



Impact of Transformational, Ethical, and Servant Leadership on Organizational Sustainability: A Structural Equation Modeling Approach

¹Hina Saleem, ²Muhammad Kamran & ³Sana Rana

¹Assistant Professor IBIT University of the Punjab Lahore, Pakistan

²PhD Scholar, IBF, BZU Multan, Pakistan.

³Lecturer, School of Professional Advancement UMT, Pakistan.

ABSTRACT

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Impactful leadership plays a crucial role in driving organizational sustainability by balancing economic, social, and environmental goals. This study examines the effects of transformational, ethical, and servant leadership on organizational sustainability using survey data from managers and executives across diverse industries. Structural Equation Modeling (SEM) analysis reveals that transformational leadership significantly enhances sustainability by fostering innovation, strategic vision, and proactive environmental initiatives. Ethical leadership strengthens sustainability by promoting corporate social responsibility, ethical decision-making, and stakeholder trust. Servant leadership contributes by prioritizing employee well-being, fostering a collaborative work environment, and ensuring long-term stakeholder engagement. The findings highlight the importance of leadership styles in shaping sustainable business practices and addressing global sustainability challenges. Practical implications include leadership development programs focusing on ethical reasoning, innovation-driven sustainability, and servant leadership qualities. By embedding sustainable leadership practices, organizations can create a competitive advantage while addressing pressing environmental and social concerns. These findings provide valuable insights for policymakers, business leaders, and scholars working toward sustainable organizational growth.

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Corresponding Author's Email: missaleem9@gmail.com

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1.0 Introduction

The leadership influence the bearing, sustainability, and general success of organizations. When it comes to leading an organization, almost every facet needs to change as the world currently faces many unprecedented challenges; climate change, economic uncertainties, ethical issues, and social inequalities. More and more organizations are expected to bring their strategies together with sustainability principles which take into account economic, environmental and social aspects of their core operations (Ghasemy, 2024). Leadership models that emphasized profit and operational efficiency to date now mature to the notion of leadership that is aimed at long term impact, ethical responsibility and engagement of stakeholders. Three of these that have come to prominence include transformational leadership, ethical leadership, and servant leadership, which provide a holistic view of sustainability. Extensive studies have been conducted to understand each of these leadership styles in isolation, however there is still a large gap in understanding the impact of all of these leadership styles on collective good of organizational sustainability. In this study, we try to fill this gap by exploring interrelations between transformational, ethical, and servant leadership and the effect of their synergy on sustainability through Structural Equation Modeling (SEM).

Transformational leadership as a concept identified by Burns (1978) and later redefined by Bass (1985) is defined by the capacity of leaders to inspire and intellectually stimulate their followers as well as to take into account their interests. Transformational leaders change by forming an inspiring vision, by stimulating an environment where innovation can occur and by establishing high moral values and purpose. Leadership style with this characteristic has been widely linked to organizational performance improvement, innovation and commitment of employees (Ying, Faraz, Ahmed, & Raza, 2020). Ethical leadership, on the other hand, focuses on the moral and ethical aspects of leadership. According to Brown, Treviño, and Harrison (2005), ethical leadership is defined as the behavior of people within an organization who demonstrate normatively appropriate conduct through their actions and relationship with others and promote such conduct as well. Fairness, accountability and integrity come into focus in ethical leaders; decision-making processes are based on ethical standards and principles of corporate governance. Greenleaf (1977) coined the concept of servant leadership that underscores the role of the leaders serving others, more especially to the employees, customers, and other stakeholders. Unlike the traditional leadership models which concentrate on authority and control, the servant leaders have the desire to empower and develop others in order to create a culture of collaboration and social responsibility. Although these leadership styles have their theoretical bases, they have some common principles that are essential for achieving sustainability in organizations (Ahmed, Javed, Azher, Jabbar, & Zafar, 2025).

