

MODERN SPECIFIC LEADERSHIP STYLES FOR SUSTAINABLE DEVELOPMENT

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Purpose: The presented research aims to update theoretical knowledge in the field of studying sustainable development to systematize information on the styles of interaction of a leader with followers to improve the life of every member of society. The search for modern leadership styles for the effective implementation of sustainable development is a necessary part of the development of society in three main directions - economic, social, and environmental.

Design/methodology/approach: The authors used theoretical general scientific research methods in the article - literature review, content analysis, historical method, comparative analysis, and synthesis.

Findings: The article examines the strategic content of the concept of sustainable development to improve the living conditions of every member of society. By analyzing two concepts of sustainable development, "sustainability" and "development," the authors emphasize the human-centric nature of the concept. The social activity of people, which is responsible and justified in the consumption of resources in the present time and the preservation of resources for future generations, ensures the sustainable development of society. In the work, scientists presented the results of the analysis of modern articles on the topic of effective leadership style for implementing sustainable development in organizations.

Research limitations/implications: Further research can be related to empirical studies of modern leadership styles in the implementation of the concept of sustainable development in organizations.

Practical implications: The results of the article can be used by the leaders of any organization when choosing an effective style of interaction with followers to achieve the organization's strategic goals.

Social implications: Implementing the concept of sustainable growth ensures the achievement of an improvement in the state of social processes. Using the research results presented by the authors in practice will contribute to sustainable development in society.

Originality/value: The systematization of modern data in the development of managerial activities and the analysis of existing leadership approaches in implementing sustainable development is essential in forming effective interactions between a leader and followers.

Keywords: sustainable development, environmentally specific servant leadership, environmentally specific transformational leadership.

1. Introduction

Sustainable development involves a process where people's activities occur within the limits of the ecosystem's ability to support the livelihoods of current and future generations. Economic, social, and environmental interests of society form the basis of the concept of sustainable development. In today's changing world, changes of various nature are taking place, but man remains responsible for preserving the environment to ensure the needs of future generations.

The concept of sustainable development is of great importance for improving the lives of people around the world. (Holmberg, 1992). Sustainable development is a strategic vector of social activity for countries worldwide at every level of relations between people - from individual responsibility for a proper attitude to the environment to support at the state level by authorized persons of this large-scale idea. This is important for many reasons and is already being implemented in various directions (Kuzior, 2008, 2010; Kuzior et al., 2019, 2021, 2022, 2023; Kuzior, Lobanova, 2020; Kwilinski et al., 2019, 2021; Babenko et al., 2020, 2021; Bugayko et al., 2021; Gontareva, 2019; Starchenko et al., 2021, Vasylieva et al., 2019; Ober, Karwot, 2022; Ober, Kochmańska, 2022; Belgibayeva et al., 2023; Ingaldi, Ulewicz, 2019; Ulewicz, Blaskova, 2018; Vakulenko, 2023; Ciążela, 2005, 2006; Shvindina et al., 2022).

Economic, social, and ecological factors of sustainable development (Harris, 2000) ensure the formation of a society capable of meeting the modern needs of people and handing over a certain reserve of resources to future generations. For the balanced development of each element of sustainable development, an important figure is a leader with such a style of interaction with followers that aims the team at effectively implementing the human-centered concept of sustainable development.

2. Sustainable development

The classic definition of sustainable development was formulated in the Report Our Common Future 1987, published by the UN: "Sustainable development is meeting the needs of present without compromising the ability of future generations to meet their needs" (WCED,

1987). That is, in terms of content, the concept has a long-term character (Ekins, Dresner, 2008) and represents a strategic vector of society's activities for preserving environmental resources, considering future generations' interests. The intelligent production and consumption behavior of the present society will ensure that future generations have a specific supply of goods for use. Sustainable development indicates that any existing social system can operate indefinitely without depleting essential resources (Marin, Dorobanțu, 2012). That is, implementing current tasks and using environmental resources must be justified from the point of view of preserving the system's vitality.

Sustainable development involves a process of change in which resources are collected, the direction of investments is chosen, development technologies are directed, and the institutions concerned increase the capacity to meet public human needs. (Vare, Scott, 2007; Kuzior, Kwilinski, 2019) The concept of sustainable development includes the preservation and accumulation of various resources, considering constant transformational changes in the environment. The resource potential that is formed provides an improvement in the standard of living over some time.

