The Impacts of Sustainable Leadership on the Organizational Culture: Systematic Literature Review and Conceptual Model

Sürdürülebilir Liderliğin Örgüt Kültürü Üzerindeki Etkileri: Sistematik Literatür Taraması ve Kavramsal Model Önerisi

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ABSTRACT

Sustainable leadership is a new emerging concept that individuals are not able to identify comprehensively. This paper aims to identify the characteristics of sustainable leadership and how sustainable leadership can affect the company's organizational culture. A systematic review study including 49 articles is conducted using Khan et al. (2003)'s study route. PRISMA method was

applied during the inclusion and exclusion process of the articles. The Quinn Model: Competing Values Model is used in this study to make sense of why and how organizations are effective. The Quinn model components which are internal vs. external orientation, flexibility vs. control as well as the four emerging types of culture called clan culture, adhocracy culture, market culture, and hierarchy culture are discussed based on sustainable leadership and sustainable organizational culture. Finally, a conceptual model is proposed to understand how qualities of sustainable leadership lead to qualities of a sustainable organization, as well as outlining possible moderating and mediating variables that influence the connection.

Keywords *Sustainability, sustainable leadership, Quinn model, organizational culture.*

ÖZET

Sürdürülebilir liderlik, bireylerin kapsamlı bir şekilde tanımlayamadığı, yeni ortaya çıkan bir kavramdır. Bu makale, sürdürülebilir liderliğin özelliklerini ve sürdürülebilir liderliğin şirketin Örgüt kültürünü nasıl etkileyebileceğini tanımlamayı amaçlamaktadır. Khan vd (2003)'ın önerileri doğrultusunda sistematik inceleme çalışması gerçekleştirilmiştir ve toplam 49 makale yer almaktadır. Makalelerin dahil edilmesi ve hariç tutulması sürecinde PRISMA metoduna başvurulmuştur. Quinn Modeli: Rekabet Eden Değerler Modeli olarak örgütlerin neden ve nasıl etkili olduklarını anlamlandırmak için kullanılmıştır. Quinn modelinin iç ve dış yönelim, esneklik ve kontrol bileşenlerinin yanı sıra klan kültürü, adhokrasi kültürü, Pazar kültürü ve hiyerarşi kültürü olarak adlandırılan dört yeni kültür türü ve sürdürülebilir liderlik ve örgüt kültürü ile ilişkisi bu çalışmada tartışılmaktadır. Son olarak, sürdürülebilir liderliğin niteliklerinin sürdürülebilir Örgüt niteliklerine nasıl yol açtığını anlamak ve bu bağlantıyı etkileyen olası düzenleyici ve aracı değişkenlerin özetlenmesi için kavramsal bir model önerilmiştir.

AnahtarKelimeler *Sürdürülebilirlik, sürdürülebilir liderlik, Quinnmodeli, örgüt kültürü*

INTRODUCTION

Sustainable Development Goals (SDGs) are declared by the United Nations. These goals require individuals, organizations, and countries to act for sustainable development (Cesário et al., 2022). Sustainable development is a very diverse spectrum and there is a misconception that it only relates to solving climate change and minimizing diverse environmental impacts, but there is more to sustainability, and it can be applied to all aspects (Dos Santos and Ahmad, 2020). There are previous studies that touch upon the importance of various leadership styles and how they can affect organizational settings, behaviors, and culture. Among them are authentic leadership and transformational leadership (Bushra et al., 2011; Toor & Ofori, 2009; Wong & Laschinger, 2012). However, a new emerging concept of leadership is called sustainable leadership which has a more comprehensive definition of what good leadership

entails, unlike the other forms of leadership mentioned, sustainable leadership focuses on the long-term perspective and implications while also considering the future generations in decision making (Suriyankietkaew & Avery, 2014; Kantabutra & Avery, 2013). It is proven that there is a positive correlational relationship between sustainable leadership and organizational culture (see Burawat, 2019; Suriyankietkaew & Avery, 2016; McCann & Sweet, 2014; Fatoki, 2021; Suriyankietkaew & Avery, 2014; Moreira et al., 2022; Baumgartner, 2009; da Silva Barreto et al., 2013; Çayak, 2021; Shaaban, 2020; Arsawan et al., 2022; Ogbonna et al, 2000; Nartgün et al., 2020). However, little is touched upon on how exactly sustainable leadership affects organizational culture. In past literature, most studies focused more on collecting quantitative data and finding correlational relationships between sustainable leadership and organizational culture. Hence, it has limited causations. Therefore, this study aims to comprehensively break down what sustainable leadership entails, as well as how exactly it affects the organizational culture using secondary resources.

Using a systematic literature review and creating a conceptual framework, this paper provides for future agendas regarding sustainable leadership and its impacts on organizational culture. This study is important because it aims to fill gaps between concepts and create more in-depth comprehension about what sustainable leadership entails and its effects on the organizational culture. It aims to fill literature gaps because previous literature focused on the correlational relationship between the two main concepts rather than identifying specific elements to draw causations. Hence, the original value is to explore uncharted domains of how sustainable leadership can affect organizational culture by investigating its possible mediating and moderating variables, as well as how exactly will the organizational culture be affected. Additionally, a systematic literature review is conducted with 49 scientific articles to be able to summarize the current topic with evidence-based practice and in the end, the researcher proposes a conceptual framework for future agendas.

The following research questions are as follows; Research Question 1: What are the characteristics of studies on Sustainable Leadership and Organizational Culture?, Research Question 2: What are the methodological features of studies on Sustainable Leadership and Organizational Culture?, Research Question 3: What dependent and independent variables were used in quantitative studies on Sustainable Leadership and Organizational Culture?, Research Question 4: What mediating and moderating variables used in quantitative studies on Sustainable Leadership and Organizational Culture?, Research Question 5: What are features of the qualitative studies on Sustainable Leadership and Organizational Culture?, Research Question 6: What are the qualitative studies' research questions on Sustainable Leadership and Organizational Culture?, Research Question 7: What are the research findings and results on Sustainable Leadership and Organizational Culture?

1. CONCEPTUAL FRAMEWORK

1.1. Sustainable Leadership

According to Ferdig (2007), sustainable leaders take conscious actions that result in nurturing,

supporting and sustaining three important aspects, they are the economic, environmental, and social systems. Elkington and Rowlands (1999) believe that these aspects of sustainable leadership (social, economic and environmental components) are what defines a sustainable leader. According to him, a sustainable leader is supposed to balance the company's social needs such as maintaining and developing its relationship with stakeholders, consumers, and the public. Moreover, a sustainable leader should be able to achieve economic success through achieving the company's financial goals and gaining market succession while simultaneously becoming wary of the environment. A sustainable leader that successfully fulfills the environmental components resorts to long term sustainability in their production system such as becoming efficient and resorting to lean production. In short, Elkington and Rowlands (1999) believe that balancing these social, economic and environmental indicators is what makes up a sustainable leader. Moreover, according to Avery (2011) there are 6 core elements of what defines a sustainable leader. They are identified as individuals who focus on social responsibility, people priority, long-term perspective, innovation, adaptability, and ethical behavior. What makes sustainable leadership different is that it focuses on a long-term perspective (Amar, 2019).

From past literatures, there are prominent characteristics of what identifies as sustainable leadership, they have a long term perspective on goals of the company and beyond (Ferdig, 2007, p32), they aim to be concerned with maximizing profits as well as improving all concerned lives (McCann and Holt, 2011, p. 209), they aim to balance profit maximization, people and the planet as whole (Avery and Bergsteiner, 2011, p. 6), they aim to promote ethical behavior that will benefit various individuals in the long run (Bendell and Little, 2015, p. 16), they exhibit high employee engagement, establishing deeper connections with their employees as well as push human potentials (Suriyankietkaew & Avery, 2014) and they are highly concerned with meeting their social corporate responsibility (Liao, 2022). Knowing what sustainable leadership entails is crucial because of the positive implications. Avery (2005) highlights that sustainable leadership leads to a good brand image, customer satisfaction and more, the benefits will be further discussed.