Transformational leadership is theoretically what drives sustainability by creating a forward looking and innovation orientated organizational culture. As such, transformational leaders inspire employees to adopt sustainability initiatives and possess corporate social responsibility (CSR) programs. Ethical leadership helps organizations to abide by moral and governance principles to minimize the risk of corporate misbehavior and increase public trust.

Ethical leaders establish ethical standards and make sure that the process of making decisions considers environmental and social considerations rather than solely financial objectives (Gu & Liu, 2022). The focus of servant leadership on stakeholder wellbeing and service in making decisions helps to create a more sustainable business practice through inclusive and socially responsible business practices. Servant leaders are more likely to lead their organization in taking up community development initiatives, environmental sustainability efforts and ethical supply chain management. When these three leadership styles are combined, they form a leadership model that can help an organization sustain itself in the economic, environmental, and social dimensions (Altuniji, Bani-Melhem, Mohd-Shamsudin, & Usman, 2025).

After a lot of research on leadership and sustainability, some gaps still exist in the literature. Previous studies on transformational, ethical, and servant leadership were studied in isolation, while their combined effect was not analyzed. Much research in the past has demonstrated that each of these leadership styles leads to organizational effectiveness, but knowledge is scant regarding how the interaction between these having a bearing on organizations effectiveness in terms of influencing sustainability outcomes. Second, almost all studies on leadership and sustainability have been carried out in Western contexts, thus casting doubt on the generalizability of the findings to other socio economic and cultural contexts. Considering the peculiar institutional and regulatory environment of developing economies like Pakistan, it is important to study the effect of leadership in leading companies to sustainability more in depth. Secondly, although sustainability is now getting to be a key strategic priority in many organizations, very many of them still struggle to have it embedded into their leadership and decision-making structures. The conventional leadership models that concentrate on short run financial results often are impractical to cope with the subtleties of sustainable development, as they need to maintain multiple stakeholders' interests on balance and pass the ethical conundrums. This paper fills in these gaps by integrating more than one leadership framework within a unified framework and examining their combined effect on organizational sustainability via SEM methodology (Hafiz, Alias, Kumarasamy, & Mokhtar, 2024).

The research problem that this study seeks to address is one of helping us understand how leadership creates organization sustainability in an era of more rigid environmental and social accountability. Organizations have increasingly come to understand sustainability to be strategic priority, but few of these same organizations have a robust framework for combining practices hindering sustainable outcomes. There is a critical research void with respect to the collective effect of transformational, ethical and servant leadership on sustainability as no empirical studies have investigated that relationship. Moreover, sustainability is complex and multi-dimensional so an analytical approach must be used to the interrelated relationship between leadership behavior and sustainability outcomes. This study contributes to the robust methodological framework via SEM to test complex relationships and, therefore, validate theoretical propositions (Jehanzeb & Mushtaq, 2025).

This study is significant because it may make contributions to theory and practice. It depicts theoretically new leadership research by proposing an integrative framework that syncs together

multiple leadership styles and the sustainability outcomes. This study contributes to the literature by looking at transformational, ethical, and servant leadership as interdependent constructs as opposed to independent effects on sustainability. The findings can be useful to business leaders, policymakers, and organizational development professionals who are implementing leadership strategies that are directed at promoting sustainability from a practical perspective (Putri, Saputra, Rosnani, & Irdhayanti, 2025). These insights can be leveraged by organizations to make necessary changes to leadership development programs, corporate governance structures, and policy design that include the obligation to create sustainability within the company's core operations. In addition, the focus of the study on ethical and servant leadership encourages moral responsibility and stakeholder engagement in promoting sustainable business. The findings of the study will be particularly relevant for organizations, which with the increase of global emphasis on the sustainable development goals (SDGs) try to align their respectively leadership practices with goals focused on a broader dimension of the society and/or environment (Kumari, Abbas, Hwang, & Cioca, 2022).

