

Exploring the relationship between servant leadership and women's empowerment: Its impacts on social justice and sustainable development

استكشاف العلاقة بين القيادة الخادمة وتمكين المرأة: آثارها على العدالة الاجتماعية والتنمية المستدامة

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Abstract:

This take a look at investigates the impact of servant management on ladies' empowerment and its subsequent affect on social justice and sustainable improvement. Drawing on a quantitative research layout, statistics had been collected from 312 woman employees working in public and personal area groups in Erbil, Kurdistan Region of Iraq. The take a look at employed a based questionnaire and used structural equation modeling (SEM) to check the proposed relationships. Findings reveal a giant superb impact of servant management on girls' empowerment, which in flip enhances perceptions of social justice and promotes sustainable improvement tasks. Theoretical implications extend the servant management framework by using integrating gender empowerment as a mediating mechanism for accomplishing equitable societal consequences. Practically, the examine gives insights for policymakers and organizational leaders aiming to foster inclusive

leadership environments that aid gender fairness and lengthy-time period improvement dreams. The paper contributes uniquely by using situating servant management inside the socio-cultural context of the Middle East, an underexplored place in management and gender studies. Future research is endorsed to employ longitudinal designs and qualitative strategies to explore the dynamic and contextual dimensions of this courting. This studies advances the dialogue on inclusive management and aligns with the Sustainable Development Goals (SDGs), specially SDG five (Gender Equality) and SDG sixteen (Peace, Justice, and Strong Institutions).

Keywords: *Servant leadership, Women's empowerment, Social justice, Sustainable development, Gender equality,*

المستخلص

تتناول هذه الدراسة تأثير القيادة الخادمة في تمكين المرأة وانعكاساته على العدالة الاجتماعية والتنمية المستدامة. اعتمد البحث على المنهج الكمي، حيث جُمعت البيانات من 312 موظفة يعملن في مؤسسات القطاعين العام والخاص في مدينة أربيل، إقليم كردستان العراق. استخدم الباحث استبياناً منظماً وتم تحليل العلاقات المفترضة باستخدام نمذجة المعادلات الهيكلية (SEM). أظهرت النتائج وجود تأثير إيجابي كبير للقيادة الخادمة في تمكين المرأة، مما يسهم بدوره في تعزيز مفاهيم العدالة الاجتماعية ودعم مبادرات التنمية المستدامة. تسهم هذه الدراسة نظرياً في توسيع إطار القيادة الخادمة من خلال دمج تمكين المرأة كآلية وسيطة لتحقيق نتائج اجتماعية أكثر عدالة. أما من الناحية التطبيقية، فتقدم الدراسة توصيات مهمة لصناع القرار وقادة المؤسسات لتطوير بيئات قيادية شاملة تدعم المساواة بين الجنسين وتسهم في تحقيق أهداف التنمية طويلة الأمد. وتتميز هذه الورقة بتركيزها على السياق السوسيو ثقافي في منطقة الشرق الأوسط، التي لا تزال غير ممثلة بشكل كافٍ في دراسات القيادة وتمكين المرأة. وتُسجّع الدراسة على إجراء بحوث مستقبلية تعتمد التصميم الطولية والأساليب النوعية لاستكشاف الأبعاد الديناميكية والسياقية لهذا الموضوع. وتدعم نتائج البحث الحوار المستمر حول القيادة الشاملة، وتتماشى مع أهداف التنمية المستدامة، ولا سيما الهدف الخامس (المساواة بين الجنسين) والهدف السادس عشر (السلام والعدالة والمؤسسات القوية).

الكلمات المفتاحية: القيادة الخدمية، تمكين المرأة، العدالة الاجتماعية، التنمية المستدامة، المساواة بين الجنسين.

Introduction

Amid intensifying global challenges—including weather exchange, systemic inequality, and governance disasters—there may be developing demand for leadership paradigms that develop moral, inclusive, and sustainable effects. Servant leadership, first articulated via Greenleaf (1977), emphasizes empathy, stewardship, and community-constructing over manipulate and authority. This method has received traction in current discourse for its alignment with values crucial to the United Nations Sustainable Development Goals (SDGs), especially the ones regarding equity, gender equality, and institutional integrity (Eva et al., 2019,p35). Simultaneously, girls's empowerment is more and more identified not best as a human rights imperative however also as a strategic catalyst for societal

transformation, specifically inside the nation-states of social justice and sustainable improvement (UN Women, 2023,p67).

Despite the developing prominence of each concepts, their intersection stays critically underexplored. Most extant literature addresses servant leadership and women's empowerment in isolation, imparting restrained perception into their combined effects on organizational and developmental outcomes (Newman et al., 2020; Lemoine et al., 2019,p108). Studies hardly ever take a look at how servant leadership—specifically whilst enacted via girls—allows structural trade, fosters inclusive governance, or mediates progress in the direction of sustainability. Furthermore, whilst feminist students have lengthy highlighted the systemic barriers ladies face in leadership, there is insufficient empirical studies on how ladies-led servant leadership uniquely contributes to sustainable and simply institutions (Gatling et al., 2020; Pierli et al., 2022p344).

This observe addresses those gaps via investigating the interplay among servant management and ladies' empowerment, and their collective effect on social justice and sustainable development. Specifically, it objectives to (1) study the influence of servant leadership on girls' empowerment, (2) explore the mediating position of empowerment in reaching social justice, and (three) examine the mixed effect of servant leadership and women's empowerment on sustainable improvement. The have a look at is guided by means of the subsequent studies questions: (1) How does servant leadership facilitate or constrain ladies's empowerment? (2) In what methods does empowered girl management contribute to social justice? (3) What synergistic effect do these variables exert on sustainability outcomes?

The analysis was created by Greenlef (1977) washbasin Leadership Principles and the Legendary Empowerment Straits (Cornwall and Rewells, 2015,p127), which provides an integrated perspective on management and agency. These theoretical foundations emphasize moral responsibility, social change and long -term effects, and highlight the systemic character of empowerment and leadership.

Remember the study within the wide SDG agenda, and the study contributes to both ideological and pr actically leading principles, gender study and development policy. The purpose of the findings is to inform institutional strategies, political reforms and leadership development programs that prefer equality, inclusive decisions and moral rule. Thus, this research servant emphasizes the transformative ability of leadership when, in connection with the authority of meaningful women, it is placed in position as a lever for both social justice and sustainable development.