Philosophical and scientific approaches to understanding the content of the concept of sustainable development (Reber, Duffy, 2019) reveal its anthropocentric orientation (Kuzior, 2008). From a philosophical point of view, namely axiological, the concept of sustainable development supports such human values as human dignity, freedom, equality, solidarity, democracy, and respect for the law, as well as responsibility, justice, and tolerance (Kuzior, 2014). The valuable focus of sustainable development on improving the quality of social life of people, taking into account the need for respect for the individual, ensures the formation of a society with developed spheres of activity. From a scientific point of view, the concept of sustainable development is considered in terms of three constituent aspects of the idea - economic, social, and ecological spheres of activity (Surampalli, Zhang, 2020).

The economic component should ensure maximum income and preservation of capital, which brings public benefit (Maler, 1990). The combination of profit-making and rational use of resources ensures a high standard of living in the present and affects the development of social processes in the future.

The social component of sustainable development contributes to maintaining the stability of communal and cultural spheres of public life, including health and education, gender equality, and political responsibility and participation (Murphy, 2012). The social directions of public activity contribute to developing a healthy, educated, and responsible society, which is the basis of the modern and future world.

The ecological component of sustainable development includes the maintenance of various functions of the ecosystem, which are not classified as economic resources, to preserve the environment (Duran, Gogan, 2015). Careful and rational use of environmental resources is a necessary and relevant process for humanity at any time. The task of every member of society is the organization of life activities aimed at preserving the environment.

The basis of all three components of sustainable development refers to the current state of the spheres of activity, considering the preservation and accumulation of potential for future generations. The concept of sustainable development, as a single process, implies the same qualitative changes in each constituent part. That is, the sustainable development of the economy, social sphere, and ecology occupies an equal share in the general idea. The balance of sustainable development in the three aspects of sustainable development ensures a positive state of the current society with the forecasting of resource provision for future generations (Duran, Gogan, 2015). The three-pillar conception of (social, economic and environmental) sustainability, commonly represented by three intersecting circles with overall sustainability at the centre, has become ubiquitous (Purvis, Mao, 2019).

Sustainable development, as a long-term process of social processes, includes two categories, "sustainability" and "development," which ensure the viability of social activity's ecological, social, and environmental spheres.

2.1. Sustainability

Sustainability indicates the need for structural changes that must occur over long periods related to technological changes in all spheres of human life. (Hallin, Karrbom-Gustavsson, 2021) This definition of sustainability, in a broad sense, indicates the complexity of the concept. In today's changing world, there is a human need for specific stability. However, this category predicts transformations in various spheres of social activity.

In the context of sustainable development, sustainability is defined as a well-being-oriented challenge to traditional thinking and practice. The complex concept covers decision-making issues and defines the connections between people and the biophysical foundations of life. Sustainability combines the understanding of inviolable limits and specific opportunities for process innovation (Elliott, 2012). Innovative approaches in various professional and personal areas of life to realize opportunities should be done by observing restrictions to preserve the environment's potential.

Unsustainability refers to the systematic deterioration of the capacity of a system (e.g., the ecosphere) to perform, recover, and develop (Robèrt, 2000). Thus, maintaining stability ensures the vitality of any economic, social, and ecological system, which positively affects society's current and future state.

The main characteristics of sustainability are the focus on people and the preservation of nature and normativity, which is the benchmark for the standards of society's behavior in meeting its needs (Rout, Verma, 2020). This means that ensuring stability in various spheres of human activity includes specific reasonable actions of people regarding the use of economic, social, and environmental resources. A rational approach to the consumption of goods supports people's livelihood in the present and future; that is, it creates conditions for improving society's standard of living.

The identification of sustainability with the level of well-being (Aminpour, Gray, 2020) a concept related to human orientation. Raising people's standard of living, equality of rights, and legally justified obligations form a society with long-term views and goals capable of creating favorable conditions for life in the present and future.

The primary levels in the implementation of complex sustainability include:

- an integrated management system that provides financial, social and environmental results; risk management; and knowledge management;
- definition of such business models, which provide for a balanced solution of social, financial, and environmental aspects of efficiency;
- integrated management systems that can provide a comprehensive approach to sustainable development (Giovannoni, Fabietti, 2013).

The considered levels of implementation of sustainability reveal the need for practical and modern approaches in management activities. The activities of organizations, as social entities with different missions, should be aimed at implementing sustainable development to create decent living conditions for people.