1.2. Organizational Culture

To first define what organizational culture is, we must first define culture and its elements. Culture refers to behaviors that are common and shared by the people, these values and customs shared are persistent over time and are passed on to further generations. Furthermore, each level of culture tends to influence the other (Kottler, 1992). Hence, organizational culture is the company's beliefs, values, attitudes and how this influences the behavior of employees inside the company, how it influences the company as a whole and how it also influences the relationship between stakeholders involved (Kwantes et al., 2007). We will use Quinn's competing values model in this study to explain organizational culture. This model aims to make sense of an organization by understanding its culture, and to determine what makes it truly effective. This model consists of 4 elements that contradict opposite concepts: internal and external orientation and flexibility and control. Internal orientation refers to organizations that focus more on issues from inside

the organization such as its people, processes, production etc. On the other hand, the external orientation refers to organizations prioritizing issues related to outside of the organization such as market trends, stakeholders etc. The second dimension is flexibility, which is when elements of the organization are decentralized, this is when managers can trust subordinates and excerpt some independence to them. Control refers to the organization having more leverage of its people, values and more. The combination of these four polar opposite concepts creates organizational culture orientations called clan culture, hierarchy culture, adhocracy culture and market culture (Van Muijen et al., 1999). According to Quinn and Rohrbaugh (1983), clan culture have an inward focus and are flexible, adhocracy culture have an external focus and are flexible, hierarchy culture is created when companies have an inward focus and leaders have more control over their employees and lastly, market culture is when companies have an external focus and leaders in the organization have more control over its people.

The flexibility dimension is most important. In fact, according to Bennis (1969) and Burke (1994), organizational development interventions are needed to create flexible organizations to make employees in the organization more productive. This is because flexibility-oriented cultures usually cultivate innovation, openness to new ideas, employee confidence and are highly adaptable (Van Muijen, 1999).

Organizational culture has small elements that can affect the organization. For example, psychological safety, that could also induce an organizational culture of belonging (Iqbal et al. 2020a). This will be explained in detail in the paper.

1.3. The Effects of Sustainable Leadership on Organizational Culture

It is proven that according to past literature, sustainable leadership affects organizational culture in multiple ways and is an essential indicator of what a good organizational culture entails. It affects employee motivation and satisfaction (see Dalati, 2017; Suriyankietkaew, 2014), creates an overall sustainable organizational climate (see Burawat, 2019; Iqbal et al., 2020b), competitive advantage through financial success (see Kantabutra et al., 2016; Suriyankietkaew, 2016; Virakul, 2019; Eccles, 2014; Choiriah, 2020; Dzwairo et al., 2017), induces a culture of learning (Rogers et al., 2011; Liao, 2022; Iqbal, 2021; Taşçi et al, 2019; Wolff, 2020) and many more. From this, we can see sustainable leaders play an essential role in instigating a strong and effective culture in the company ranging from its workforce, market performance, stakeholders as well as other components.

Moreover, previous literature has been substantial proof of the positive correlational relationship between sustainable leadership and organizational culture (see Burawat, 2019; Suriyankietkaew & Avery, 2016; McCann & Sweet, 2014; Fatoki, 2021; Suriyankietkaew & Avery, 2014; Moreira et al., 2022; Baumgartner, 2009; da Silva Barreto et al., 2013; Çayak, 2021; Shaaban, 2020; Arsawan et al., 2022; Ogbonna et al., 2000; Nartgün et al., 2020). These researchers deal with numbers to be able to instigate the strength of the relationship. While correlations can be great at identifying the relationship between variables, it shows very little causations. Hence, this

study aims to comprehensively break down what sustainable leadership entails, as well as what components of the organizational culture it affects.

Additionally, Avery (2005) proposed 23 sustainable leadership practices and what is classified as a good sustainable leader. Avery (2005) concludes from theory and testimony that the 23 practices influence five outcomes. The first is good brand image, customer satisfaction, optimal finances, shareholder value and stakeholder value resulting in the core of business success for companies.

1.4. Methodology

This paper followed Khan et al.'s (2003) study route for a successful literature review. There are five stages: identifying the subject and accumulating clear questions, comprehensive determination of relevant studies, selecting the relevant literatures, in this paper, we have utilized 49 articles. The fourth stage reveals the features, quality and the last step is identifying the effects and interpreting the findings and results from the studies collected. After utilizing Khan et al.'s (2003)'s study route, an original conceptual model is created that will have theoretical and practical contributions for future agenda. Furthermore, when scavenging for the relevant literature in this subject field, the keywords used are sustainable leadership, sustainable practices, corporate sustainability, leadership effectiveness, organizational culture, organizational performance, sustainable performance, sustainable organizations, sustainability, sustainable, organizational climate". Moreover, the databases the researchers have utilized include Research Gate, Google Scholar, JStor, Web of Science, Journal of Business Ethics, Emerald Group and Research and Science Direct. In the end, the researcher compiled a total of 71 related articles. However, only selected 49 of them due to the relevancy and the inability to find the full PDF file of the desired articles due to limited or restricted access in journals. Additionally, in this study the PRISMA method has been utilized at the inclusion-exclusion stage.

Table 1. Prisma Methodology Flow Chart

Types of Resources (Reached)	Number of Reached Resources	Number of Included Resources	Number of Excluded Resources
Sustainable Leadership and Sustainable Practices (Article)	59	37	22
Relevant Concepts (authentic leadership, effective leadership in general etc.) (Article)	12	12	0
Total	71	49	22

2.THEORIES INCLUDED IN SUSTAINABLE LEADERSHIP AND ORGANIZATIONAL CULTURE STUDIES

2.1. Avery's 23 Sustainable Leadership Practices
(Kantabutra & Thepha-Aphiraks, 2016; Suriyankietkaew & Avery, 2014)

Avery (2005) originally proposed 14 practices of sustainable leadership, then added six core principles of sustainable leadership and three key performance drivers of sustainable leadership, resulting in a total of 23 sustainable practices of leadership, this is what Avery classifies as honeybee practices (Avery and Bergsteiner, 2013). The framework has 3 parts, the first 14 practices are identified as foundation practices (Avery and Bergsteiner, 2013). They are: transforming and developing all employees instead of being selective, seeking cooperation related to labor relations, retaining staff through long tenure instead of accepting turnover, succession planning from within the organization, valuing employees, CEO playing its role as a top team leader, conducting ethical behavior relating to core values of the company, has a long term perspective, instigates constant organizational change rather than being stagnant, seeks maximum independence on financial markets, conducts corporate social responsibility duties, focuses on stakeholders involved instead of just focusing on shareholders, and lastly, has a shared future with its stakeholders, shareholder and employees on the company's vision. These 14 practices are also narrowed down into six summarized practices which is having a long-term perspective, adapting the organizational culture overtime, investing in people, innovation, focusing on social/environmental responsibility and ethics (Avery and Bergsteiner, 2013)

Moreover, Avery and Bergsteiner (2013) then came up with 6 core elements of sustainable leadership, which are identified as higher-level practices. They are consensus decision making, employees being confident with self-management, teams being empowered, strong, shared and safe culture, trust within the organization and knowledge sharing and retention throughout the company.

Lastly, the three elements called innovation, good staff engagement and products or services qualities are classified as key performance drivers of sustainable leadership. In total, there are 23 practices of sustainable leadership divided into three separate classifications. Avery (2013) believes that when these practices are adopted in companies, the company is bound to achieve good brand image, customer satisfaction, optimal finances, shareholder value and stakeholder value. In short, the organization becomes a sustainable organization.

In Suriyankietkaew & Avery's study using 1,152 employees using questionnaires from SMEs in Thailand to assess sustainable leadership and to define which 23 of Avery's practices were present and find which 23 practices were strong indicators of employee satisfaction. The results found that twenty of the 23 sustainable leadership practices resulted in employee satisfaction. The strongest predictors of the 23 sustainable leadership framework are staff engagement, prioritizing employees, ethics, organizational change, a collective vision, strong culture and good quality in products and services.

