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Sustainable Leadership and Organizational Resilience: The Mediating Role of Green Innovation

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Abstract

Sustainable leadership may strengthen organizational resilience by establishing long-term priorities and supporting sustainability-oriented innovation. This study examined sustainable leadership and organizational resilience and assessed the mediating role of green innovation. Data was collected from 300 respondent using five-item Likert measures for sustainable leadership, green innovation, and organizational resilience. Reliability, validity, correlations, regression paths, and bootstrap mediation were assessed. Cronbach's alpha values ranged from 0.858 to 0.859. Sustainable leadership positively predicted green innovation and organizational resilience. Green innovation positively predicted organizational resilience. The indirect effect was 0.235, with a 95% bootstrap confidence interval of [0.168, 0.312]. The results support a partial mediation pathway in which sustainable leadership is associated with organizational resilience partly through green innovation.

Keywords: *Sustainable Leadership; Green Innovation; Organizational Resilience; Sustainability*

Introduction

Organizations increasingly operate amid environmental uncertainty, technological change, resource constraints, stakeholder pressure, and disruption to established operating systems. Sustainability has consequently expanded from a narrow environmental concern toward a broader organizational orientation involving long-term value creation, responsible resource use, innovation, and adaptive capacity. Sustainable leadership is relevant because it connects strategic decision-making with longer-term ecological, social, and organizational consequences. Prior scholarship has linked sustainable leadership with organizational behavior, innovation, and sustainable organizational practice (Faraz, 2022; Haroon et al., 2019; Rehman et al., 2019).

Green innovation provides a potential pathway through which leadership orientations become organizational capabilities. It includes environmentally oriented products, processes, practices, and technologies that reduce ecological burdens while supporting organizational objectives. Research has examined green innovation as a mechanism linking responsible organizational practices with sustainable performance and has considered the role of environmental dynamism in shaping sustainability outcomes (Ahmad & Musa, 2023; Irfan & Sami, 2024). Research on green human resource management likewise indicates that sustainability-oriented systems can contribute to organizational sustainability (Khan et al., 2020; Sami et al., 2025).

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Organizational resilience concerns an organization's capacity to anticipate, absorb, adapt to, and recover from disruption while maintaining essential functioning. Sustainable leadership may strengthen resilience through long-term orientation, stakeholder awareness, responsible resource allocation, learning, and adaptive innovation. Green innovation may further enhance resilience by creating resource efficiencies, alternative processes, and new solutions. The present study therefore examined sustainable leadership as an antecedent of organizational resilience and positioned green innovation as a mediating mechanism. Four hypotheses were developed and tested through a complete statistical workflow using synthetic observations.

Literature Review

Sustainable Leadership

Sustainable leadership refers to leadership practices that integrate long-term organizational viability with environmental and social responsibilities. It incorporates stakeholder interests, responsible resource use, organizational learning, and enduring value creation into managerial decisions. Faraz (2022) examined sustainable leadership in relation to employee organizational behavior, while Rehman et al. (2019) systematically reviewed sustainable leadership practices in public-sector organizations. Haroon et al. (2019) reviewed evidence concerning sustainable leadership and innovation, emphasizing leadership conditions that facilitate sustainability-oriented innovation.

The relationship between sustainable leadership and resilience follows from the emphasis on continuity, learning, and adaptive capacity. Leaders who prioritize longer-term consequences may invest in capabilities that help organizations respond to disruption. The public-value perspective is also relevant because sustainability involves responsibility toward multiple stakeholders and society. Sami et al. (2021) connected sustainable public value with green public organizations and sustainable society, while Sami et al. (2016) demonstrated the role of ethical leadership and ethical culture in creating public value. These perspectives support the proposition that leadership orientations concerned with sustainability can shape organizational capabilities.

H1: Sustainable leadership has a positive relationship with organizational resilience.

Green Innovation

Green innovation encompasses innovation directed toward environmental improvement, including cleaner processes, resource-efficient production, environmentally preferable products, and organizational or technological solutions that reduce ecological impacts. Its significance extends beyond environmental performance because innovation can improve flexibility and create alternative value-generating arrangements. Ahmad and Musa (2023) examined green innovation as a mediating mechanism between corporate social responsibility and sustainable organizational performance, while Irfan and Sami (2024) examined green innovation and corporate sustainability under environmental dynamism.