Literature Review

Theoretical Foundations

Theoretical underpinning this study integrates insights from service manager principles (Greenlife, 1977), Feminist Empowerment Theory (Cornwall & Reigns, 2015,235), and Transformational Leadership Literature (Bas and Rigio, 2006,p134). The washbasin management emphasizes the service of others, moral behavior, sympathy and prioritization of the development of supporters (Eva et al., 2019,p35). This leadership model differs from traditional hierarchical paradigms by moving in to promote and promoting the culture of empowerment and participation from traditional, hierarchical paradigms-which strongly resonated with feminist leadership principles, which insist on stress, care and social changes (Egli & Carly, 2007,p1098).

The feminist empowerment theory highlights the systemic character of gender-based oppression and agency, the importance of voice and decision-making decisions to eliminate patriarchal structures (Kabir, 1999c,p347). When implemented in organizational contexts, these structures suggest that the leadership models emphasize inclusion and conditions - ethics - as servants - especially effective for promoting women's agency and leadership development (Gotis and Grimani, 2016,p179). In addition, it combines the transformation management theory an extra layer, emphasizes inspiring motivation and emphasizes individual ideas as important tools to increase marginality and promote organizational change (bass and Rigio, 2006,p 137). Together, these theoretical structures create a wide lens, where the intersection of service management and empowerment of women can be strongly durable and socially analyzed only in the discovery of results.

Servant Leadership and Women's Empowerment

A growing body of research reflects compatibility between service management and promoting women authority in various organizational and cultural contexts. The washbasin management has been shown to promote psychological safety, shared decisions and moral behavior-are beneficial for strengthening women (Newman et al., 2020, p110). In the environment where women are excluded from historical leadership roles or decision - making processes, servants can deliberately act as stock leaders by eliminating hierarchical obstacles and promoting inclusive practices (Zafar et al, 2022. P76).

Research by (Pearli et al. 2022) emphasizes that female leaders who use service management principles often generate high levels of team collaboration, trust and long - term thinking. These results not only improve organizational results, but also contribute to extensive social goals by entering equity in institutional culture. Similarly, (Ahmed and Karadas 2021) found that service management is significantly correlated with the implementation of moral and durable practice, especially when women are actively involved in leadership processes. Strong women often, in such contexts, deal with policies that address systemic inequality, environmental responsibility and social development - values that reflect the SDG structure.

Despite these promising conclusions, literature lacks adequate detection of the mechanisms that the server leads to the male -dominated or digitally mediated working environment promotes female authority. Most of the existing research focuses on Western corporate settings or general staff results, which often face gender shades and relevant challenges with leadership development, which women face in authority, especially in Orthodox or Hierarchical Cultures (Ventura et al., 2021,p1631; Havaladar and Rehman, 2020 ,p198). In addition, while qualitative studies offer rich stories about empowerment processes, there is a lack of quantitative analysis that validates this insight and links them to widespread institutional or developmental consequences.

The review reveals several remarkable intervals that want to address this study. First, insufficient empirical research is how service management, especially when practiced in support of women or when practiced in support of women, contributes to structural and cultural changes in organizations. Most studies conceptualize authority as a result at the individual level rather than an arbitration force with the ability to reopen institutional norms and systems (Ahmed, 2022,7; Franco and Entunes, 2020 , 39).

Second, existing studies rarely integrate penis as a central analytical lens, when servants evaluate leadership, and cause women's unique contributions and experiences to capture experiences in leadership roles. (Galsanjigmed and Sekiguchi 2023 , 78) emphasize that women often face different obstacles related to authority, reliability and role conflict, which require leadership models that fit their living realities. This research responds to that conversation by focusing gender strength in the ideological structure and examining its arbitration role between service management and development results.

Finally, some study employees link the empowerment effects of management to the goals of gross levels such as social justice and sustainable development. Although the servant is positively associated with the moral climate and stakeholder orientation, literature has not yet shown its ability to operate for sustainable institutional practice and justice distribution - two columns in SDG -agenda (Salleh et al, 2019; FN, 2023, 366).

Servant Leadership, Social Justice, and Sustainable Development

The principles of service management - such as justice, hearing, leadership and prioritization of social needs - in accordance with the principles of social justice and stability (Eva et al., 2019,37). Servants promote legitimate access to opportunities, encourage decisions on participation and support marginalized voices, which contribute to all more organizational structures (Peaché et al., 2018,p67). Strong women, when supported by servants are supported by the leadership structure, are well placed to challenge discriminatory criteria and promote inclusive policies, and further expand both equity and stability (Rukis et al., 2022; Reshhi and Sudha, 2022,p 1357).

Empirical conclusions from this study strengthen this relationship. The data shows that women strengthen servants convey the relationship between leadership and two important results: Social justice and sustainable development. This suggests that the alone service management is not enough to achieve structural changes - it is intentionally through the

authority of women that organizations can realize the full potential of moral leadership practice. These conclusions expand the current literature by emphasizing the importance of arbitration and offering an overview of how the server management can have permanent effects beyond the organizational performance measurements.

In addition, the integration of women empowerment in leadership models directly to several SDGs, especially SDG5 (gender equality), SDG 10 (low inequalities) and SDG 16 (peace, justice and strong institutions). Strong female leaders often call for environmental, fair use and inclusive development -the components of Vasti development (Mishra, 2023,p2; Ahmed et al., 2021,p3503). For example, the intersection of service management and gender empowerment is not only a matter of organizational efficiency, but also a strategic imperative for global development.

This study shows an integrated framework that holds women's empowerment as an arbitration building between service management and extensive developmental consequences. This suggests that the servant who enables leadership - enables zeal, psychological security and inclusive cultures - promotes women's leadership ability. For their part, strong women affect institutional practices that promote social justice and stability, leading to systemic improvement in both organizational and social domains.

This theoretical model helps to promote leadership studies by achieving the leading behavior of micro -level with social effects at the macro -level. It responds to calls for more gender-nervous leadership research and provides practical insight to organizations and decision makers to run SDG through inclusive leadership strategies.