Kantabutra & Thepha-Aphiraks (2016) executed a multi-data collection method to assess sustainable leadership business practices of Thailand's Largest financial service providers

called Kasikornbank. It was found that the company's sets of practices are consistent with Avery's six core elements of sustainable leadership. Kasikornbank focused on long-term perspective, prioritizing people in the company, creating innovation, fulfilling social responsibility, being equipped for uncertainty and change and instilled ethical behavior. This study depicts that sustainable leadership is present and thus resulting in a successful company because the company Kasikornbank is one of Thailand's biggest financial firms in the competitive market.

2.2. Model and Levels of Schein's Organizational Culture Model (Baumgartner, 2009)

Schein's organizational culture model is used to understand corporate sustainability strategies. There are four elements of Schein's organizational culture: introverted, extroverted, conservative and visionary strategies. An introverted strategy solely focuses on making decisions for the company by minimizing risks and making general decisions. The external strategy refers to the external relationship of the company (i.e. stakeholders, public media). Moreover, the conservative strategy focuses on being eco-friendly in the production phase such as consuming less energy and managing waste. Lastly, the visionary strategy focuses on sustainability. Additionally, Schein's framework also consists of organizational levels that will be touched upon.

In Baumgartner's (2009) study each element of Schein's framework is assessed to the levels of organizational culture. Schein (1997) says organizational culture has three levels: artifacts, values and basic assumptions. Artifacts relate to visible queues that define the culture, such as appearance, attire etc. Values refer to justifications based on learning the history of the organization and these justifications usually do not have any rational input. Lastly, values will change to basic assumptions, these assumptions will then be treated as reality (Schein, 1997). The findings of Baumgartner's (2009) study suggest that sustainability strategies should conform with the organizational culture to promote a sustainable organization. However, little evidence is found on Schein's work relating to the study.

2.3. The Quinn Model: Competing Values Model (Azanza et al., 2013) (da Silva Barreto et al., 2013)

Quinn's (1983) competing values model makes sense of an organization by understanding its culture, and to determine what makes it truly effective. It consists of four spectrums that contradict opposite concepts: internal vs. external orientation and flexibility vs. control resulting in four emerging types of cultures previously discussed. Azanza et al (2023) focused on flexibility-oriented organizational cultures. He found that flexible oriented cultures cultivate successful outcomes of sustainable leadership and positively impacts the employees through satisfaction, openness, and determination (Azanza et al., 2023).

Cameron & Quinn (2006) explain there are four classifications of culture namely clan, innovative, market and hierarchical culture to explain organizational cultures (Quinn, 2006). Clan culture refers to a culture where group members' opinions are valued and should be collective, leaders in a clan culture are usually very considerate of each team member and are trusting and supportive. An innovative culture is a culture that works on constant development and change, the leaders in this culture are usually entrepreneurial idealistic and enjoy taking risks. Market culture follows market trends and this type of culture drives competition. Additionally, leaders are usually goal orientated and competitive. Lastly, hierarchical culture is when members of the culture welcome the leaders as they are, with their existing rules and regulations. Leaders of hierarchical culture tend to want order and safety and are regularly conservative in solving problems. da Silva Barreto et al.'s (2013) findings identified that the type of leadership induces an organizational culture. In particular, leaders who exercise trust and give independence to employees are much more effective. Additionally, he also found that culture also influences the leader. Moreover, when the organizational distance between leader and followers (i.e. hierarchical cultures), the less proficient the leader will make an impact on its followers. Hence, clan culture or a culture of belongingness is the most effective in da Silva Barreto et al.'s (2013) study.

2.4. Natural Resource-Based View (NRBV) theory and dynamic capability theory (Iqbal & Ahmad, 2021).

In Iqbal & Ahmad's study (2021), NRBV theory linked sustainable leadership with organizational learning and dynamic capability theory with organizational learning and sustainable performance. NRBV Theory states that organizations have unique resources and capabilities that can instigate sustainable economic activity which results in prosperity for the organization. Organizations with unique resources are highly adaptable and solve problems in the external environment with ease (Berrone et al., 2008). This relates to sustainable leadership because a bad leader can exploit the unique capabilities of a company unlike good leaders. Moreover, dynamic capability theory is related to organizational learning because it requires firms to configure their way to survive in the ever-changing market by their own unique ways of applying knowledge (Teece et al., 1997). Hence, this is linked to organizational learning because it will further lead to sustainable performance of a company. In Iqbal & Ahmad's (2021) study sustainable leader enhances adaptability and learning in an organization. Moreover, dynamic capability theory is useful in understanding how an organization can achieve sustainable performance. Iqbal & Ahmad's study (2021) found that organizational learning is a mediator between sustainable leadership and sustainable performance.

2.5. Bandura (1978) theory of creative self-efficacy (CSE) (Javed et al., 2020)

Javed (2020) believes that self-efficacy is vital for goal achievements for employees and leaders in an organization. Self-efficacy is when individuals feel a sense of confidence and contentment

within themselves, and they believe they can achieve a particular goal (Bandura, 1978). In Javed's (2020) findings, self-efficacy is a mediator between sustainable leadership and the employees' ability to be creative, resulting in a creative organizational culture.

2.6. Blau's (1964) social exchange theory (Arsawan et al., 2022; Iqbal et al., 2020a)

Blau's (1964) social exchange theory explains a relationship between two people consists of give and take. Social exchange theory in Arsawan et al.'s (2022) findings depict that employees who received awards are more likely to pay back with good behavior and motivation for the organization. Furthermore, social exchange theory in Iqbal et al.'s (2020a) study is proven because employees in an organization who feel a sense of belongingness from their leaders tend to exhibit sustainable performance.

In conclusion, within these 49 articles, the theories that are prominent is Avery's sustainable leadership theory is present to comprehend what is characterized as a sustainable leader and how it impacts the organizational culture. Moreover, social exchange theory is also used to justify the relationship of leaders and their team members, and how the concept of exchange such as when leaders provide rewards or a sense of safety, employees feel indebted towards that behavior and tend to execute their jobs efficiently.

3. THE QUALIFICATIONS OF THE STUDIES REVIEWED

3.1. Theoretical Studies

There are limited articles from past literature that are theoretically based, most of them are empirical studies. Most of them focus on literature reviews using past articles as well as putting forward the researcher's own conceptual models and inputs. Out of the 49 articles this research has collected, 12 of them are theoretical studies.

3.2. Research Design and Methodologies

Multiple studies mainly focused on doing a literature review on what sustainable leadership entails and its general effects of sustainable leadership, including organizational culture (Cuhadar & Rudnák, 2022; Dzwairo et al., 2017). Other studies focused solely on conducting a literature review on sustainable leadership and its specific effects on the organizational culture (Gilley et al., 2011; Warrik, 2017; Zavatin et al., 2023; Assoratgoon & Kantabutra, 2023). Moreover, some conducted a literature review on sustainable leadership and the effects on the organizational culture and developed their own research model (Liao, 2022; Zivkovic, 2022). Lastly, past literatures defined sustainable leadership only and proposed their own frameworks (Peterlin et al., 2013; Amar, 2019; Rogers, 2011). From this, there was a mixture of literature solely focusing on

sustainable leadership and its general effects, sustainable leadership on the organizational culture, sustainable leadership on the organizational culture and developed their frameworks from the literature and some literatures proposed their own models without doing a literature review, these are the different methodological approaches in theoretical studies.

3.3. Findings and Conclusions of Theoretical Studies

Zavatin et al. (2023) found that leaders should implement strong organizational cultural values in order their organizations to prosper, creating an overall sustainable culture. In Assoratgoon & Dzwairo et al.'s (2017) study, they found that to achieve competitive advantage, leaders should instill sustainable development plans. These past literature stresses the importance of what roles a sustainable leader should implement to achieve success.