2.2. Development

Development is challenging to define in general terms because of the complexity of this process. Development is the process of achieving a better life, the focus of development analysis being on the nature of people's lives and achievements (Sen, 1988). This definition of development indicates the qualitative nature of the concept and reveals the importance of people's needs in improving the standard of living.

As a result of development, there are qualitative changes in the object's structure. Development is a described measurable characteristic of society (Wallerstein, 1984). Development is an essential and complex process in the social life of people. In order to improve the quality of life and meet the needs of different levels, people need to focus on specific changes, the result of which will be a transition to a qualitatively new level of life in various spheres of activity.

Development is defined as the process of evolution in which human capacity increases as new structures are created, coping with challenges, adapting to constant change, and purposefully and creatively pursuing new goals (Du Pisani, 2006). Constant changes in social processes require people to have the ability and skills to adapt to a changing environment.

In the context of the concept of sustainable development, development is a complex social process aimed at moving underdeveloped peoples from their state of economic backwardness and slow socio-cultural transition to a dynamic state characterized by sustainable economic growth and socio-cultural and political transformation that improves the quality of life of all members of society (Rabie, 2016). The balanced development of the economic, social, and environmental components of the concept of sustainable development ensures the

realization of the goals of sustainable development, the implementation of which creates opportunities for improving life.

Whereas all development theories reference the natural environment and view nature as a source of wealth (Willis, 2011), the development of economic, social, and ecological spheres is an essential strategic vector for improving the living conditions of society.

Considering the two main concepts of sustainable development - sustainability and development, these two processes should ensure an increase in the standard of living of current and future generations. Sustainability provides future development paths (Pachauri, 2015), because it implies a relationship between the three components of the concept. The complexity and long-term nature of sustainable development requires the implementation of the idea at all levels of social life - from a person's personal responsibility to the state level of support for the implementation of the concept of sustainable development.

3. Leadership for Sustainable Development

Generally, a leader with followers knows how to achieve goals that are important for him and, at the same time, for the surrounding environment (By, 2021). Considering this definition and the content of sustainable development, it is clear that the focus of the leader's activities on introducing the idea will contribute to improving people's lives.

As a strategic vector of social development, the concept of sustainable development needs a leader who aims to implement the idea in his activities (Sroufe, 2017). The leader of any organization should consider the concept of sustainable development as a strategic part of his management activities.

Leadership styles in the context of their contribution to sustainable development play an essential role in building long-term relationships with followers and stakeholders to realize the concept (Piwowar-Sulej, Iqbal, 2022). A balanced approach in managerial work meaningfully consists of uniformly developing three main directions of social activity - economic, social, and environmental.

Scientists who study leadership styles have repeatedly compared servant leadership and transformational leadership. These two styles of leader interaction with followers have a people-oriented character and are aimed at developing the team to achieve goals effectively. The use of these leadership styles in the implementation of the concept of sustainable development is very effective in targeting followers to achieve long-term organizational results. Table 1 shows servant and transformational leadership characteristics for studying the nature of the leader's interaction with followers.

Table 1.*Transformational and servant leadership*

Authors	Transformational leadership	Servant Leadership
Smith, B.N., Montagno, R.V., Kuzmenko, T.N. (2004)	The drivers of the transformational leader are idealized influence, inspirational motivation, intellectual stimulation and individual approach. The result of transformational leadership is: high ethical standards, self-care and needs of others, clear communication of expectations, creation of a shared vision, innovativeness of activity, and risk acceptance.	Servant leader drivers value and develop people, build community, demonstrate authenticity, and share leadership. The result of Servant leadership is highly qualified and ethical staff, strong interpersonal communication relationships, creating a common vision and clear goals.
Choudhary, A.I., Akhtar, S.A., Zaheer, A. (2012)	Transformational leadership influences the behavior and thinking of followers in an organization. Such leadership creates a unified understanding of the organization's goals among team members.	When using servant leadership, the leader is primarily interested in serving others. Servant leaders focus on the development and well-being of followers.
Parolini, J., Patterson, K., Winston, B. (2009)	Transformational leaders focus on the organization's needs, strive to be the first, are committed to the organization, and influence the team through charismatic approaches and control.	Servant leaders focus on the needs of the individual, inclined to serve, devoted to the person, and influence through unconventional service, offering autonomy.
Humphreys, J.H. (2005)	Transformational leadership is effective in dynamic situations.	Servant leadership is effective for static environment.
Lowder, B.T. (2009)	A transformational leader emphasizes increasing employee innovation and creativity and is focused on intellectual stimulation.	A servant leader emphasizes the development of followers' potential and promotes their personal growth.