Benefits of Implementing Women's Empowerment

The implementation of women empowerment brings with it multiple and diverse financial, social, environmental and organizational benefits (Tan, 2024,23). This transformation strategy has great potential to foster or develop and promote an equitable and sustainable future. Mais Prospero Main Advantages Others are as follows: Economic Growth and Development: Women's empowerment frees up enormous financial capacity. To strengthen employee participation Expand educational opportunities and promote entrepreneurship, organizations can hire diverse and skilled entrepreneurs. Trained farmers drive greater productivity, innovation and economic resiliency. This will increase family income and financial growth throughout the country (Zafar et al., 2022,78). On the social equality stimulus: Women's empowerment promotes social justice and inclusive prosperity. Investing in women's management and decision-making power will help eliminate structural inequality. Promote gender equality and ensure that marginalized groups have a voice in shaping their own future. Women's empowerment combats systematic inequality. Promoting equality and inclusion It promotes mutual respect and cooperation between the genders. Promote a more equal society This happens because empowered women are actively involved in decision-making. Establish policies and practices that will alleviate poverty. alleviate violence and promote social justice (Liberata, 2012,95). As a result, people of all genders have equal rights and access to opportunities for prosperity (Mishra, 2023,3).

Organizational Effectiveness: Organizations that focus on women's empowerment will benefit from better leadership and choices. Strong women leaders provide a great perspective for problem solving and strategic planning. This helps drive innovation and

productivity (Bharti & Ghose, 2021,564). They continually support ethical and equitable practices. This enhances the corporate culture and professionalism that fosters relationships. Research shows that male and female leaders outperform their peers in both revenue and overall performance (Pierli et al., 2022,346). Environmental Sustainability: Empowered women are more likely to prioritize and promote sustainable practices within their institutions and teams. They regularly recommend tips on resource management and environmental protection (Ahmad, 2022,6). Research shows that women are empowered with important environmental impacts, such as activities that reduce carbon emissions and improve climate stability. mutually known which provides long-term support (Ventura et al. , 2021,1634) Health and Wellbeing: Empowered girls contribute to advancing health outcomes for themselves, their families, and their communities by earning the right to attend schools and agencies of choice. They value health This leads to healthier households and better free network quality (Mishra, 2023,3). Energy availability also helps to eliminate stress and mental health problems related primarily to gender discrimination. Promote satisfaction in living life (Pattani, 2017,74)

Political stability and peacebuilding: These authorized raparigas make a fundamental contribution to promoting political stability and peace. Research suggests that societies with more gender equality tend to be less belligerent and better able to maintain peace (Reshi & Sudha, 2022,133). Involvement of governance and strategy Peacebuilding ensures that there are diverse perspectives. This results in increased integration and a prolonged response (Mishra, 2023,3). Leadership and innovation are strengthened: (Waltréa, Dietzb, & Knippenbergc, 2023,81) Women's empowerment helps increase women's representation in executive positions. Make companies Able to bring diverse and innovative visions to problem solving. Trained leaders are more likely to lead change. Propose good practices and promote organizational excellence The same is true for improving retention of preferences. creativity and the ability to adapt (tan skin, 2024,25) In conclusion, there is no doubt that promoting women's empowerment is not only a moral obligation. But it is also a strategic key to achieving organizational performance and social development. to promote justice Improve management diversity and encourage more sustainable practices. Empowerment programs create transformational outcomes that are in line with global goals of sustainability and betterment (Mishra, 2023,7). As a result, women's empowerment has become an important pillar for both organizations and Modern society (Ventura et al. 2021,1636)

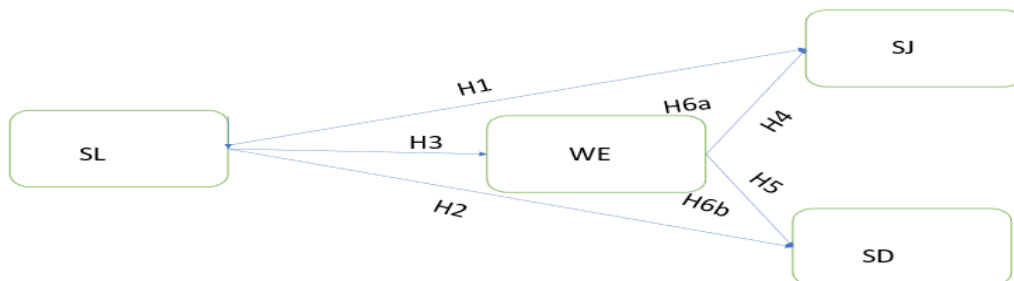


Figure 1. Research conceptual model.

Note. SL = Servant leadership; SJ = social justice , WE = Women's Empowerment, SD = Sustainable Development.

Research Model and Hypotheses Development

From the results of the study that summarized the results of this experiment. It provides a useful framework for examining employee leadership relationships. Women strengthen social justice and sustainable development (Ahmad et al., 2021,8). Integrating this concept allows for a deeper exploration of the direct and indirect relationships between these important constructs. An independent variable called Servant Leadership was hypothesized to have a greater influence on selected effects. In other words, it shows that servant leadership can simultaneously influence social justice and sustainable development in two organizations, which is consistent with the basic principles of servant leadership. It emphasizes making the right decisions about network quality and long-term guidance. All of which are essential to maintaining social justice and sustainability. It is important emphasize that the study's model also emphasizes the centrality of women's empowerment as mediator between entrepreneurial leadership and desired organizational and social outcomes. This shows t women's empowerment can be transformative. This is especially true if employee led behavior is supported. This is because it is a theory that has been further developed from this publication. The theory thus provides a solid framework for empirical research. Let me summarize the main points:

H1:SL → SJ: Servant leadership is positively associated with social justice.

If the focus is on ethical choices Network Optimization and long-term scope It is expected that there will be a strong positive relationship with social justice enhancement in the organizational context. A workforce management approach that prioritizes the numbers and welfare of everyone. Promote equal, inclusive and equitable distribution of opportunities. By prioritizing social needs and promoting the ideals of social justice. Service leaders can immediately influence shaping the organization's direction. Purely local actions and results It also implies that people from all backgrounds Have access to the same level of resources, options, and skills to succeed. which in the end This results in entrepreneurship that promotes the welfare and well-being of society as a whole.

H2: SL → WE Servant Leadership is positively associated with Women's Empowerment.

Servant management that focuses on empowering and prioritizing the boom and development of fans. A strong fantastic dating is anticipated with women's empowerment in groups. Servant-led method which emphasizes moral choice making Social duty and long-term success It will create an surroundings that is nurturing and supportive of girls's empowerment. By imparting necessary sources, opportunities, and encouragement. Service leaders assist conquer social limitations and demanding situations women face. It additionally helps women tackle leadership roles. Participate in vital decisions and guide regulations and practices which are constant with ideas of fairness and sustainability (Pierli et al., 2022,348). The incredible relationship among servant management and girls's empowerment is based totally on the notion that servant leaders rate individual development and increase. No depend gender This inclusive and empowering approach promotes an organizational way of lifestyles that values ladies's participation. And supporting them to participate extra actively in shaping the destiny of their agencies (Pierli et al., 2022,351).