Rogers (2011) presents his own framework principles required for sustainability leadership and concludes that sustainable leadership fosters an organizational learning environment through knowledge attainment for both leaders and employees. Moreover, Peterlin et al.'s (2013) own framework depicts that to be a sustainable leader, the development is complex. The leaders must navigate through past problems related to the organization and have to navigate through relationships with employees, the organizational culture and the external environment. Additionally, Zivkovic (2022) 's own framework proposes that sustainable leadership should be authentic, responsible and focus on corporate transformation to be successful. Lastly, Amar's (2019) framework says to execute leading properly, having the right skills and believing in human potential is essential for the company to prosper. These literatures focus on proposing their own framework to define the development process of becoming a sustainable leader as well as its implications.

Furthermore, Gilley et al. (2011) explains a leadership model within the Human Resource Development framework of learning, development, transformation and interventions. They found that sustainable leaders develop a culture that enhances employee performance, growth, change, innovation, and effectiveness. Moreover, sustainable leadership enables Human Resource Development to achieve its success by focusing on creating successful employees which leads to creating successful organizations. In short, a sustainable leader leads to a sustainable company. Warrik (2017) found that leaders should maximize employee potential, he concluded that, 1: sustainable leadership develops an explicit and clear organizational culture, 2: culture development arises when leaders align their values with the people and company's values and 3: leaders should sustain the culture.

In short, building strong cultures is essential for a successful organization. Based on its relevance to sustainable leadership and organizational culture; having a strong culture through sustainable leadership leads to sustainable organizational climate. This was similar to Cuhadar & Rudnák (2022) findings as they found that sustainable leadership's versatility helps create economic, social, and environmental equilibrium within the organization, creating a sustainable organizational climate. Liao (2022) in his model found that sustainable leadership affects organizational

culture in two levels: organizational and individual level. At the organizational level, sustainable leadership affects financial performance, organizational effectiveness, sustainable performance, environmental performance, brand and reputation, customer satisfaction, shareholder value and organizational resilience. Moreover, sustainable leadership affects job satisfaction, organizational commitment, organizational trust, responsible behavior, and pro-environmental behavior at the individual level . This is how sustainable leadership creates an overall sustainable organizational climate.

Kantabutra's (2023) literature review found that sustainable leadership leads to good financial performance. Yan et al. (2022) aims to address climate change issues related to infrastructure and found that leaders can use digital tools to nurture an overall sustainable climate culture in their companies.

Among these theoretical studies, sustainable leadership affects organizational culture in many ways. Sustainable leadership results in an overall sustainable organization (Liao, 2022; Cuhadar & Rudnák, 2022; Warrik, 2017; Yan et al., 2022; Gilley et al., 2011; Zavatin et al., 2023), an organizational culture of learning (Liao, 2022; Rogers, 2011) and a financial driven organizational culture (Kantabutra, 2023)

3.4. Empirical Studies

Among a total of 49 articles this research has collected, 37 of them were empirical studies. When looking into past empirical literature on sustainable leadership many of them used many various tools such as questionnaires, interviews, archival questionnaires, observations or even a mixture of these tools to obtain data. In empirical studies quantitative or qualitative data are the two forms of data. For quantitative data, statistical analysis methods are used for analysis and for qualitative data, data is analyzed using thematic or content analysis. The most common characteristic of empirical studies is that they mainly gather quantitative data from surveys then makes sense of the data using techniques such as conducting correlations, reliability analysis, multiple regression analysis, ANOVA, Factor analysis, partial least squares (PLS), Structural equation modeling (SEM) methodology, confirmatory factor analysis (CFA), T-test or MANOVA, path analysis, confirmatory factor test, mean differences, standard deviation, chi-square and Z Square analysis. Some empirical studies used a mixture of statistical tests. Qualitative data is analyzed using thematic or content analysis, this is when keywords are extracted from interviews then categorized into themes to make sense of the data.

Afterwards, inferences and conclusions are drawn. Aside from these methods, there was also past literature that focused on doing a case study analysis on a particular company using either quantitative or qualitative data analysis methods, however they are few in number.

3.5. Data Collection Methods

Many studies used collection data using questionnaires (Dalati et al., 2017; Iqbal et al., 2020b; Suriyankietkaew & Avery 2016; McCann & Sweet, 2014; Fatoki, 2021; Javed et al.;

2020; Suriyankietkaew & Avery. 2014; Choi & Yu, 2014; Silettiet al., 2015; Iqbal et al., 2020a; Moreira et al,2022; Cortés-Denia, et al., 2023; Azanza et al., 2013; Choiriah & Sudibyo, 2020; Sarros et al, 2002; Ritonga et al., 2019; da Silva Barreto et al., 2013; Iqbal & Ahmad, 2021, Shaaban, 2020; Ogbonna & Harris, 2000). Other research used a mixture of questionnaires and interviews as a records series method (Burawat, 2019; Virakul & Russ-Eft, 2019). Moreover, some used the interview approach only (Tasci & Titrek, 2019; Winkler & Wamu, 2023; Çayak, 2021). Some used the archival survey method (Kwantes & Boglarsky, 2007; Lee, 2017) and some used a combination of archival surveys and interviews (Eccles et al., 2015). Moreover, there were few case studies. Kantabutra & Thepha-Aphiraks (2016) used a case study approach using various data collection methods through non-participant observations, interviews, and existing documentation, Morsing et al. (2009) and Baumgartner (2009) used the case study approach using questionnaires and interviews, and Matinaro and Liu (2017) used the case study approach using interviews, existing research and observations.

To collect the data itself, there were numerous different types of questionnaires that were used. To measure sustainable leadership, many researchers used McCann and Holt's (2010) sustainable leadership 15-item scale questionnaire (see Iqbal et al., 2020b; McCann & Sweet, 2014; Fatoki, 2021; Javed et al., 2020; Iqbal et al., 2020a; Nartgünet al., 2020). Another common scale that previous literature used to measure sustainable leadership is Avery and Bergsteiner's Sustainable Leadership Questionnaire (SLQ) (see Suriyankietkaew & Avery, 2016; Suriyankietkaew & Avery, 2014; Kantabutra & Thepha-Aphiraks's, 2016). In addition to this, the Authentic Leadership Questionnaire was also used in Azanza et al.'s (2013) study.

Moreover, there were other scales that were used to measure sustainable leadership such as the Multifactor Leadership Questionnaire (see Sarros et al., 2002), the Sustainable Leadership Scale by Cayak and Cetin (2018) (see Çayak, 2021), The Perceived Leadership Survey (PLIS) by Craig and Gustafson (1998) (see McCann & Sweet, 2014). However, these were not common scales that were used in previous literature. Hence, among the past literatures, McCann and Holt's (2010) sustainable leadership 15-item scale questionnaire and Avery & Bergsteiner's Sustainable Leadership Questionnaire (SLQ) are the most commonly used scales to measure the construct of sustainable leadership.

To measure the impact of sustainable leadership on the organizational culture, there are many concepts that relate to organizational culture, among them are job satisfaction, sustainable performance, financial performance, employee development and more. Because of these many constructs that can affect an organizational culture, there were a range of inventories instilled in past literature related to how sustainable leadership affects organizational culture. Hence, instead of having more common scales, many researchers used various scales.

The only prevalent scale that was used was Khan and Quaddus's (2015) item survey to measure sustainable performance (see Choi & Yu, 2014; Burawat, 2019). Other studies used the Organizational Culture Inventory (OCI) (see Kwantes & Boglarsky, 2007), Cameron and Quinn (2006)'s organizational culture assessment (see da Silva Barreto et al., 2013) and Azanza et al. (2013) used the Organizational culture FOCUS 93 questionnaire.

With regards to measuring job satisfaction, Dalati et al. (2017) used Warr et al's (1979) job satisfaction scale, Javed et al. (2020) used Kantabutra (2003) and Jing's (2009) employee satisfaction scale, Azanza et al. (2013) measured Molero et al.'s job satisfaction scaleand Moreira et al. (2022) used the S10/12 Job Satisfaction Questionnaire. Moreover, to measure performance, Burawat's (2019) used Griffith et al.'s (2006) financial performance scale, Choi & Yu, (2014) used organizational performance scale by Deshpande et al. (2004) and Cortés-Denia et al. (2023) used the Work Engagement Scale (UWES-9) by Morianoet al.