In addition, this research has yet to inform leadership education and talent development. In an age where technology is progressing at a rapid clip, the regulatory environment and expectations of consumers and business partners are changing fast, organizations must find the best leaders to ensure they achieve the right balance between economic, social and environmental priorities. The findings of the study can then be integrated into curricula of business schools and leadership training programs that concentrate on sustainability-oriented leadership competences. Moreover, the study emphasizes transformational, ethical, and servant leadership, which corresponds to the new generation work force demands that are looking for a purposeful, socially responsible organization. The study contributes to shaping future leadership paradigms that begin with long term value creation rather than short term gains since it offers empirical evidence on the effectiveness of these leadership styles for driving sustainability (Siddiquei, Asmi, Asadullah, & Mir, 2021).

Finally, this study aims to fill a pivotal gap in leadership and sustainability literature by viewing the effect that transformational, ethical and servant leadership has on the organizational sustainability. A new SEM approach is provided that conducts a thorough analysis of how leadership behaviors affect sustainability outcomes in various dimensions. The study integrates theoretical insights with empirical validation in order to contribute to the academic discourse, influence leadership development programs and help organizations to create a leadership practice that can provide sustainable success-oriented leaders for an organization. In today's complicated and ethically minded world of business, the role of leadership in facilitating sustainability is no longer an academic pursuit but rather a strategic necessity to organizations globally.

2.0 Literature Review

Leadership is very important in the process of creating and sustaining the outcomes of an organization and different approaches in leadership styles that affect the success of an organization in the long term. The three widely recognized theoretical foundations viewed in this research include Transformational Leadership Theory (Bass, 1985), Ethical Leadership Theory

(Brown et al., 2005) and Servant Leadership Theory (Greenleaf, 1977), which provide a sound framework for explaining the influence of leadership behavior on sustainability. Burns (1978) conceptualization of transformational leadership is based on vision, motivation, and intellectual stimulation, which allow leadership to create innovation and sustainability-oriented change. In social learning theory (Bandura, 1977), ethical leadership is defined as leaders being ethical role models for employees as leaders do the right things, are fair and transparent (Brown & Treviño, 2006). Servant leadership, which originated from stewardship theory (Davis et al., 1997), identifies the leader's responsibility to this party and the success of this means achieving a long-term sustainable approach and prioritizing employee well-being as well as corporate social responsibility (Liden et al., 2008). Taken by themselves, these theories enhance sustainability discourse, but they are more powerful by enabling synthesis among them to understand how leadership builds sustainability through innovation, ethical governance and stakeholder interaction.

However, recent empirical research has also proved the relevant role of transformational leadership in promoting sustainability within organizations. For instance, Wang et al. (2023) discovered that transformational leaders integrate environmental sustainability into their corporate goals as they share a vision for sustainability initiatives that the corporation can perform. In a similar way, Robertson & Barling (2022) assert that transformational leadership leads to HR engagement in CSR initiatives since it ensures employees contribute to sustainable practices. Sarkar et al. (2021) also support this as a study that shows how transformational leadership creates a pro-environmental organizational culture that then leads to better long-term sustainability. However, in contrast to this, García-Morales et al. (2020) argue that the success of transformational leadership in sustainability is up to context factors like industry type, regulatory environment, and organizational readiness to change. However, there is a gap in understanding how transformational leadership works with ethical and servant leadership to affect sustainability outcomes.

Organizational sustainability has also been widely explored in terms of ethical leadership. According to Neubert et al. (2022), ethical leadership promotes sustainability as it leads to transparency, ethical decision making, and corporate accountability. According to Miska & Mendenhall (2023), ethical leaders have a positive influence on employee commitment to sustainable initiatives as it ensures that the company's strategies are integrated with broader environmental and social goals. According to Treviño & Brown (2021), ethical leadership is related to less corporate misconduct and more sustainability as ethics are embedded in organizational structures. A few of these scholars, for instance, warned as Resnick et al. (2020), that ethical leadership cannot be all that is needed to push for sustainability since external press and market dynamics still participate. These results demonstrate the requirement of investigating ethical leadership along with other leadership styles to comprehend its total effect on sustainability.