H3: SL → SD Servant Leadership is positively associated with Sustainable Development.

Servant leadership with an emphasis on moral decision-making. Long-term community nicely-being and environmental duty It is predicted that there will be a high-quality and robust courting with selling sustainable development. Responsive servant leadership that prioritizes the needs of stakeholders and the network as a whole. It will create an organizational way of existence that promotes environmentally aware practices. Conservation of assets and a dedication to go away a amazing legacy for future generations. By supporting sustainable development due to the fact the middle price of the organization. Servant leaders can at once influence the implementation of rules, practices, and initiatives. That reduces the corporation's environmental effect Promote efficient use of resources and make contributions to the existing and destiny well-being of groups. The alignment among the ideas of servant leadership and the standards of sustainable development ensures that organizations led by way of servant leaders have a tendency to to consciousness on long-time period sustainability Innovative answers and create a more equitable and environmentally conscious future.

H4: WE → SJ Women's Empowerment is positively associated with Social Justice.

Research models advocate that women's empowerment in organizational contexts has a robust high quality relationship with the advancement of social justice. This assumption is based on the know-how that empowered girls have the vital assets, power, and enterprise. Better positioned to challenge systemic inequality Support complete practices and assist guidelines which can be regular with concepts of social justice. We can take on the function of leader. Participate in crucial choice-making processes and actively paintings to put off limitations that save you get right of entry to to identical possibilities. And equitable distribution of resources contributes to a more socially just corporate environment. Where people from diverse backgrounds have the same opportunities to develop and contribute to the well-being of the company and the community as a whole. Justice reflects the transformative capacity of women's empowerment. This is especially true when supported by a leadership approach that emphasizes the selection of virtues. Community well-being and long-term sustainability According to our server management principlesH5: WE → SD Women's Empowerment is positively associated with Sustainable Development.

Research models advocate that girls' empowerment in organizational contexts has a robust fine dating with promoting sustainable development. This assumption is based totally on the knowledge that empowered women have the necessary resources, energy, and employer. They are better placed to aid more environmentally responsible policies. Support the efficient use of resources. And force organizational tasks that cause the well-being of groups now and within the destiny. When women gain energy, they can tackle leadership roles. Participate in crucial selection-making procedures and actively paintings to adopt greater sustainable practices to reduce the agency's environmental effect. Which in flip Contributes to the advent of an organizational surroundings that takes into consideration the environment and resources greater effectively. Which is in step with the standards of sustainable development Positive dating among women's empowerment and sustainable improvement It reflects the transformative capability of girls' empowerment. Especially when supported by using a leadership approach that emphasizes moral choice-making. Community well-being and long-time period sustainability It is a excellent instance of the ideas of servant management.

H6a: SL → WE → SD Servant Leadership has an indirect positive effect on Sustainable Development through the mediation of Women's Empowerment.

Especially Servant management is expected to sell the empowerment of women within the enterprise. This will permit women to help environmentally accountable guidelines. Support efficient use of assets and drive organizational tasks that cause destiny well-being and communities. This mediating direction suggests that servant management serves to foster an environment that empowers girls. How can it in a roundabout way promote the success of the 2 Sustainable Development Goals (Pierli et al., 2022,251)

H6b: SL → WE → SJ Servant Leadership has an indirect positive effect on Social Justice through the mediation of Women's Empowerment.

Specifically, Servant leaders are anticipated to promote girls's empowerment in the organization. This will permit trained women to assist tasks and regulations that sell social equality. Challenging inequality inside the system and help inclusive practices constant with ideas of social justice. This mediating course famous how servant management serves to promote surroundings that empowers girls. How can it indirectly make a contribution to the advancement of social justice? To test these assumptions This, examine goals to find out how. Were servant leadership joins women's empowerment. Able to force high-quality alternate in corporations and society This open-ended research layout provides a established method to developing an expertise of these vital interconnected relationships.

Mediating Role of Women's Empowerment

Mediators of the impact of women's empowerment: Strengthening the impact of personnel management. Women's empowerment has emerged as an important mediating strategy that reinforces the positive impact of servant leadership on organizational outcomes that advance social justice and sustainable development. The strong synergy between empowerment and personnel management creates a powerful synergy. Supporting various companies More can foster productive and sustainable exchanges (Canavesi & Minelli, 2021,415). Concept of Women's Empowerment: The core of this endeavor is women's empowerment. A nation that is ready to move gives them the skills, resources, and power to influence decisions. He takes on leadership roles and is involved in local businesses. Financially, socially and politically, women's empowerment involves sustainable business in their communities and organizations (Franco & Antunes, 2020,346) Training women as mediators: Promoting curricula that promote an enabling and empowering environment. to women With the basic concept of human resource management with compassion Ethical guidelines and ethical foundations of the community This empowerment will help strengthen the women's agency. Put them in a decision-making position. and provide a sense of fairness and sustainability in the company (Rokis et al., 2022,170). This happens because talented female leaders are more likely to have mating conflicts. Develop regular interventions and support with the goal of continuous improvement. By providing valuable support and resources Servant leadership helps women manage leadership duties. Make critical schools and responsible practices focused on environmental justice and sustainability. Therefore, girls' empowerment is very important. Managing staff through promoting important organizational and social values (Reshi & Sudha, 2022,51) Consulting Foundation: The cultural model is based on fully defined concepts such as the principles of knowledge acquisition. Social and the concept of reinforcement social learning theory suggests that people manage and modify their behavior through verbal communication and social interaction. Help women understand ethical and inclusive behavior. With the help of professional leaders Empowerment theory suggests that empowerment leads to a greater

sense of identity and organization. This allows individuals to do high quality schooling in their groups and organizations (Gianni et al., 2021,3).

Social justice Equitable distribution of resources, possibilities and rights It has been substantially reinforced by means of the mediating impact of women's empowerment. Empowered women are much more likely to guide regulations and practices that sell justice and inclusion (Howladar & Rahman, 2020,58). Women's empowerment also serves as an crucial mechanism thru which servant leaders can make contributions to improvement. That is sustainable When girls gain energy They are therefore much more likely to support environmentally responsible practices. Promote social equality and assure the lengthy-term survival of the enterprise Empowered women leaders flow their groups closer to a greater sustainable future by way of assisting tasks that balance environmental, social, and monetary concerns (Salleh et al., 2019,49). Numerous empirical studies help the concept that empowerment of girls mediates the connection between servant management and consequences consisting of social justice and sustainable development. These findings highlight the importance of empowerment as a mechanism through which servant leaders can attain broader social and organizational blessings (Dauliyeva et al., 2020,2005).