With regards to employee development and attitudes, Javed et al. (2020) used the employee development and progress orientation scale by Lee (2017) and Shaaban (2020) measured responsible employees through Jackson et al.'s (1993) inventory. Furthermore, with regards to trust and commitment, Dalati et al. (2017) used Cook and Wall's (1980) organizational trust scale and Çayak (2021) used the Organizational Commitment Scale by Meyer (1993).

There were other scales that were used in questionnaires but are of similar concepts to the ones mentioned above, aside from scales adopted from past literature, numerous literatures created a self-made questionnaire to measure constructs in the field of leadership and organizational culture (see Arsawan et al., 2022; Ogbonna & Harris, 2000; Iqbal & Ahmad, 2021; Dalati et al., 2017).

Other studies that use the qualitative approach by obtaining data through interviews usually adopt a semi-structured interview of their own and ask participants relevant questions (Burawat, 2019; Virakul & Russ-Eft, 2019; Tasci & Titrek, 2019; Winkler & Wamu, 2023; Çayak, 2021). There were also some who adopted the observation method, and they too analyzed their data using thematic or content analysis (Matinaro and Liu, 2017; Kantabutra & Thepha-Aphiraks, 2016). Furthermore, most of the qualitative studies' research questions aim to find out how Sustainable Leadership impacts Organizational Culture. For example, Kantabutra & Thepha-Aphiraks (2016) wanted to investigate sustainable leadership consequences at a company called Kasikornbank using interviews.

3.6. Data Analysis Methods of Studies

Most studies used Spearman Rho's correlation analysis to understand the relationship between sustainable leadership and elements of organizational culture or organizational culture as a whole (see Burawat, 2019; Suriyankietkaew & Avery, 2016; McCann & Sweet, 2014; Fatoki, 2021; Suriyankietkaew & Avery, 2014; Baumgartner, 2009; da Silva Barreto et al., 2013; Winkler & Wamu, 2023; Çayak, 2021; Arsawan et al., 2022; Ogbonna & Harris, 2000; Nartgün et al., 2020). Another common data analysis method in past literature is regression analysis (see Suriyankietkaew & Avery, 2016; Fatoki, 2021; Suriyankietkaew & Avery, 2014; Lee, 2017). Moreover, SEM analysis was also prevalently used by Moreira et al (2022), Azanza (2013), Sarros (2002), Çayak (2021), Choiriah & Sudibyo (2020), Shaaban (2020) and Javed et al. (2020). ANOVA was also prevalent as a statistical analysis tool (Iqbal, 2020b; Iqbal, 2020a; Kwantes & Boglarsky, 2007).

Other statistical tools that were used but not prevalent in past literature is Reliability Analysis

and Cronbach Alpha test (Dalati, 2017), partial least squares (PLS) and factor analysis (Silettiet al., 2015), T-test (Cortés-Denia et al., 2023) and Chi squared tests (Ritonga et al., 2019).

Moreover, there are past literatures that used a mixture of tools, among them are Choi & Yu (2014), who used structural equation modeling (SEM), factor test, path analysis and multiple regression analysis and Iqbal & Ahmad (2021) who used partial least squares and Z Square analysis. Lastly, all of the past literature that gathered qualitative data used content analysis or thematic analysis to categorize, break down and dissect data from interviews or observations (Eccles & Serafeim, 2015; Kantabutra & Thepha-Aphiraks, 2016; Tasci & Titrek, 2019; Morsing & Oswald, 2009; Matinaro & Liu, 2017; Yan et al., 2022).

In short, when interpreting quantitative data, the most common statistical tools that were used are correlation, regression analysis, SEM analysis and ANOVA. On the contrary, all qualitative data used thematic or content analysis.

3.7. Sampling and Participant Profile

With regards to data collection, there are three ways past literature on sustainable leadership and its effects collects data. Firstly, most studies collect data from leaders of managerial and sub-managerial positions only (see Burawat, 2019; Iqbal et al., 2020b; Kantabutra & Thepha-Aphiraks, 2016; Suriyankietkaew & Avery, 2016; McCann & Sweet, 2014; Tasci & Titrek, 2019;. Sarros et al., 2002; da Silva Barreto et al., 2013; Arsawan et al., 2022; Matinaro& Liu, 2017; Virakul & Russ-Eft, 2019; Morsing & Oswald, 2009; Winkler & Wamu, 2023; Kantabutra & Thepha-Aphiraks, 2016; Matinaro & Liu, 2017; Tasci & Titrek, 2019). Secondly, past literature collects data from leaders of managerial and sub-managerial positions as well as employees (see Choi & Yu, 2014; Iqbal et al., 2020a; Choiriah & Sudibyo, 2020; Iqbal & Ahmad, 2021; Shaaban, 2020; Ogbonna & Harris, 2000). Thirdly, past literature obtains data from employees only (see Moreira et al., 2022; Fatoki, 2021; Javed et al., 2020; Suriyankietkaew & Avery, 2014; Siletti et al., 2015; Cortés-Denia et al., 2023; Azanza et al., 2013; Ritonga et al., 2019). When data is collected through leaders of managerial and sub-managerial positions, the participant profile consists of individuals who are highly experienced, have abundant knowledge and are highly educated in their field. Moreover, the participant profiles of employees who work office jobs were educated too. For instance, among Moreira et al's (2022) 2099 participant employees, 45.2% have a degree, and 38.8% have a master's degree or higher. However, other participant profiles especially in the manufacturing industry don't seem to have the same education levels as employees who work office jobs (Choiriah & Sudibyo, 2020; Choi & Yu, 2014; Shaaban, 2020; Arsawan et al., 2022).

Moreover, many researchers focused on examining sustainable leadership in small to medium enterprises (Burawat, 2019; Suriyankietkaew & Avery, 2016; Iqbal & Ahmad, 2021; Arsawan et al., 2022; Winkler & Wamu, 2023) and among the 49 articles collected, none of them examined sustainable leadership in big enterprises. In addition to this, some focused on examining sustainable leadership in private sectors (Cortés-Denia et al., 2023; Azanza, 2013).

Furthermore, there are various sectors of businesses, sustainable leadership is examined in the education field (Çayak, 2021; Nartgün et al., 2020; Dalati et al., 2017), the manufacturing field (Choiriah & Sudibyo, 2020; Choi & Yu, 2014; Shaaban, 2020; Arsawan et al., 2022), the governmental sector (Ritonga et al., 2019) and more. Moreover, some studies focused on a lot of different sectors of business. For example, Choi & Yu, (2014) collected 175 respondents from the service sector (24.1%) manufacturing sector (15.2%), the finance and banking sector (11.8%) and the construction sector (11.4%). Due to these different sectors, the participant profile is a wide spectrum, ranging from teachers, factory workers, bankers and more.

Lastly, with regards to sample size, the quantitative studies are relatively big in size. For instance, Iqbal & Ahmad (2021) had a sample of 369, Shaaban (2020) had a sample of 250, Arsawan et al. (2022) had a sample of 259 and Ogbonna & Harris (2000) had a sample of 342. Furthermore, archival surveys have an even bigger sample size, Lee (2017) had 249,227 respondents, Kwantes & Boglarsky (2007) had 3275 respondents and Sarros et al (2002) had 1,918 respondents. However, with regards to data obtained from interviews, sample sizes are much smaller and consisted of a common participant number of 10 interviewees (Virakul & Russ-Eft, 2019; Morsing & Oswald, 2009; Winkler & Wamu, 2023; Tasci & Titrek, 2019).