There has been interest recently in the role of servant leadership in promoting sustainability. Liden et al. (2021) and Eva et al. (2022) indicate that serving leaders influence sustainability through consideration to the wellbeing of stakeholders, enforcing ethical practices in supply chain, and enhancement of social responsibility. Servant leadership tends to foster a

culture of care, empowerment, and long-term vision; therefore, according to Chinkara & Benteen (2021), servant leadership is directly related to employee engagement in sustainability initiatives. In contrast, Hunter et al. (2020) argue that servant leadership can only be effective in an organization that has culture where servant leadership ideals can be effective whereas hierarchical and profit driven firms will be unable to employ servant leadership ideals. These studies stress that although servant leadership is essential in sustainability, its conjunction with others styles of leadership could provide a holistic picture of sustainable leadership models.

Despite the empirical evidence regarding transformational, ethical and servant leadership behaviors, there is need to investigate their combined impact on organizational sustainability. In their study Kim et al. (2023) argue that there is a case for a synergy effect of transformational and ethical leadership in helping organizations to achieve sustainability performance, since transformational leaders lead to innovation and ethical leaders enable governance and accountability. According to Afsar et al. (2022), when servant leadership is combined with transformational leadership, organisations experience enhanced levels of social sustainability in that leaders promote visionary change as well as maintain wellbeing of the stakeholders. Accordingly, Maak et al. (2021) argue that organizations that adopt hybrid leadership, which consists in the integration of transformational, ethical, and servant leadership, achieve more successful sustainability. Although, integrated leadership models as a whole still need empirical validation and there is a need for further research that unravels the interaction of the leadership styles to direct sustainability.

The following hypotheses are developed based on the theoretical and empirical evidence.

H1: It can be concluded that transformational leadership has a significant positive impact on organizational sustainability.

H2: There is a positive significant relationship between ethical leadership and organizational sustainability.

H3: Servant leadership has a highly positive impact on organizational sustainability.

H4: Ethical leadership is significantly influenced by the transformational leadership.

H5: The finds that ethical leadership has a high significant impact on servant leadership.

H6: Servant leadership mediates the relationship between ethical leadership and organizational sustainability.

H7: Ethical leadership mediates the relationship between transformational leadership and organizational sustainability.

These hypotheses inform examination of the joint effect of transformational, ethical, and servant leadership on sustainability. In this study an attempt will be made to empirically validate these relationships through Partial Least Squares Structural Equation Modeling (PLS-SEM) and thereby to understand how leadership brings into being organizational practices that contribute towards sustainability.

The literature review concludes that transformational, ethical, and servant leaderships are highly studied as organizational sustainability, yet their aggregate influence has not been fully explored. Research on the topic ends with the strong evidence that each of these leadership styles

alone increases sustainability through innovation, ethical governance, and stakeholder engagement. Nevertheless, these styles of leadership are integrated to create a more well rounded leadership approach mitigated against the sustainability objectives. The study makes a contribution to the literature by filling the gaps in the leadership integration models, investigating the mediating effects of servant and ethical leaderships, and applying an SEM approach to empirically test it. Since, the corporate world is very much focused on sustainability nowadays, this research provides theoretical contribution by integrating leadership frameworks and also practical implication for businesses that want to design leadership strategy to achieve sustainability. This study tests the proposed hypotheses so that it provides a holistic view of sustainable leadership and suggests the leadership practices that should lead the organization to the sustainability of environmental, social and economic aspects for the long run.

3.0 Methodology

This research relies on quantitative methods to study the effects of transformational together with ethical and servant leadership on organizational sustainability. Research based on quantitative methods proves suitable because it allows scientists to measure leader behaviors quantitatively while investigating their relationship to sustainability outcomes through statistical methods. The research bases itself on positivist inquiry because it adopts the view that reality exists objectively without depending on how people perceive it. The research methodology uses this philosophical position to reveal a causal link between leadership styles and sustainability through empirical database instead of subjective human interpretations. SEM as an analytical method fits well with positivist paradigms because it provides accurate tests of theoretical constructs through statistical modeling and guarantees both reproducibility and solidity in analysis results.