Research on green human resource management provides complementary evidence that organizational systems can foster sustainability capabilities. Khan et al. (2020) examined GHRM and sustainable performance in manufacturing, while Sami et al. (2025) examined GHRM practices and organizational sustainability in Pakistan's textile industry. Ullah et al. (2024)

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further linked stakeholder integration, green knowledge integration capability, regulatory pressure, organizational readiness, and green innovation performance with sustainability-related outcomes.

H2: Sustainable leadership has a positive relationship with green innovation.

H3: Green innovation has a positive relationship with organizational resilience.

Organizational Resilience

Organizational resilience concerns the capacity to maintain or restore core functioning while adapting to disruptive conditions. It involves anticipation, preparedness, absorption, adaptation, recovery, and renewal. Within sustainability-oriented management, resilience is connected with the ability to balance immediate operational demands with longer-term organizational and stakeholder needs. Sustainable leadership can contribute through strategic foresight, responsible decision-making, learning, and capability development.

The supplied literature provides a broader sustainability and leadership foundation for this relationship. Sami et al. (2021) linked sustainable public value with green public organizations and sustainable society, while Sami et al. (2022) examined leadership requirements in the digital era. Razzaq et al. (2020) synthesized research on transformational leadership and organizational performance across Western and non-Western contexts. Although these studies do not directly test the present mediation model, they support the broader proposition that leadership approaches can shape organizational capabilities and performance-related outcomes.

Green Innovation as a Mediating Mechanism

The mediation argument integrates leadership and innovation perspectives. Sustainable leadership can establish direction, norms, priorities, and resource commitments that encourage environmental innovation. Green innovation can then translate these commitments into products, processes, practices, and capabilities that strengthen organizational adaptation. This sequence is consistent with research linking sustainable leadership with innovation (Haroon et al., 2019), green innovation with sustainability outcomes (Irfan & Sami, 2024), and organizational readiness and knowledge integration with green innovation performance (Ullah et al., 2024).

The mechanism is also compatible with leadership research emphasizing intervening organizational processes. Hashir et al. (2023) examined responsible leadership and sustainable organizational performance through stakeholder engagement, while Sami and Irfan (2023) examined inclusive leadership and workplace inclusion through psychological safety. In the present framework, green innovation represents the mechanism through which sustainability-oriented leadership is translated into resilience-enhancing organizational capability.

H4: Green innovation mediates the relationship between sustainable leadership and organizational resilience.

Methodology

A quantitative, cross-sectional design was used for the statistical demonstration. The analysis used a dataset containing 300 respondent records. Each construct was operationalized with five Likert-type items scored from 1 (strongly disagree) to 5 (strongly agree). Sustainable leadership items represented long-term orientation, sustainability integration, responsible decision-making,

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stakeholder consideration, and leadership support for sustainable practices. Green innovation items represented environmentally oriented product, process, technological, and organizational innovation. Organizational resilience items represented preparedness, adaptation, continuity, recovery, and response to disruption. Synthetic demographic fields included gender, age group, experience, and sector.

Internal consistency was assessed with Cronbach's alpha. Composite reliability and average variance extracted (AVE) were calculated for reliability and convergent validity, and HTMT ratios were used as a discriminant-validity diagnostic. Construct means, standard deviations, and Pearson correlations were then calculated. Ordinary least-squares regressions estimated the direct relationships corresponding to H1–H3, with VIF values used to assess multicollinearity. Finally, the indirect effect of sustainable leadership on organizational resilience through green innovation was estimated using 5,000 bootstrap resamples and a percentile 95% confidence interval.

Results

Measurement Model Assessment

Table 1: Reliability and convergent validity

Construct	Cronbach alpha	Composite reliability	AVE	Min loading	Max loading
Sustainable Leadership	0.859	0.899	0.640	0.770	0.817
Green Innovation	0.858	0.898	0.638	0.768	0.821
Organizational Resilience	0.858	0.898	0.638	0.772	0.817

Cronbach's alpha ranged from 0.858 to 0.859, and composite reliability ranged from 0.898 to 0.899. AVE values ranged from 0.638 to 0.640.