3.8. Dependent, Independent Variables & Moderating, Mediating Variables

Most of the past empirical articles on sustainable leadership were analyzed using correlation so only a few studies have dependent and independent variables. Six studies used dependent and independent variables. In Dalati et al.'s (2017) study, there were two independent variables namely sustainable leadership and organizational trust among coworkers, and job satisfaction as the dependent variable. Moreover, in Iqbal et al.'s (2020b) study, the dependent variable is sustainable performance, and the independent variable is sustainable leadership. In Suriyankietkaew & Avery's (2016) study, corporate financial performance was the dependent variable and sustainable leadership practices was the independent variable. Moreover, in Suriyankietkaew & Avery's (2014) study, sustainable leadership practices is the independent variable and employee satisfaction is the dependent variable. Lee (2017) used archival surveys to collect data, organizational effectiveness is the dependent variable and he used five independent variables namely cohesive diversity, organizational justice, employee development, progress-orientation, and work-life balance. Lastly, Choiriah & Sudibyo (2020) used sustainable leadership as an independent variable and the success of implementing management accounting information systems as the dependent variable.

There were more mediating variables compared to moderating variables found in empirical studies. According to past literature the following moderating variables affect the general relationship between leadership and the organizational culture. They are psychological empowerment (Iqbal et al., 2020a), lean manufacturing (Burawat, 2019), culture and cultural context (Kwantes & Boglarsky, 2007) and employee perceptions regarding corporate sustainability (Siletti et al., 2015).

Moreover, the mediating variables that were found in past articles are psychological safety (Iqbal et al., 2020a), organizational learning (Iqbal & Ahmad, 2021), vigor at work and work engagement (Cortés-Denia et al., 2023), creative self-efficacy (CSE) (Javed et al., 2020), work effort (Nartgün et al., 2020), job satisfaction (Ritonga et al., 2019), organizational citizenship behavior (Choi & Yu, 2014), perceived employability (both internal and external) (Moreira et al., 2022), type of leadership (Shaaban, 2020), nature and form of organizational culture (Ogbonna & Harris, 2000) authentic leadership (Azanza, 2013) and the type of culture (Azanza et al., 2013; Arsawan et al., 2022).

3.9. Findings and Conclusions of Empirical Studies

Dalati et al's (2017) findings found that sustainable leadership affects trust and job satisfaction, this is similar to Winkler & Wamu (2023), Azanza et al. (2013), Ritonga et al. (2019) and Suriyankietkaew & Avery (2014). Other than organizational trust and job satisfaction, sustainable leadership also affects employee organizational commitment (see Suriyankietkaew & Avery, 2014; Choi & Yu, 2014). In addition to this, Çayak's (2021) findings depict that school principals' sustainable leadership behaviors affect teachers as they are more committed and satisfied with their job, this is similar to Suriyankietkaew & Avery's (2014) findings. In short, a sustainable leader enhances an organizational culture of employee commitment, motivation, and satisfaction.

Moreover, the following studies show that sustainable leadership enhances sustainable performance and organizational effectiveness that results in creating an overall sustainable organizational climate. Burawat (2019) found a positive relationship between sustainable leadership and sustainability performance and organizational effectiveness, these findings were similar to Lee (2017), Morsing & Oswald (2009), Nartgün et al. (2020), Fatoki (2021) and Iqbal & Ahmad's (2021) study. Moreover, Virakul & Russ-Eft (2019) found that sustainable practices (including sustainable leadership) in business organizations lead to competitive advantage, corporate effectiveness, social responsibility and better financial performance, resulting in a sustainable culture in the organization. Additionally, Avery and Bergsteiner (2011) found that sustainable leadership improves organizational resilience, resulting in a sustainable organizational culture. This is the same as Avery (2005), McCann & Sweet (2014), Baumgartner (2009), Shaaban (2020) and Sarros et al.'s (2002) findings. All these studies depict that sustainable leadership results in a sustainable organizational climate.

Eccles & Serafeim (2015) found that sustainable leadership affects organizational financial performance, the organization has better stakeholder engagement and long term oriented financial goals. Additionally, organizations perform much better in the stock market. This is similar to Kantabutra & Thepha-Aphiraks (2016) and Suriyankietkaew & Avery's (2016) findings. Moreover, Virakul & Russ-Eft (2019) found that sustainability in business organizations results in employee hard work, competitive advantage, enhancing corporate social responsibility and results in good financial performance. Moreover, Choiriah & Sudibyo (2020) found that sustainable leadership eases a company's Management Accounting System Implementation (MAIS) by 5%. This system

is crucial for organizational effectiveness. All these findings are related to financial performance and can suggest that sustainable leadership or organizations that instill sustainable practices result in a financially driven organization culture because employees are eager to meet the company's financial goals and vision.

Moreover, previous literature also showed that sustainable leadership induces an organizational culture of learning. Iqbal et al. (2020b) found that sustainable leadership highly affects positive employee organizational learning. Organizational learning in a company then relates to other proceeding successful business goals such as competitive advantage, sustainability etc. These findings are similar to Wolff (2020) and Iqbal & Ahmad's (2021) study where they found that sustainable leadership fosters an organizational learning environment. Additionally, Tasci & Titrek (2019) also inspected sustainable leadership in the education field rather than the corporate field, they found that sustainable leaders, in this case, sustainable top managerial teachers affect lifelong learning in education, teachers at the subordinate level are more likely to dissect information and ask questions, resulting in a culture of learning.

Matinaro & Liu (2017) found that corporate sustainability in organizations leads to innovation and sustainability in an organizational culture. This finding was also found in Arsawanetal's (2022) study, whereby the culture of trust and belonging inside organizations promote employee innovation and creativity and Javed et al.'s (2020) study, who found that sustainable leadership influences workplace creativity. Moreover, Ogbonna & Harris (2000) also found that supportive and participative leaders lead to innovative cultures. Additionally, Da Silva Barreto (2013) found that flexible leaders create an innovative culture. From these findings, sustainable leadership fosters a creative workplace culture filled with innovation and new ideas.

Additionally, past literature found that sustainable leadership fosters a moral and ethical organizational climate, Siletti et al. (2015) found that sustainability practices in business encourages employees to exhibit ethical behavior which leads to an ethical organizational ethical climate. Similarly, Choi & Yu (2014) found that sustainability practices in an organization result in employees to develop organizational citizenship behavior where individuals foster a strong morality and attention to detail of long term-goals.

Lastly, according to previous empirical literature, sustainable leadership instigates a culture of belongingness and psychological safety. Iqbal et al. (2020a) found that sustainable leadership houses a psychological safety environment in the organizational culture, this was similar to Cortés-Denia et al.'s (2023) findings where happiness at work is connected with authenticity with its leaders. Moreover, Kwantes & Boglarsky (2007) found that leadership leads to employee pleasure and happiness. Not only does sustainable leadership make employees happy and safe, but this sensation of belongingness also enables employees to feel that the organization cares and reduces employee turnover (Moreira et al., 2022). Additionally, Dalati (2017) found that sustainable leadership leads to employees gaining a sense of trust towards the organization, this trust results leads to a feeling that employees belong in the community.

In conclusion, empirical studies in the scope of sustainable leadership found multiple effects of sustainable leadership on the organizational culture. Firstly, sustainable leadership enhances an

organizational culture of employee commitment, motivation, and satisfaction (Dalati et al., 2017; Suriyankietkaew et al., 2014; Azanza et al., 2013; Ritonga et al., 2019; Winkler, 2023; Çayak, 2021; Avery et al., 2011; Choi, 2014). Secondly, sustainable leadership enhances sustainable performance, organizational effectiveness that results in creating an overall sustainable organizational climate (Burawat, 2019; Virakul et al., 2019; Lee, 2017; Baumgartner, 2009; Sarros et al., 2002; Iqbal & Ahmad, 2021; Shaaban, 2020; Nartgün, 2020; Avery, 2005; Avery et al., 2011; McCann & Sweet, 2014; Morsing & Oswald, 2009). Thirdly, Sustainable Leadership instigates a financially driven organizational culture (Kantabutra et al., 2016; Suriyankietkaew, 2016; Virakul, 2019; Eccles, 2014; Choiriah et al., 2020). Moreover, Sustainable Leadership induces an organizational culture of learning (Tasci, 2019; Iqbal, 2021; Wolff, 2020; Iqbal et al., 2020b). Also, sustainable leadership fosters a creative workplace culture (Javed et al., 2021; Matinaro, 2017; Da Silva Barreto, 2013; Arsawan et al., 2022; Ogbonna & Harris, 2000) and sustainable leadership fosters a moral and ethical organizational climate (Siletti et al., 2015; Choi & Yu, 2014). Lastly, sustainable leadership instigates a belonging culture through psychological safety (Iqbal, 2020a; Cortés-Denia et al, 2023; Kwantes & Boglarsky, 2007; Moreira et al., 2022). Dalati et al., 2017). From these findings, leaders should be aware of how important sustainable leadership is and how it leads to an effective organizational culture.