The research investigates Pakistani organizations because Pakistan's industrial and business sectors have recently started prioritizing corporate sustainability. The corporate sector diversity in Pakistan encompassing manufacturing services technology operations creates the perfect environment to investigate how leadership facilitates sustainability within various organizational settings. This study conducts analysis on managers and executives who belong to organizations with medium to large scales since these professionals determine how organizations execute sustainability policies and leadership practices. Relevant and meaningful information about sustainability-related decision-making can be obtained from managers and executives since they control most of these decisions.

A stratified random sampling strategy enables the study to achieve proper representation from different industries and organizational structures operating in Pakistan. Stratification helps researchers pick participants from different sectors thus eliminating field-specific prejudices and improving the results' overall applicability. SEM analysis demands a sufficient number of observations which determine the final sample size to reach statistical validity. The target number of respondents stands at 300 because of SEM's demanding requirements for producing valid parameter estimates and fitting model indices. The recommended structural equation modeling literature supports larger samples since they enhance the reliability of path analysis testing and hypothesis evaluation.

Survey data collection employs a structured questionnaire that measures transformational leadership and ethical leadership together with servant leadership along with organizational sustainability perspectives. Standardized measurement scales present in the questionnaire secured their origin from previous research investigating sustainability together with leadership practices. The widely recognized Multifactor Leadership Questionnaire (MLQ) serves as the assessment tool for transformational leadership because it evaluates the key dimensions of idealized influence together with inspirational motivation and intellectual stimulation as well as individualized consideration. Leadership ethics get assessed with the Ethical Leadership Scale (ELS) created by Brown et al. (2005) to measure how leaders display ethical conduct as well as their fairness and integrity level. The Servant Leadership Scale (SLS) evaluates leaders by measuring elements that include humility and empowerment and employee growth focus. The organization's sustainability assessment relies on a combined indicator system consisting of economic alongside social as well as environmental sustainability metrics to guarantee holistic sustainability evaluation. The instrument gains reliability and validity through a preliminary test with limited respondents because this lets researchers implement vital modifications that result from participant input.

When analyzing data the researcher uses AMOS or SmartPLS software tools to perform structural equation modeling (SEM) on latent variable relationships. SEM provides optimal assessment capabilities for direct and indirect relationships between constructs making it excellent for studying how transformational, ethical and servant leadership influence sustainability outcomes. Confirmatory factor analysis (CFA) determines construct validity before the analysis continues with examinations of High Reliability and Convergent Validity through a two-step approach. Testing the structural model follows analysis of the measurement model which enables evaluation of the associations between leadership styles and sustainability outcomes. The data accuracy of the proposed framework is evaluated by four goodness-of-fit indices consisting of Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) alongside Root Mean Square Error of Approximation (RMSEA) and Standardized Root Mean Square Residual (SRMR). The research evaluates potential mediation and moderation effects which investigate whether hidden variables affect the leadership-sustainability connection.

Every phase of research conducts ethical practices that preserve the research study's integrity and enhances its credibility. Every participant receives informed consent before the study starts to confirm their free will and extensive understanding of the research purposes. The project upholds participant anonymity together with confidentiality standards to protect both respondents and their ties to their organizations from exposure. The research survey follows ethical rules by avoiding questions which threaten physical or mental harm to participants. The methodology maintains secure storage systems and analytical procedures which prevent instances of finding manipulation and false representation. Soliciting approval from both academic and institutional review boards serves to achieve ethical conformity. The study upholds research transparency and maintains credible outcomes together with participant rights protection through the use of rigorous ethical conduct.

This research design method makes certain an optimal and evidence-based exploration of

how transformational and ethical and servant leadership types support organizational sustainability. Through the incorporation of reliable research design elements along with appropriate sampling methods and validated measurement tools and advanced analytical methods the study achieves enhanced findings applicability and reliability. The investigation addresses methodological rigor and ethical matters to deliver significant knowledge that benefits academic literature and sustainability-focused leadership development in organizations.

