecting them to successful organizational practices need to be the top priorities of such programs. Lastly, our study emphasizes how urgent it is for senior leaders and politicians to embrace sustainability leadership as a strategic goal for developing long-lasting solutions, given the growing complexity of global issues endangering present and future generations.

## **7. Conclusions**

This study identifies and explains a detailed conceptual framework identifying the relationship between sustainable leadership, sustainable leadership practices, and organization resilience. The model rests on the foundation of the triple bottom line, people, planet, profit, and underscores the importance of organizations needing to adopt a value-based and continual behavioural leadership practice to address the troubled challenges of today's social, economic, and environmental dilemmas. In the framework, sustainable leadership serves as a bridge to transform values and principles into leadership practices that are bold and enduring; practices that look at the long-term, engage stakeholders, use systems thinking, maintain ethical benchmarks, and develop organizational capacity to act. These practices are not said to be idealistic; however, they are identified as essential elements to developing a sustainable organizational culture. In that way, organizational culture is the environment in which resilience develops, allowing organizations to adapt, respond, and thrive in uncertain, ambiguous, and dynamic environments. The framework illustrates sustainability needs to be more than just policies and rhetoric, but embedded in organizational behaviours, and decision-

making. Organizations with leaders who understand the sustainability concept are likely to initiate similar organizational responses and actions, thereby developing a unified and shared vision, or sustainable mindset. In addition, it is a model for organizations who are pursuing lasting. The integrated model will encourage value ethics and operational performance via strategic alignment. In addition, this research is an extension of the previous studies by articulating leadership behaviour as the linkage between value orientation and organizational results. Furthermore, the research also assists in building theoretical models, valuable contributions to practice in management development processes, human resource planning, and corporate governance structures. Integrating leadership frameworks enables corporations to move the sustainability intent from a corporate buzzword, to a genuine organizational pursuit. Future research could include an analysis of industry differences, the effects of environmental or cultural factors, and experimental testing of the framework connections. Embracing this integrated approach to leadership could ultimately steer organizations toward a more sustainable, ethical, and resilient future.

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