4. DISCUSSION

Sustainable leadership (SL) affects the organizational culture in multiple ways. SL enhances an organizational culture of employee commitment, motivation and satisfaction, SL enhances sustainable performance, organizational effectiveness, creating an overall sustainable organizational climate, SL instigates a financially driven organizational culture, SL Induces an organizational culture of learning, SL fosters a creative workplace culture, SL fosters a moral and ethical organizational climate and SL instigates a belonging culture. These conclusions are similar to the literature review work of Liao (2022), where he found in his model that sustainable leadership affects the culture in two levels. At the organizational level, sustainable leadership affects financial performance, organizational effectiveness, sustainable performance, environmental performance, brand and reputation, customer satisfaction, shareholder value and organizational resilience. On the individual level, sustainable leadership affects job satisfaction, organizational commitment, organizational trust, responsible behavior, and pro-environmental behavior. This study's results and findings are more tailored to how sustainable leadership affects organizational culture only. Unlike in Liao's (2022) work it is more on a broader spectrum. Additionally, Liao's (2022) literature review did not highlight comprehensive mediating and moderating variables that can interplay between sustainable leadership and its effects on the organizational culture. Hence, this study is more comprehensive because it highlights mediating and moderating variables that are more tailored to the scope of sustainable leadership and organizational culture rather than a general effect of sustainable leadership.

Also, with regards to the Quinn Model and competing values model, from previous literature,

sustainable leaders create flexible organizations rather than controlling ones (Azanza et al., 2013). Moreover, with regards to the opposing concepts of inward vs. outward focus in Quinn and Rohrbaugh's (1983) model, it was found that according to previous literature, organizations should have an inward focus, in this case, instilling the concept of a sustainable leadership in an organization. When this inward focus is achieved, it will result in positive external consequences such as competitive advantage and market succession (Burawat, 2019; Virakul, 2019; Iqbal, 2021; Lee, 2017; Baumgartner, 2009; Warrik, 2017; Cuhadaret al., 2022; Sarros et al., 2002; Shaaban, 2020; Nartgün, 2020; Zavatin et al., 2023; Avery, 2005; Avery et al., 2011; McCan et al., 2014; Gilley et al., 2011). Hence, referring to this model, the most efficient and best suited organizational culture type is clan culture, this is where individuals and leaders in an organization see themselves as a community that have shared values and aim to attain a common goal. Referring to this paper, the concept of belongingness that is prevalent among clan cultures leads to a sustainable organizational culture (see. Iqbal et al., 2020a; Cortés-Denia et al., 2023; Kwantes & Boglarsky, 2007; Moreira et al., 2022; Dalati, 2017).

Furthermore, it is interesting that sustainable leadership has proven efficient in different types of business fields. Whether it is in the context of education, manufacturing, corporate or any other field, sustainable leadership has its positive impacts on the company and its people. Additionally, in this study, we investigated how sustainable leadership affects organizational culture. However, Barreto et al. (2013) and Azanza et al. (2013) argue that sustainable leadership and organizational culture is a multi-directional relationship, meaning that organizational culture can also affect sustainable leadership qualities and practices. This was also evident in Kwantes & Boglarsky's (2007) study where they found that employee pleasure and happiness influences leadership in an organization.

4.1. Conceptual Model of the Current Research

The conceptual model in Figure 1 stems from dissecting different characteristics of what is identified as a sustainable leader and what identifies as a sustainable organizational culture from existing literature. This model aims to identify antecedents or causing factors of developing a sustainable organization through sustainable leadership. Moreover, it also aims to identify which characteristic in the leadership scope induces a characteristic in the organizational scope. There are six characteristics of sustainable leadership: a focus on long term perspective, exhibiting social and environmental responsibility, high employee engagement, inspiring and pushing human potential, maximizing profits and ethical behavior. Moreover, there are 7 qualities of a sustainable organizational culture, they are identified as: (1) sustainable performance and organizational effectiveness, (2) belongingness, (3) employee commitment, motivation and satisfaction, (4) learning culture, (5) creative employees, (6) financial prosperity and (7) a moral and ethical organizational climate. Each characteristic of sustainable leadership imposes outcomes for concepts in the sustainable organizational culture. Firstly, sustainable leaders that focus on a long-term perspective can lead to sustainable performance and organizational effectiveness,

exhibiting social and environmental responsibility also leads to sustainable performance and organizational effectiveness. Next, high employee engagement leads to belongingness and employee commitment, motivation, and satisfaction. High employee engagement here refers to the closeness in relationships between leaders and employees. The sustainable leadership quality of inspiring and pushing human potential leads to a learning culture and creative employees. The quality of sustainable leaders needing to maximize profits leads to financial prosperity in an organization and lastly, the quality of exhibiting ethical behavior leads to an overall ethical and moral organizational climate. Furthermore, the mediating variables in the relationship between the two are pushing human potentials to result in a learning culture and creative employees, another mediating variable is identified as self-efficacy, which is an individual's personal belief or confidence to execute the intended job. Another one is the essential element of psychological safety as a mediator between high employee engagement and belongingness as well employee commitment, motivation, and satisfaction.
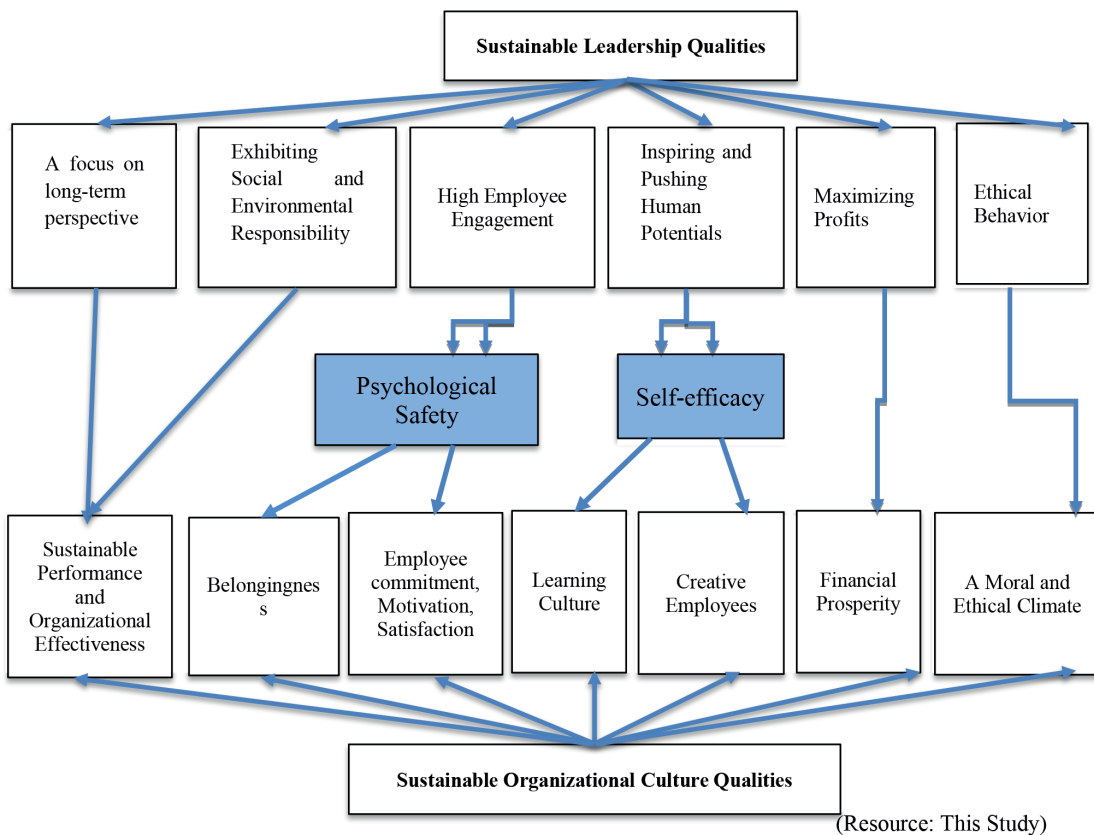