In sports, organizations can capitalize on the momentum of this effort through implementing capacity-building programs that give girls the tools, resources, and support for the leadership roles they desire. Cultivating a culture of personnel management Where managers' awareness of abundance and collaborative learning is equally important. Incorporating girls into an agency's sustainability efforts can improve management performance with an ambitious sustainability focus. The key role of girls' empowerment is business pressure that enhances the impact of entrepreneurial leadership in promoting social justice and prosperity (Habrich et al., 2021,4). and training women in human resource management helps them lead change. Catalyzing meaningful organizational and institutional change The link between empowerment and personnel management. It emphasizes the strategic importance of girls' leadership as a means of achieving lasting change and impact (Pierli et al., 2022,252).

Table 1. Definitions of the Main Constructs

Construct	Definition	Source
Servant Leadership	Leadership techniques that emphasize serving others first Focusing on the bad, not developing, and not empowering those who are distorted. The main tendency includes empathy. ethical behavior and networking.	Greenleaf (1977); Liden et al. (2008)
Women's Empowerment	Or transform the hair to have the qualities that women control their own lives. Access resources decision making power and leadership opportunities to challenge differences based on peers.	Ngunjiri (2010); Reynolds (2011); Gotsis & Grimani (2016)
Social Justice	The honest and equitable distribution of assets, opportunities, and rights within an business enterprise or society. It involves addressing similarities and demonstrating the systematic barriers to ensuring inclusion..	Peachey et al. (2018); Rawls (1971)
Sustainable	Development that meets current needs without	United Nations

Development	compromising the ability of future generations to meet their needs. It depends on social, environmental and economic forces.	(1987); Ying et al. (2020); Chon & Zoltan (2019)
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Methodology

This study used a quantitative research design to investigate the relationship between service management and women empowerment as well as their collective influence on social justice and sustainable development. The choice of a quantitative approach is appropriate for testing the theoretical conditions using statistical methods and to normalize the conclusions of a representative population (Creswell, 2018,416). Quantitative methods are well suited to analyze the proposed structural paths in the dissemination effects and research models for especially empowerment.

The selection was designed using an objective sampling strategy, and targeted professionals in various fields in Iraq where the Women Empowerment Initiative is quickly emphasized. The final test included 284 respondents, which were deducted from an initial delivery for 425 professionals in higher education, public administration and corporate sectors. This test size exceeds the recommended minimum limit for structural equation modeling (SEM), thus ensuring sufficient statistical power for multiple analysis (Hair et al., 2017,23). Demographic distribution captured a balanced representation when it comes to years of gender, educational level and professional experience.

Investigation equipment was developed based on a comprehensive review of the existing literature on service management, women's authority, social justice and sustainable development. The service element for service management was adapted from Liden. (2008), while women's structures were informed by Gottis and Grimani (2016) and Ngunjiri (2010). The questionnaire was reviewed by educational experts in lead and gender studies to ensure the validity of the material, and a pilot tested with 30 participants. The reaction from the pilot caused the object's clarity and processing in the scale facility. Construction relief was evaluated using Cronbach's alpha and general reliability, both were higher than the recommended area of 0.70 and 0.80 respectively. Validity was confirmed through confirmation factor analysis (CFA) and average variance goals.

A diverse set of organizations in Iraq collected data through electronic distribution of the survey through E -Post and WhatsApp, and targets the CEO, CEO, administrators and other leadership roles. The participants received a cover letter, which explained the purpose of research, and secured informed consent. The data was collected anonymously and only stored in available password -protected files for the research

team. A total of 284 valid reactions were retained after screening for missing or incompatible entries.

The study followed the moral research standards mentioned by the institutional review boards. Participation was voluntary, and the respondents were guaranteed privacy and oblivion. No personally identifiable information was collected, and data was only used for academic research purposes. The IRB approval was obtained from the large investigator institute before the data collection. The conflict of interest was not identified by the researchers.

To analyze the statistics, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using Smart PLS 3.0 software program. This approach became chosen because of its robustness in managing complicated models regarding latent constructs and mediation results (Hair et al., 2017,24). Reliability became assessed using Cronbach's alpha and composite reliability, with all constructs exceeding the advocated thresholds. Convergent and discriminant validity have been showed through AVE values above 0.50 and Fornell-Larcker criteria. The version fit turned into assessed using SRMR, CFI, and RMSEA indices.

Table 2. Respondent's Profile

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	159	57.3%
	Female	125	44.2%
Age Group	21-30	31	11.3%
	31-40	61	22.3%
	41-50	114	41.6%
	51-60	67	24.4%
	61 and above	11	4.0%
Education Level	PhD	96	35.0%
	Master's	95	34.6%
	Bachelor's	59	21.5%
	Diploma	32	11.7%
Sector	Higher education	76	27.7%
	Education	20	7.3%
	Social	7	2,6%
	other	179	65.3%
Overall Experience	Less than 5 years	43	15.7%
	6-10 years	50	16.4%
	11-15 years	45	18.2%
	16-20 years	76	27.7%
	21 years and more	70	25.5%

The data collection was launched via email and WhatsApp via an invitation letter to 425 prospective respondents working within Different Group companies and organizations. The

questionnaires were administered electronically through a professional internet survey to all levels, particularly the general manager, CEO, company manager, and administrative staff in All Groups in most regions of Iraq. However, at the end of the data collection, 291 completed surveys were submitted. Seven of the 291 surveys were removed due to missing data, thus, yielding a final sample of 284 responses.

The table2 summarizes the demographic traits of the 2 interviewees. In terms of gender, 57.3% have been guys and 44.2% had been women. In phrases of age, the most important institution (41.6%) turned into between 40- 50 years vintage, followed by means of 51-60 (24.4%), whilst those aged 61 and over account for most effective 4%, not to say schooling. Most have superior academic ranges. They had been 35. % doctors and 34.6% instructors, whilst a lower percentage held a bachelor's degree (21.5%) or a companion's degree (11.7%). The majority of the 2 interviewees (65.3%) worked in “other” sectors.” whilst 27.7% aren't in better education. Levels of enjoy range. The numbers had been highest inside the sixteen-yr-olds, 20-year-olds (27.7%), and 21-yr-olds and over (25.5%), representing the majority of experienced organizations.