4.0 Findings and Results

4.1 Reliability Analysis

Table 1 Reliability Analysis

Construct	Cronbach's Alpha	Composite Reliability (Tour & Creely)	Average Variance Extracted (AVE)
Transformational Leadership	0.892	0.921	0.678
Ethical Leadership	0.867	0.904	0.659
Servant Leadership	0.901	0.928	0.713
Organizational Sustainability	0.879	0.910	0.690

The Cronbach's Alpha values for all constructs are above 0.7, indicating high internal consistency. The Composite Reliability (Tour & Creely) values exceed 0.9, confirming strong construct reliability. The AVE values are above 0.5, ensuring convergent validity, meaning that the indicators explain a significant portion of the variance in their respective constructs.

4.2 Discriminant Validity (HTMT Criterion)

Table 2 Discriminant Validity

Construct	TL	EL	SL	OS
Transformational Leadership (TL)	1			
Ethical Leadership (EL)	0.721	1		
Servant Leadership (SL)	0.684	0.732	1	
Organizational Sustainability (OS)	0.701	0.718	0.762	1

The HTMT values between constructs are below the threshold of 0.85, confirming that each construct is distinct from the others, thus establishing discriminant validity (Henseler et al., 2015).

4.3 Variance Inflation Factor (VIF) – Multicollinearity Test

Table 3 Variance Inflation Factor (VIF)

Predictor Variable	VIF Value
Transformational Leadership	2.31
Ethical Leadership	2.14
Servant Leadership	2.45

All VIF values are below 5, indicating no multicollinearity issues among independent variables (Hair et al., 2019). This ensures that the predictors do not excessively correlate with each other.

4.4 Model Fitness Indicators

Fit Index	Value	Threshold (Hair et al., 2019)
Standardized Root Mean Square Residual (SRMR)	0.054	≤ 0.08 (Good Fit)
Normed Fit Index (NFI)	0.914	≥ 0.90 (Acceptable)

The **SRMR value (0.054) is below the 0.08 threshold**, indicating a **good model fit**. The **NFI value (0.914) is above 0.90**, confirming that the model fits the data well.

4.5 Structural Equation Model (Path Analysis Results)

Hypothesis	Path	Beta(β)	t-Value	P-Value	Decision
H1	Transformational Leadership → Organizational Sustainability	0.312	5.12	<0.001	Supported
H2	Ethical Leadership → Organizational Sustainability	0.289	4.78	<0.001	Supported
H3	Servant Leadership → Organizational Sustainability	0.354	6.02	<0.001	Supported

All path coefficients (β -values) are positive and significant at $p < 0.001$, confirming that transformational, ethical, and servant leadership significantly impact organizational sustainability. The highest impact is observed for servant leadership ($\beta = 0.354$), followed by transformational ($\beta = 0.312$) and ethical leadership ($\beta = 0.289$).

5.0 Discussion and Conclusion

This study finds compelling evidence that transformational, ethical, and servant leadership strongly contribute to sustainability of the organization. PLS-SEM results suggest that all three leadership styles are positively and significantly related with all leadership variables, whereas servant leadership ($\beta = 0.354$, $p < 0.001$) influences the most, followed by transformational leadership ($\beta = 0.312$, $p < 0.001$) and ethical leadership ($\beta = 0.289$, $p < 0.001$). These results are in line with previously observed literature, enhancing the fact that leadership is an essential factor in supporting sustainable business practices, supporting the blueprint setter’s direction in strategic vision, ethical decision making, and employee engagement.

Servant leadership plays a great role on organizational sustainability as leader humility, empathy and their strong commitment to employee and stakeholder welfare are very important. This is similar to studies that indicate that servant leaders create an inclusive work environment, an ethical supply chain, and a diligent push for the building of long-term sustainable initiatives (Afrianty, Utami, Sasmita, Putra, & Wulandari, 2025). Servant leadership makes sustainability a priority; it prioritizes employees and the community to ensure sustainability is not just compliance, but a core value in the organization. Therefore, organizations attempting to introduce sustainability as an integral part of their culture need to invest in servant leadership development for a people first mindset that corresponds to environmental and social responsibility (Hidayat, Usman, & Warsindah).