(Resource: This Study)

Figure 1. Conceptual Model of the Current Research

4.2. Theoretical Contributions

This study has numerous theoretical contributions. The characteristics of sustainable leadership from this framework is similar to sustainable leadership qualities proposed by other theoretical frameworks, in particular, Avery and Bergsteiner (2013) 23 sustainable leadership honeybee

practices. For instance, the sustainable leadership quality of inspiring and pushing human potential in this research conceptual model is like Avery and Bergsteiner's (2013) sustainable practice called "teams being empowered, strong, shared and safe culture" that belongs to higher level practices of sustainable leadership. Hence, this model is comprehensively integrated with past models and provides key components of sustainable leadership and sustainable organization practices.

Moreover, it also highlights the possibly mediating variables that interplay between the qualities. In this research's conceptual model, two mediating variables are identified, one is psychological safety, which mediates the relationship between high employee engagement and employee belongingness and employee commitment, motivation, and satisfaction. What's more, self-efficacy is a mediator between inspiring and pushing human potentials to induce a learning culture and create creative employees. Again, identifying the mediating variables is essential to make causations between variables.

4.3. Practical Contributions

This research provides significant practical contributions. It highlights the importance for all leaders in the corporate world to instill sustainable leadership because it has many positive implications on the organizational culture. This model can give guidance on suitable leadership development programs that can be executed in business. The specific behaviors and consequences give a practical insight on how leadership training programs can be planned to have effective outcomes. Moreover, leaders of companies can utilize this model as a guideline to instill the relevant characteristics in their workplace.

4.4. Limitations of the Research

Sustainable leadership is similar to authentic leadership, effective leadership, transformational leadership or good leaders in general. This is a limitation because some articles that are used in this paper do not explicitly clarify sustainable leadership. In some articles, they use synonyms that are linked with sustainable leadership descriptions but do not state the concept explicitly. Hence, it does not indicate the unique impacts and effectiveness of sustainable leadership. Moreover, because some of the articles in past literature do not explicitly mention sustainable leadership, there is room for the researcher to exhibit subjective bias to formulate conclusions that may not be true to the article.

Additionally, measurements and metrics for Sustainable Leadership is another limitation. Because of the limited scales that can be used to measure sustainable leadership researchers use other scales such Multifactor Leadership Questionnaire (MLQ) (see Sarros et al., 2002) that may not be inclusive in the sustainable leadership scope. It is vital to have standardization in scales of similar studies and it is far better to compare findings using a baseline. From this research paper,

it is better to use McCann and Holt's (2010) sustainable leadership 15-item scale questionnaire and Avery and Bergsteiner's Sustainable Leadership Questionnaire (SLQ) because it follows the relevant subject scope which is sustainable leadership, rather than following the general leadership scales.

Lastly, the methodological aspect has its weaknesses. Sustainable leadership is a new and emerging concept in leadership and limited literature exists. Hence, because of the small number of articles, there is a small pool of articles to choose from. These studies may not be of good quality and have limitations and biases themselves, but researchers have no choice but to incorporate them in their literature review due to limited options. In short, having a big pool of articles to choose from is much more efficient because characteristics such as credibility, quality and validity can be taken into consideration before using articles in literature reviews. Another methodological limitation this research paper experiences is the limited access to full articles. There were many articles that were cited by other researchers which stated prominent and strong findings related to sustainable leadership and organizational culture, but this research paper was not able to utilize these articles due to restricted access. Hence, because these strong findings were not incorporated in this article, it brings down the inclusivity and quality of this literature review research paper.

4.5. Future Research Recommendations

Future researchers should incorporate other methodological approaches aside from the common correlation approach. There is no literature in this field that has conducted longitudinal studies on the impacts of sustainable leadership. Hence, it would have great practical and theoretical contributions to monitor the long-term impacts of sustainable leadership on the organization. This is a great research approach because this can help future researchers to understand a company's sustainability journey and what aspects of the organization are affected.

Moreover, future research should also conduct cross-cultural analysis studies in the sustainable leadership scope, such as how sustainable leadership practices vary across different cultures and what factors interplay, or various business sectors and find out how results can vary. In summary, studies conducted on sustainable leadership and organizational culture have not explored uncharted domains related to the scope, past research only focused on a simple correlational study that lacks causation as well as having limited contributions. Hence, alternative methods as well as alternative variables should be examined.

CONCLUSION

In conclusion, the characteristics of studies on sustainable leadership and organizational culture are empirical and theoretical based, it mostly focuses on empirical studies using correlation as a data analysis tool. The methodological features of studies on Sustainable Leadership and Organizational Culture mostly include empirical questionnaires and a few interviews, literature

reviews, observations, and conceptual models.

Most studies find a powerful positive relationship between sustainable leadership and organizational culture, and mediating and moderating variables involved (Burawat, 2019; Suriyankietkaew & Avery, 2016; McCann & Sweet, 2014; Fatoki, 2021; Suriyankietkaew & Avery, 2014; Moreira et al., 2022; Baumgartner, 2009; da Silva Barreto et al., 2013; Çayak, 2021; Shaaban, 2020; Arsawan et al., 2022; Ogbonna et al., 2000; Nartgünet al., 2020). Moreover, from the articles analyzed it was found that sustainable leadership (SL) affects organizational culture in multiple ways. SL enhances an organizational culture of employee commitment, motivation and satisfaction SL enhances sustainable performance, organizational effectiveness, creating an overall sustainable organizational climate, SL instigates a Financially driven organizational culture, SL Induces an organizational culture of learning, SL Fosters a creative workplace culture, SL fosters a moral and ethical organizational climate and SL instigates a belonging culture through psychological safety.

In addition to this, from the articles we found different moderating and mediating variables, the moderating variables are identified as employee perceptions regarding corporate sustainability (Siletti et al., 2015), psychological empowerment (Iqbal et al., 2020a), culture and cultural context (Kwantes & Boglarsky, 2007) and lean manufacturing (Burawat, 2019). The moderating variables in this study are identified as psychological safety (Iqbal et al., 2020a), organizational learning (Iqbal & Ahmad, 2021), vigor at work and work engagement (Cortés-Denia et al., 2023), flexibility-oriented culture (Azanza et al., 2013), personality of leader Sarros et al. (2002), creative self-efficacy (CSE) (Javed et al., 2020), work effort and job satisfaction (Nartgün et al., 2020), job satisfaction (Ritonga et al., 2019) perceived employability (internal and external) (Moreira et al., 2022) and organizational citizenship behavior (Choi & Yu, 2014)

With regards to this paper's own conceptual model, the model aims to outline the foundational principles of sustainable leadership and sustainable organizational cultures, and how they are connected. Aside from this the model also suggests possible mediating factors that could strengthen the qualities of sustainable leadership and sustainable organizational cultures. Hence, this study has great practical contributions because it can be a fundamental framework of knowledge to implement in leadership programs in the corporate world. Additionally, it also gives an overview to leaders in general of the importance of instilling qualities of sustainable leadership because of the positive outcomes in a company's organizational culture. Moreover, the model's theoretical contribution is that it confirms and builds on previous theories related to sustainable leadership and its effects and can be utilized for future researchers as a baseline to examine these concepts in more depth or in different spectrums such as culture, business size and business sectors.

In short, sustainable leadership is crucial because it has positive implications on the organizational culture. However, more research should be done to explore different aspects in relation to the scope of sustainable leadership.

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