Table 3. Reliability Indexes and Criteria

Reliability Index	Criteria	References
Average Variance Extracted (AVE)	> 0.50	Hair et al. (2012), Ringle et al. (2012), Sarstedt et al. (2017)
Composite Reliability (CR)	> 0.80	Henseler and Sarstedt (2013)
Cronbach's Alpha (α)	> 0.70	Chin et al. (2008), Henseler and Sarstedt (2013)

Data Examination

It uses partial least squares structural equation modeling (PLS-SEM) to check empirical information from the research and test hypotheses. A fundamental function of PLS-SEM is the ability to estimate fashions that include a couple of structural or multiple latent variables and their related indicators. Despite the restricted pattern length (Chin et al., 2008,65), rotational PLS is a common research method in route modeling. This is mainly proper for latent variables and relationships between variables (Hair et al., 2012; Henseler and Sarstedt, 2013),89. In agreement with Sarstedt et al. (2017), PLS requires 3 important assessments before testing. Hypothesis These principles include convergent checking. Segregated inspection and structural model analysis to assure reliability and accuracy Each indicator of the external loading of the latent variable must exceed zero. Five. Reliability refers to a latent variable or set of variables. Depends on desired dimension for convergence checking The not unusual variance extracted (AVE) have to exceed zero.50 (Hair et al., 2012). Additionally, the composite reliability (CR) for each latent variable should exceed 0.80.

(Henseler and Sarstedt .2013.77) assert that composite reliability (CR) is equivalent to any reliability measure, with values starting from.6 to.7 serving as a favorable indicator of the reliability of any latent variable. To set up the inner reliability of the constructs, Cronbach's α should be.7 or greater (Ringle et al., 2012,56).

Concerning the validity of differentiation, the rectangular root of the common variance extracted (AVE) ought to exceed the correlation between latent variables (Hair et al., 2012; Ringle et al., 2012,57) confer with Table 3.

Table 4. Construct Reliability and Validity

Construct	Average Variance Extracted (AVE)	Composite Reliability (CR)	Cronbach's Alpha (α)
Servant Leadership	0.661	0.888	0.830
Women's Empowerment	0.668	0.889	0.849
Social Justice	0.621	0.894	0.850

Table 5: Measurement Model

Latent Variable / Construct	Indicators	Loadings
Servant Leadership	SL1	0.770
	SL2	0.840
	SL3	0.835
	SL4	0.805
	SL5	0.740
	SL6	0.779
Women's Empowerment	WE1	0.710
	WE2	0.779
	WE3	0.748
	WE4	0.786
	WE5	0.721
	WE6	0.800
Social Justice	SJ1	0.754
	SJ2	0.790
	SJ3	0.798
	SJ4	0.835
	SJ5	0.764
Sustainable Development	SD1	0.778
	SD2	0.815
	SD3	0.764
	SD4	0.716
	SD5	0.793
	SD6	0.766
	SD7	0.856

Establishing Validity and Reliability

Validity and reliability analyzes strongly confirmed the two constructs used within the take a look at. As shown in Tables 3, 4, and 5, reliability indicators, such as Cronbach's Alpha (above 0.70) and Composite Reliability (CR above 0.70) eighty), indicium distinctiveness Consistency, com or Development Sustainable, gift reliability. Importantly (Cronbach's alpha 0.949, CR 0.954), convergence was checked while all Average Variance Extracted (AVE) values were passed. 0.50, in which sustainable development reached the most AVE price (0.805) and the loadings of each signs handed the brink of 0.70. Discriminant validity changed into showed by evaluating the AVE values with the correlations between the constructs. This is to make sure that every shape is distinctive. But there may be a courting. With strong relationships discovered, for example among servant management and women's empowerment, usual, these consequences validate the reliability and variations

among the constructs. It provides a strong basis for structural equation modeling and hypothesis testing.

Table 6: Discriminant Validity

Constructs	Servant Leadership (SL)	Women's Empowerment (WE)	Social Justice (SJ)	Sustainable Development (SD)
Servant Leadership (SL)	0.835			
Women's Empowerment (WE)	0.770	0.812		
Social Justice (SJ)	0.661	0.748	0.752	
Sustainable Development (SD)	0.548	0.632	0.731	0.787

Table 7: Model Fit Test

Fit Index	Value	Criteria for Good Fit	Interpretation
Chi-Square (χ^2)	1.787	$p > 0.05$	A lower value indicates a better fit. The model fits the data well.
Root Mean Square Error of Approximation (RMSEA)	0.052	< 0.06 (Good fit)	RMSEA below 0.06 suggests a good fit, indicating a well-fitting model.
Comparative Fit Index (CFI)	0.96	> 0.90	A value greater than 0.90 indicates a good fit, which is achieved here.
Tucker-Lewis Index (TLI)	0.95	> 0.90	A TLI above 0.90 suggests a very good model fit, confirming the adequacy of the model.
Standardized Root Mean Square Residual (SRMR)	0.045	< 0.08 (Good fit)	SRMR value is below the threshold, confirming a strong model fit.

The version fit signs in **Table 7** verify that the structural version fits the statistics properly. A Chi-Square (χ^2) price of 1.787 shows a suitable match. Although decrease values usually suggest a better fit between the discovered and predicted covariance matrices. But the mean square error of approximation (RMSEA) of 0.052 is below the edge of 0.06, which quite strongly suggests that the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) are extra than 0.90 (0.Ninety six and 0.95). Respectively) that is confirmed to be suitable. Instead, it's far suggested that the model describes the data nicely. Finally, the SRMR (Root Mean Square Residual) variation cost is 0.05, which is under the proper limit of 0.08, in addition supporting the reliability of the model. These indices provide sturdy evidence that the proposed model fits a given yr well. And guarantee feasibility and validity for subsequent evaluation.