Source: summarized by the authors based on (Smith, Montagno, 2004; Choudhary, Akhtar, 2012; Parolini, Patterson, 2009; Humphreys, 2005; Lowder, 2009).

As seen from Table 1, the central characteristic of servant and transformational leadership is the leader's focus on developing followers to achieve the organization's goals, including the team's orientation to implementing sustainable development. The distinguishing feature between servant and transformational leadership is that the transformational leader works more dynamically, while the servant leader's activity is static.

Let us consider expanding the traditional transformational and servant leadership concepts to include environmental goals in leaders' strategies.

3.1. Environmentally specific transformational leadership

Expanding the focus of purposeful transformational leadership to the environmental context (Beauchamp, Barling, 2010) has led to the emergence of environmentally specific transformational leadership, which involves a specific management practice in which the leader focuses on environmental issues (Li, Xue, 2020). The transformational leader's focus on implementing sustainable development occurs through the intellectual stimulation of followers and an ethical attitude toward them.

According to the Scopus scientific database, scientists have been researching the topic of environmentally specific transformational leadership since 2018. Figure 1 presents a graph with the analysis results of the number of scientific works indexed by Scopus by year for the "environmentally specific transformational leadership" keyword.

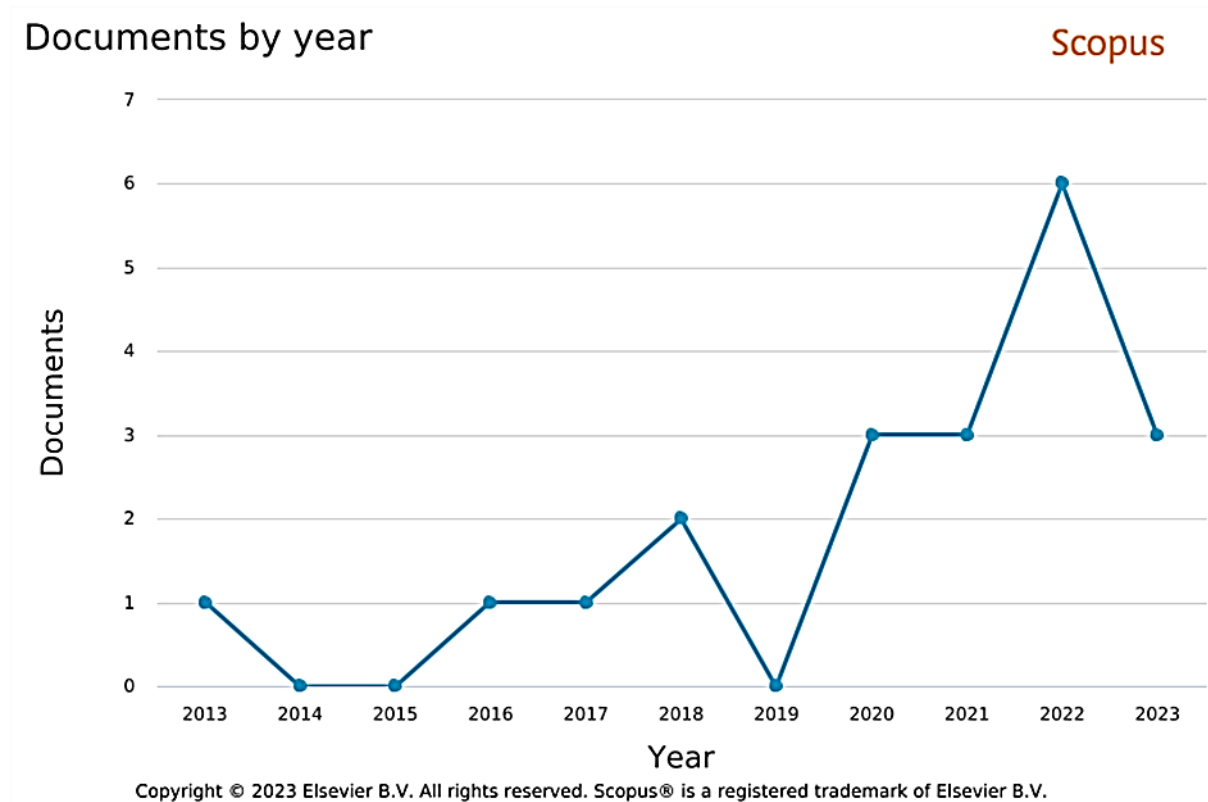


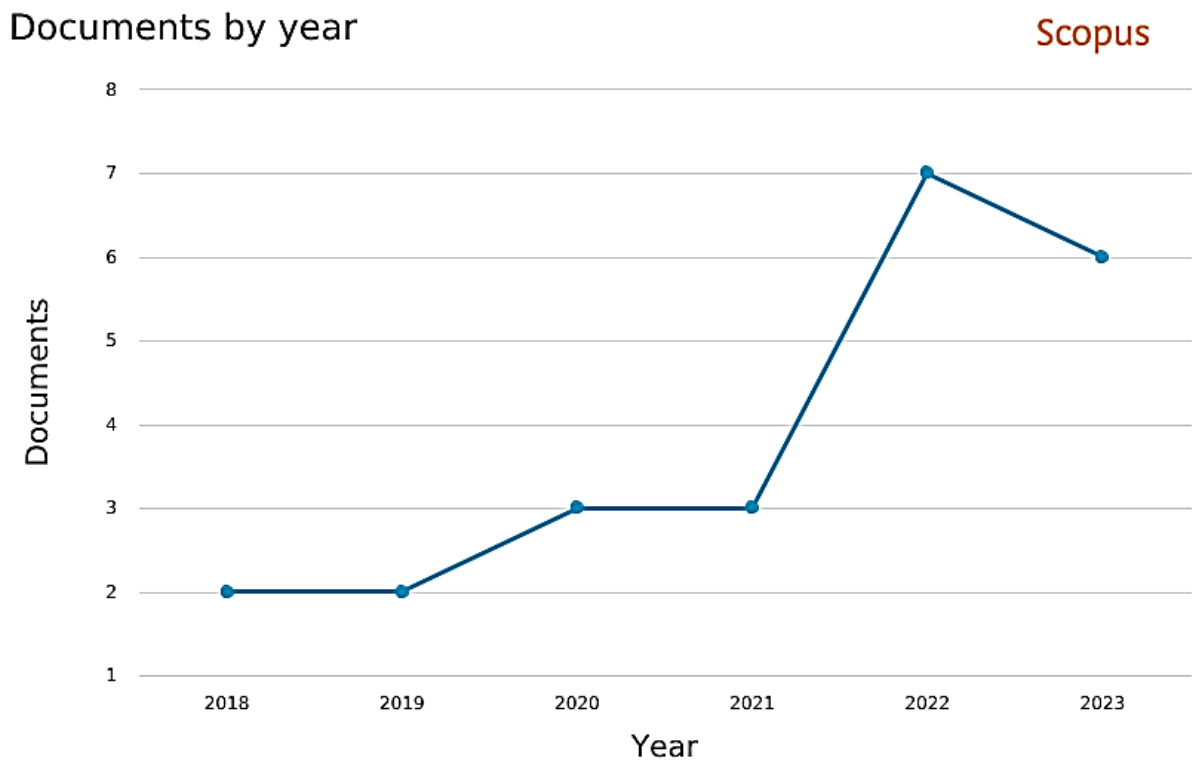
Figure 1. Documents by year for the request "environmentally specific transformational leadership".

According to the graph, the trend of studying environmentally specific transformational leadership has been increasing since 2013. Since 2020, the number of scientific articles on this topic has increased.

3.2. Environmentally specific servant leadership

Scholars have expanded the focus of servant leadership on environmental sustainability and defined environmental servant leadership as role-based leadership with environmental values that serve and help employees contribute to sustainable development (Hou, Gai, 2023; Țăpurică, Ispășoiu, 2013). That is, the servant leader influences his followers so that their attention is focused on fulfilling the organization's economic, social, and environmental tasks. A servant leader achieves this goal by serving each member of his team.

According to the scientific database Scopus, research on environmentally specific servant leadership has been conducted by scientists since 2018. Figure 2 graphically shows the analysis results of the number of scientific works by year for the search query "environmentally specific servant leadership".



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Figure 2. Documents by year on request "environmentally specific servant leadership".

So, the leadership style is environmentally specific servant leadership is a relatively new direction in the development of management science.

3.3. Specific leadership styles for sustainable development

The analysis of scientific publications on effective leadership styles shows that environmentally specific transformational leadership and environmentally specific servant leadership ensure the development of organizations in three main directions of sustainable development - economic, social, and environmental.