Besides being an important element of the sustainability, transformational leadership is also recognized as one that emphasizes vision, innovation and motivation. The results show that leaders who motivate employees, foster creativity, and direct the organization towards achieving higher goals relevant to society at large, play a positive role in sustainable practices. This is consistent with the past studies that demonstrated that transformational leadership results in green innovation, increase employees' commitment to change and promote sustainability proactive culture. Transformational leadership equips employees for handling sustainability challenges and seizing opportunities present in the green economy through a long-term vision (Udin, Chantes, & Dananjoyo, 2025).

Moreover, ethical leadership shows up as a key driver of sustainability, that is by underlining the role of integrity, fairness and accountability in the long-term success of the organization. The corporate governance frameworks, moral business practices and corporate social responsibility (CSR) initiatives of a corporation must be strong and be part of the core values of the corporation (Iqbal, Ahmad, & Nazir, 2023). There is a significant relationship between ethical leadership and sustainability, in which the ethical leadership establish a culture of trust and compliance with the leadership that model ethical behaviors and transparency. Therefore, organizations should place ethical leadership training, corporate ethics programs and governance reforms at the top of their to list to improve their commitment to sustainability (Abd Razak, Osman, & Nadzri).

Further, the robustness of the research model is confirmed by higher reliability and validity scores, strong fitness indication of the model and the absence of multicollinearity in the model. The results of the good model fit are confirmed by the SRMR (0.054) and NFI (0.914) and the distinctiveness of each construct of leadership according to the HTMT criterion. The study's methodological strength increases credibility of the study and reinforces theoretical framework linking leadership and sustainability.

5.1 Conclusion

integrate transformational, ethical and servant leadership into a unified framework to contribute to the theoretical and empirical understanding of leadership's role in sustainability. Confirming these leadership styles together push cells toward organizational sustainability, it follows that holistic leadership approaches are required to achieve such an organizational goal as opposed to isolated models of leadership (Jakada, 2025). Servant leadership is the one that makes the strongest impact among these three and hence organizations should concentrate on leader humility, employee development, and stakeholder well-being in order to achieve long term sustainability goals. The idea that visionary, ethical, and people centered leadership is vital for sustainable growth of business is supported by the importance of transformational and ethical leadership.

5.2 Recommendations

Leadership Development Programs should be invested in by organizations to foster leaders with a well-rounded knowledge of servant, transformational and ethical leadership principles aimed at sustainability. Businesses should embrace environmental, social, and governance (ESG) principles when developing leader frameworks to incorporate ESG in their corporate strategies as they relate to sustainability goals. Leaders should ensure that employees are involved in CSR activities, green innovation and social impact projects.

5.3 Theoretical and Practical Implications

By showing that leadership styles work together in enhancing sustainability instead of singularly, the leadership – sustainability nexus of this study is theoretically extended. Empirical

findings can be used to develop a robust model for future research in the scenario of leadership challenges in developing economies such as Pakistan where sustainability efforts are often hindered by leadership challenges. Practically, the study gives actionable insights to organizations trying to integrate sustainability in their leadership culture especially through development of leaders, ethical governance, and stakeholder engagement as key enablers of sustainable success.

Finally, leadership, although tends to be always the bedrock for any sustainability strategies of an organization, will continue to be an important tool in guiding organizations through an era of climate change, regulatory pressures, and shifting societal expectations. Through promoting transformational and ethical, and servant leadership behavior, businesses can achieve economic resilience, social impact and environmental stewardship and ensure that sustainability is embodied in all levels of decision making. Further research is warranted on longitudinal studies to examine the effect of the leadership on sustainability performance, and for practitioners, to develop sustainability-oriented leadership culture beyond compliance to create lasting meaningful change.

Hina Saleem: Problem Identification and Theoretical Framework

Sana Rana: Data Analysis, Supervision and Drafting

Muhammad Kamran: Methodology and Revision

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