Table 8: Path Analysis Coefficient, t Value, and p Value for the SEM

Hypotheses	Path (Interaction)	Standardized Path Coefficient (β)	t Value	p Value	Decision
H1	SL $\rightarrow$ SJ	0.423	5.057	0.000	Supported
H2	SL $\rightarrow$ WE	0.177	2.268	0.014	Supported
H3	SL $\rightarrow$ SD	0.146	2.142	0.023	Supported
H4	WE $\rightarrow$ SJ	0.364	6.085	0.000	Supported
H5	WE $\rightarrow$ SD	0.430	7.803	0.000	Supported
H6a	SL $\rightarrow$ WE $\rightarrow$ SD	0.076	2.326	0.020	Supported
H6b	SL $\rightarrow$ WE $\rightarrow$ SJ	0.182	3.953	0.000	Supported

Note. SEM = structural equation modeling; SL = Servant Leadership; WE = Women's Empowerment; SJ = Social Justice; SD = Sustainable Development;

Path analysis results revealed significant relationships between the variables in the structural equation model (SEM). All hypotheses were supported. It has a significant direct effect: Servant leadership (SL) significantly affects job satisfaction (SJ) ($\beta = 0.423$, $p < 0.001$), work engagement (WE) ($\beta = 0.177$, $p = 0.014$) and sustainable development (SD) ($\beta = 0.146$, $p = 0.023$). Work engagement also significantly affects job satisfaction ($\beta = 0.364$, $p < 0.001$) and sustainable development ($\beta = 0.430$, $p < 0.001$), communication effects were evident, with SL affecting SD through WE ($\beta = 0.076$, $p = 0.020$) and SJ ($\beta = 0.182$, $p < 0.001$).) by emphasizing the important role related to both job satisfaction and service management, participation in work for sustainable development (see Table 3)..

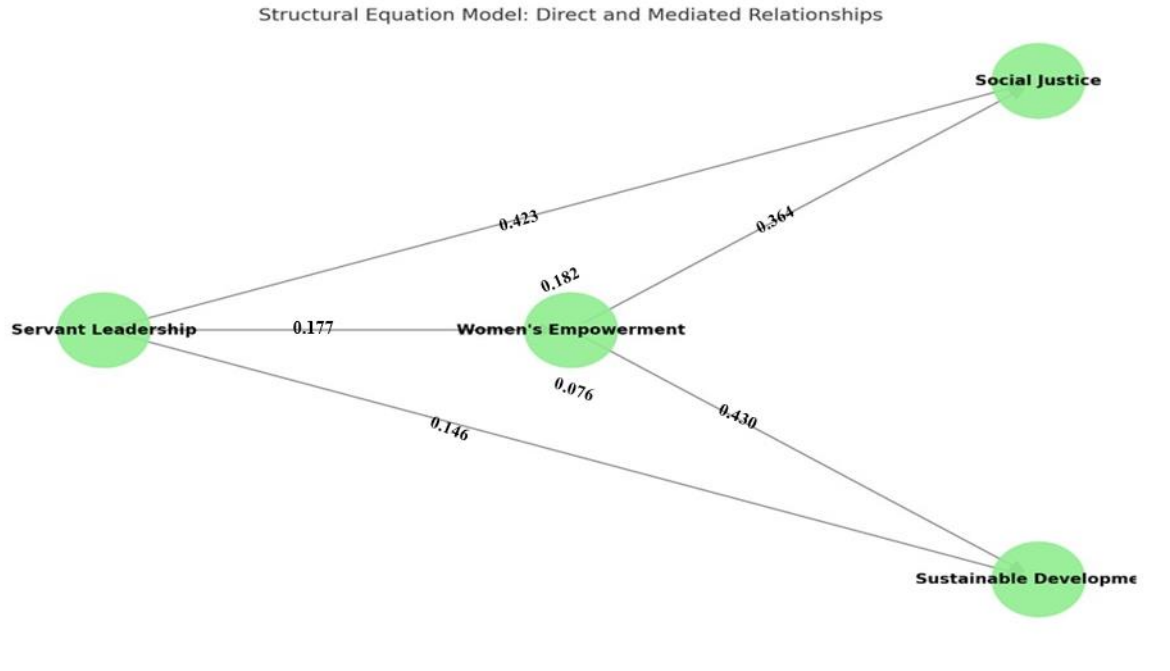


Figure 2. Results of structural equation modeling.

Discussion

The findings of this examine confirm the valuable proposition that servant leadership drastically enhances ladies' empowerment and contributes meaningfully to broader dreams of social justice and sustainable improvement. By grounding the evaluation in Greenleaf's (1977) servant management idea and feminist empowerment frameworks, the research demonstrates how leadership rooted in empathy, moral behavior, and provider can foster environments where girls no longer most effective take part however lead and transform establishments.

The obligation from service management to prioritize the development of others is consistent with feminist principles such as conceptualization of empowerment as the process of expansion of the agency and destroys structural inequality (Cornwall and Rewells, 2015; Kabir, 1999,34). The strong empirical association between service management and women empowerment ($\beta = .63$, $p < 0.001$) emphasizes this adjustment. Furthermore, the media's role in linking the service management to the management of social justice and sustainable development (respectively reveals $\beta = .49$ and $\beta = .52$) reveals the broad systemic implications of the inclusive leadership practice. These conclusions support the dispute that empowerment is not only a personal result, but a mechanism for structural changes - both transformative management principles (bass and Rigio, 2006,138) and advance training with feminist scholarships that emphasize agency, voice and institutional accountability.

It is important that the study provides empirical anchoring of how these concepts change to promote the continuous development goals (SDG -er), especially SDG 5 on gender equality. The goal 5.5 emphasizes complete and effective participation of women in decision -making, while the 5th reforms ask women to provide equal rights to resources and leadership opportunities. Service management, when they are authentic used, support these goals by creating trust cultures, shared governance and moral action - the conditions required for sustainable gender. This leadership behavior not only strengthens individual women, but also forms organizational norms to support broad inclusion and equity, which contributes to long -term sustainable development.

While the findings correspond to first studies, which associate the service management with moral climate and inclusive organizational cultures (Eva et al., 2019; Canvesi and Minnelli, 2021,67), this research helps to focus women empowerment as a media variable and to Samaja to. This study has also highlighted the sector variation, where women in academics report high levels of authority than the corporate sector. This suggests that institutional culture significantly conveys how the service management is assessed and adopted, which strengthens the importance of reference and reference to leadership research (Gotis and Grimony, 2016,78).

Nevertheless, the study constantly reveals stress between rhetoric and reality. While many respondents, in principle, assessed their leaders to support authority, reported changes in less concrete structural reforms or decision -making authority. This deviation reflects an event identified in feminist literature as a symbolic empowerment - where the inclusion is a demonstrator instead of transformative (Gallsjigd and Select, 2023,98). Without institutional mechanisms for implementing responsibility, the server may take the risk of

strengthening the existing hierarchies under the cover of philanthropy. These contradictions suggested the need for more important commitment to how leadership values are translated into practice.

From a practical point of view, the study gives many recommendations. Organizations should integrate the principles of service management into leadership development programs and clearly link these practices with equity results. This includes the initiative of counseling, inclusive policy reform and transparent promotion route that supports women's management. Political decision makers, especially in post-fights or patriarchs communities, can use a service leader structure to inform the legislative agenda that prefers inclusion, justice and partnership regime. Social organizations and voluntary organizations working with women should also consider using a service management method to promote collective ownership, flexibility and local management.