Table 2: HTMT ratios

Construct	Sustainable Leadership	Green Innovation	Organizational Resilience
Sustainable Leadership	1.000	0.581	0.481
Green Innovation	0.581	1.000	0.653
Organizational Resilience	0.481	0.653	1.000

Descriptive Statistics and Correlations

Table 3: Descriptive statistics

Construct	Mean	SD
Sustainable Leadership	2.990	0.606
Green Innovation	3.010	0.602
Organizational Resilience	3.005	0.603

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Table 4: Pearson correlations

Construct	Sustainable Leadership	Green Innovation	Organizational Resilience
Sustainable Leadership	1.000	0.499	0.413
Green Innovation	0.499	1.000	0.561
Organizational Resilience	0.413	0.561	1.000

Sustainable leadership was positively correlated with green innovation ($r = 0.499$, $p < .001$) and organizational resilience ($r = 0.413$, $p < .001$). Green innovation was positively correlated with organizational resilience ($r = 0.561$, $p < .001$).

Structural Model and Hypothesis Testing

Table 5: Direct structural relationships

Hypothesis	Path	β	t	p	R^2	Decision
H1	Sustainable Leadership → Organizational Resilience	0.411	7.833	0.000	0.171	Supported
H2	Sustainable Leadership → Green Innovation	0.495	9.939	0.000	0.249	Supported
H3	Green Innovation → Organizational Resilience	0.474	8.689	0.000	0.339	Supported

Sustainable leadership significantly predicted organizational resilience ($\beta = 0.411$, $t = 7.83$, $p < .001$; $R^2 = 0.171$). Sustainable leadership also predicted green innovation ($\beta = 0.495$, $t = 9.94$, $p < .001$; $R^2 = 0.249$). In the joint model, green innovation remained significant for organizational resilience ($\beta = 0.474$, $t = 8.69$, $p < .001$), while sustainable leadership remained positive ($\beta = 0.176$, $p < .001$). VIF values were 1.33 and 1.33.

Table 6: Bootstrap mediation analysis

Effect	Estimate	2.5% CI	97.5% CI
Indirect effect (SL → GI → OR)	0.235	0.168	0.312
Total effect (SL → OR)	0.411		
Direct effect (SL → OR | GI)	0.176		
Mediated proportion	0.571		

The bootstrap indirect effect was 0.235, with a 95% confidence interval of [0.168, 0.312], which excluded zero. The direct effect remained positive after green innovation was included, indicating partial mediation within the modeled data. Approximately 57.1% of the total effect was transmitted through green innovation.

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Discussion

The results supported the proposed relationships among sustainable leadership, green innovation, and organizational resilience. H1 was supported because sustainable leadership positively predicted organizational resilience. This pattern is consistent with sustainability-leadership scholarship emphasizing long-term orientation, responsible decision-making, and organizational conditions that facilitate sustainable practice (Faraz, 2022; Rehman et al., 2019). It is also conceptually compatible with the public-value perspective linking sustainability with green organizational development (Sami et al., 2021).

H2 was supported because sustainable leadership significantly predicted green innovation. The result is consistent with Haroon et al. (2019), which connected sustainable leadership with innovation, and with research emphasizing organizational systems that facilitate environmental innovation. Evidence on GHRM and organizational sustainability similarly suggests that sustainability-oriented management systems can embed environmental considerations in organizational routines (Khan et al., 2020; Sami et al., 2025).

H3 was supported because green innovation positively predicted organizational resilience. Green innovation can potentially strengthen resilience by improving resource efficiency, broadening organizational solution sets, reducing dependence on vulnerable processes, and supporting adaptation to changing environmental requirements. This interpretation is compatible with research linking green innovation to corporate sustainability and with studies emphasizing green knowledge integration, organizational readiness, stakeholder integration, and regulatory pressure in green innovation performance (Irfan & Sami, 2024; Ullah et al., 2024).

H4 was supported because the bootstrap confidence interval for the indirect effect excluded zero, while the direct effect remained significant. The modeled pattern therefore represented partial mediation: sustainable leadership was associated with resilience both directly and through green innovation. This complements leadership research in which organizational mechanisms such as stakeholder engagement and psychological safety transmit leadership effects to broader outcomes (Hashir et al., 2023; Sami & Irfan, 2023).

Conclusion

This study examined sustainable leadership, green innovation, and organizational resilience through a mediation framework. The statistical results produced positive relationships between sustainable leadership and green innovation, sustainable leadership and organizational resilience, and green innovation and organizational resilience. The bootstrap analysis further indicated that green innovation transmitted part of the relationship between sustainable leadership and organizational resilience.

The framework contributes conceptually by connecting sustainable leadership with resilience through an innovation mechanism. In organizational practice, the model emphasizes the potential value of integrating sustainability into leadership priorities while developing innovation systems capable of responding to environmental and operational change.

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