Table 2 presents an overview of scientific works with studies of ecologically specific transformational leadership and ecologically specific servant leadership indexed by Scopus.

Table 2.

Environmentally specific transformational leadership and environmentally specific servant leadership

Source	Citations	Characteristic leadership style
Environmentally specific transformational leadership		
Robertson, J.L., Barling, J. (2012b)	505	Leaders establish relationships with followers in which they communicate their environmental values, model environmental behavior, and address environmental issues.

Cont. table 2.

Robertson, J.L., Carleton, E. (2017)	114	A transformational leader's environmental behavior allows followers to observe a positive impact on the organization's environmental sustainability. Formation of environmentally responsible behavior in the organization includes the development of environmental values (idealized influence), their motivation followers to environmental behavior (inspiring motivation), innovative ways of solving environmental issues (intellectual stimulation), relationships with each employee, with the help of which is carried out influence on the environmental behavior of followers (individual consideration).
Peng, J., Chen, X., Zou, Y., Nie, Q. (2020)	64	Leadership promotes a harmonious team's passion for environmental protection. By idealizing the environment, leaders serve as charismatic role models. Leaders create pro-environmental attitudes in the team. Such emotional contagion is particularly evident among teams with high membership stability.
Environmentally specific servant leadership		
Afsar, B., Cheema, S., Javed, F. (2018)	136	A servant leader who respects employees' environmental behavior can increase their self-esteem by being a pro-environmental citizen in a socially responsible organization.
Luu, T.T. (2019)	107	Environmentally specific servant leaders are a proximal lever for strengthening environmental and organizational resources and finding resources for the team in other teams and managers. Leaders encourage followers to new ones green projects.
Tuan, L.T. (2017)	106	Environmentally oriented leadership is considered a leadership practice. With this approach, environmental benefits outweigh economic benefits. Cultivating pro-environmental values in the organization's stakeholders is an essential task of the leader.

Source: summarized by the authors based on (Robertson, Barling, 2012b; Robertson, Carleton, 2017; Peng, Chen, 2020; Afsar, Cheema, 2018; Luu, 2019; Tuan, 2017)

The characteristics of environmentally specific transformational leadership and environmentally specific servant leadership presented in the table indicate the relevance and necessity of their application by leaders in organizations whose activities affect social, economic, and environmental processes. These two leadership styles are relatively new in management science and are based on two traditional people-oriented styles of interacting with a leader and followers - transformational and servant. The expansion of generally recognized leadership styles in the context of solving environmental problems contributes to the effectiveness of implementing sustainable development in the modern world.

4. Conclusions

The concept of sustainable development envisages strategic relations between society and the environment, which satisfy the current needs of people without harming future generations. Improving the standard of living and well-being of people is the result of the effective implementation of sustainable development. Sustainable development becomes achievable only when stability is formed in three spheres of social activity, which are components of the concept - economic, social, and environmental (Trusina, Jermolajeva, 2021). The balanced

(Kuzior, Kettler, Rąb, 2021) development of these areas forms a responsible and visionary society.

The implementation of sustainable development requires a leader who is focused on long-term results in the organization. Implementing economic, social, and environmental organizational tasks (Kuzior, Postrzednik-Lotko, Postrzednik, 2022) requires effective interaction with followers from the leader. The chosen leadership style must correspond to the implementation of sustainable development tasks.

Personal commitment to sustainability, intrinsic motivation, and passion are essential but often forgotten dimensions of leadership (Horlings, Padt, 2011). Leaders with a people-oriented interaction style are aware of an effective behavior style that brings high results from people for sustainable development.

The expansion of traditional leadership styles, transformational and ethical, to those more oriented towards sustainable development has led to the emergence of such forms of interaction between a leader and followers, which are more effective in comprehensively solving economic, social, and environmental problems. Environmentally specific transformational leaders (Schippers, Den Hartog, 2008) achieves the organization's sustainable development goals by motivating followers to contribute to the organization's environmental goals, a Environmentally specific servant leaders (Tripathi, Priyadarshi, 2020) seeks to encourage, serve, and help followers become individuals with environmental values that contribute to the organization's and society's sustainability. These two modern leadership styles ensure the implementation of human-centered tasks of sustainable development and contribute to forming responsible members of society focused on solving current problems and preserving resources for future generations.

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