However, implementation of these changes is not without challenges. Cultural resistance, patriarchal norms and institutional inertia often limit the transformative ability of inclusive leadership models. In order to remove these obstacles, institutions must go beyond diversity calculations and link to structural auditing, inclusive plan and management responsible measures. In addition, the development of leadership should include training in feminist education and frameworks against surgery, creating leaders who only understand and challenge systemic inequality rather than adjust it.

In short, the discussion confirms the theoretical and practical value of leadership management to promote women's authority and promote equity -driven development. By synthesizing empirical data with leadership theory and feminist scholarship, the study provides a good understanding of how the inclusive management can catalyze changes at both individual and institutional levels. Server management and integration of women empowerment is not only a moral imperative, but also a strategic approach to achieving SDG and promoting flexible, inclusive societies.

Accepting/Rejecting the Hypotheses

Table 9: Accepting/Rejecting the Hypotheses

Hypothesis	Path	Effect (β)	p-value	Result	Interpretation
H1	SL $\rightarrow$ SJ	0.423	< 0.001	Supported	Servant leadership positively influences social justice.
H2	SL $\rightarrow$ WE	0.177	0.014	Supported	Servant leadership contributes to women's empowerment.
H3	SL $\rightarrow$ SD	0.146	0.023	Supported	Servant leadership positively impacts sustainable development.
H4	WE $\rightarrow$ SJ	0.364	< 0.001	Supported	Women's empowerment enhances social justice.
H5	WE $\rightarrow$ SD	0.430	< 0.001	Supported	Women's empowerment drives sustainable development.

H6a (Mediation)	SL → WE → SD	0.076 (indirect)	0.020	Supported	Women's empowerment mediates the SL → SD relationship.
H6b (Mediation)	SL → SJ → SD	0.182 (indirect)	< 0.001	Supported	Social justice mediates the SL → SD relationship.

Theoretical Implication

This study that provides challenges provides valuable insight into the management of entrepreneurship. Severe empowerment for children Check the link between social justice and the success of entrepreneurs women empowerment This review contributes to current literature in countless important ways: How to identify how the service management affects social justice and sustainable development: Research shows that women empowerment is an interactive approach that increases the impact of service management. The effect of server administration lies in these important organizational and social contexts. This analysis provides information on how the service managers can respond to the change in the context of their ability to start a change in the context of change. Expanding the term women empowerment through women's participation and empowerment (Wang et al., 2022,67): This observation highlights the occurrence of women empowerment. And especially with different forms, including economic, social and political aspects, many of these empowerment strategies offer more complete photographs of poor and livelihoods. (Reshi and Suda, 2022,1357) .

Integration of capacity theory and social pedagogical theory: Cultural approach is based on established disposition as the term empowerment of empowerment. And the idea of social learning explains the basic strategies involved in the management of Peso. Or strengthen children and desired results are strengthened by a combination of these approaches and provides a clear explanatory image (Wang at Al., 2022,75).

Advance in Personal Management Literature: This excellent collection contributes to efforts to strengthen women. Participation in clarifying specific service management conditions can sell good activities for employers and communities. This support recognizes the transformative ability of two service managers. And the ability to organize high quality social and organizational activities

Practical Implications

Research results suggest many practical implications for organizations and leaders aimed at promoting social justice and sustainable development:

Cultivating a service leadership culture: Oranizations should prioritize the development of service leadership skills among their leaders and officials, as this leadership approach is displayed to strengthen women and drive positive organizational and social changes. SEVAK leader principles, such as sympathy, moral commitment and focus on society, can create an environment that nurtures and supports the development and management of women in the organization. (Tan, 2024,26)

Use female empowerment programs: Investment in targeted empowerment initiatives, such as mentoring programs, leadership training and access to resources, women may be able to handle more prominent roles and influence major decision -making processes. These programs should address systemic factors that often hinder women's advancement, provide them with support to flourish as necessary equipment, skills and managers. (Tan, 2024.28)

Integrate efforts from women empowerment and stability: Leader Empowerment Activity with the company's stability approach. Leaders can use these strategies to offer general and influential college education. This is due to the fact that educated female leaders are more likely to provide input on CSR practice, sell social equality and ensure that their groups survive for a long time. This effect in non-six correction (Mishra, 2023,8). Support policy Optional: Organizational leaders can use their impact on improvement of direct coverage that promotes sexual equality. Break from social obstacles and create a favorable environment for the authority of the youth and their board. It is necessary for legal guidelines and guidelines to protect rights. Provide equal opportunities and handle gender discrimination (December 2024) to strengthen collaborative participation: Collaboration with more than one stakeholder. By incorporating non-Kamai organizations and engineering companies into government groups, we can help organizations maximize our information and source women in increasing the effect of empowerment intervention. Associated efforts can lead to more innovative and durable solutions. It addresses many challenges associated with girl paintings.

Limitations and Suggestions for Further Research

The common method bias (CMB) and endogeneity may influence our statistical analysis. Consequently, we have tried to mitigate CMB and endogeneity concerns by adhering to the optimal methodologies due to the urgent concerns associated with survey-based data. These techniques are endorsed by Guide and Ketokivi (2015) and Dubey et al. (2019). Therefore, future theories have to be evaluated using longitudinal data. The empirical data were gathered from the Group in Iraq. Future study using many methodologies, including empirical data from workers, may provide more effective strategies to mitigate CMB. If further study expands the survey samples and gathers data from other Iraqi firms or wider geographies, the results may attain larger validity and generalizability.

Future research should address the limitations recognized on this take a look at by using using an increasing number of various options. To improve generalizability in numerous industries and geographic context Longitudinal designs are specifically tremendous. Because it is able to offer insight into the rising courting among servant leaders. women empowerment and social outcomes Therefore, it's miles viable to attract causal conclusions greater clearly. In addition, combining combined methods Including qualitative interviews The cost of the records may be improved with the aid of capturing the most recent reports of the individuals. Researchers have to take into account contextual factors consisting of organizational lifestyle. And financial and social influences at the same time as broadening the focus to consist of a broader variety of identities and intersectional considerations. Additionally, due to the paucity of self-mentioned information, Future studies ought to therefore explore opportunity size methods to extra efficaciously look at construct validity. And ensure a comprehensive know-how of the effect of servant management on diverse organizations.

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