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Abstract. In the current era, sustainable leadership plays a significant role to manage the companies with the society, environment, and long-term sustainable development goals that help them to gain the stakeholder's loyalty towards the company. This paper is an informative approach to critically inspect the number of factors that derive a sustainable performance of employees within the workplace. To fulfill this aim, structural leadership is considered as an independent variable, employee performance as a dependent variable, while psychological safety, structural empowerment, and organizational learning are act as mediators. The online survey-based quantitative research is considered to justify the hypothesis where the SFA and SEM focused statistical tests are implemented. The results depict that sustainable leadership favorably enhanced the organizational learning and structural empowerment-based employees' performance within a workplace as compared to their psychological safety factor. This informative data can be utilized by HR managers, policymakers, and the related field employees in the footwear sector that will definitely enhance their working efficiency. No doubt, it is a productive research, but lack of qualitative data may impact the authenticity and reliability of its results, and this weakness can be overcome by upcoming scholars.

Keywords: Sustainability Performance; Leadership; empowerment and learning

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1 Introduction

In the early 1990s, the use of *Chlorofluorocarbon* (CFC) was banned for all the footwear products because it was deleterious to the conditions (Hwang & Kim, 2017). It has been estimated that the utilization of footwear products will double every 20 years. It results in increasing the sustainability of consumer products. Sustainable footwear products are those in which the material used is reduced drastically (Aversa, Petrescu, Petrescu, & Apicella, 2016). Sustainable leadership leads to the production of sustainable products (Jansson, Nordlund, & Westin, 2017). According to Zimek and Baumgartner (2017) sustainability performance refers to environmental, social, and economic sustainability. It is not limited to organizational boundaries, but it is also concerned with the upstream and downstream stakeholders of an organization. During the last few years, the sustainability performance of the footwear industry of Indonesia can be evaluated and determined by the emission of CO₂, safety, and health of the organization, resource-saving, and the financial aspects (Sustiyatik, Susilo, & Ridwan, 2019). The given table 1 gives some important performance indicators priorities that the footwear industry of Indonesia considers in the past few years.

Table 1: Priorities for performance indications in the footwear sector of Indonesia

Performance indicators	Priorities (%)
Operation cost	24,70
Recapturing value	20,33
Technological innovation	10,28
Encourage recycling	9,01
Social and environmental acts	6,17

Sustainability performance is decreasing in the footwear sector because it does not consist of sustainable development goals or global goals (Kadar, Devadasan, & Balakrishnan, 2019). The performance of an organization depends on effective leadership that lacks in the footwear sector (Polese, Ciasullo, Troisi, & Maione, 2019; Geng, 2020). According to Connor, Delaney, and Rennie (2017), innovative management and leadership are important for organizations to achieve sustainable goals. The leaders should provide opportunities to the employees working in the footwear sector instead of providing the solutions (Plaskoff, 2017; Batool, A., et al., 2020; Goo, F., et al. 2020). The leaders should value the workers and should also understand their conflicts and tensions. The below table 1 shows the percentage of companies along sustainable leadership reporting during 2011-2016 (Kamarudin et al., 2020).

**Figure 1:** Sustainable Leadership

From the results and findings of previous studies, it can be indicated that significant efforts have been conducted regarding the total impact of sustainable leadership (SL) on the overall performance of sectors. A research study recently by Suriyankietkaew and Avery (2016) has evaluated the overall influence of effective as well as the influence of SL on the sustainable performance (SP) of the sector along with the mediating impact of employee empowerment. Though, the research effort has not been conducted regarding the footwear sector of Indonesia and its sustainability performance. None of the past research efforts has evaluated the significant part of SL on the performance of the footwear industry of Indonesia. So, the following study gives grounds for the clear meaning of

sustainable leadership and its impacts on SP. Furthermore, some past studies for example Bendell, Sutherland, and Little (2017) have demonstrated the impact as well as the association between employee empowerment (EE) and sector overall performance from different perspectives. Still, this research effort is positive and justified mainly because no other study has illustrated the direct mediating impact of organizational learning as well as structural empowerment in the linkage between sustainable leadership and SP of footwear sector of Indonesia. The stated research study has the following objectives and purposes,

- The inceptive purpose of the given study is to evaluate the overall impact of sustainable leadership on sustainability performance in the footwear sector of Indonesia. 2
- The secondary aim of the following research is to identify the mediating impact of psychological safety on the relationship b/w sustainable leadership and sustainability performance (SP) in the footwear industry of Indonesia. 2
- The third purpose of the current article is to examine the mediating impact of structural empowerment on the linkage between sustainable leadership and SP 2, the footwear industries of Indonesia.
- And the final purpose of the study is to identify the mediating impact of organizational learning on the relationship b/w SP and sustainable leadership in the footwear industry of Indonesia.

The given research is highly significant and admirable for the footwear industry of Indonesia to enhance the role of sustainability performance through safety measures. As it is important to mention that the given study has a wide scope in the footwear industry of Indonesia as well as in other sectors of the country. The HR professionals of the footwear industry can enhance the overall performance through effective sustainable leadership leaning qualities and using the driving forces (Al-Zawahreh, Khasawneh, & Al-Jaradat, 2019; BeltránPascual & Virseda, 2020). Moreover, the study is also significant for the top management, middle management, and other hieratical staff members for knowing the impact of structural empowerment as well as organizational learning on sustainable performance. The researchers of other sectors such as HR, manufacturing, service and banking sector can also take benefit from this article to learn the impact of SL on performance.

The current research article involves five major chapters incorporating the introduction of the study, review of the literature, study methodology, results and interpretation, discussion, and conclusion of the results. The first and basic chapter of the ongoing research is an introduction, which usually starts with the background of the topic and embraces the heading of problem statement and justification and rationale. The literature review is the second chapter of the given paper which summaries what has already been evaluated in the given sector and highlights some gaps and shortcomings in the current literature. The third section of the current study discusses the techniques that are used to gather data along with significant procedures and methods. This section also discusses all the tools that have been used to evaluate the collected data. The fourth chapter of the research contains all the results along with their interpretations and finally, the fifth chapter discusses the empirics and explains the significance of the work.

2 Literature review

2.1 Theory of sustainable leadership

Organizational SL practices and procedures generate durable, effective, and profitable outcomes (Selvarajah, Meyer, Jayakody, & Sukunesan, 2020). According to the given theory by proving an effective roadmap, significant practices to develop management approaches Bendell et al. (2017) sustainable leaders and management positively impacts and support the overall financial as well as operational performance of the sector in a sustainable way. According to the theory of sustainable leadership, sustainable practices such as focusing on learning as well as continuous enhancement (Barker & Hakegård, 2019). It promotes newness and sharing innovative ideas and concepts that develop an efficient environment where workers feel comfortable as well as experience innovative ideas which positively influence the overall performance process of the sector sustainably

(Dellve & Eriksson, 2017; Ul-Hameed, Mohammad, & Shahar, 2018; Bombiak, 2020; Prasetyo, & Kistanti, 2020; Laužikas, & Miliūtė, 2020).

Furthermore, this theory also states that by implementing the above practices organizations significantly able to foster a psychologically safe environment for employees which remarkably impacts the overall operation as well as the financial performance of the sector sustainability (Shaw, 2018). Moreover, this theory also states that effective leadership and management in a sector is usually developing when the top management and leaders of the business manage their sector with the environment, society as well as long-term sustainable development objectives in mind which significantly supports the sustainable performance.

2.2 *The relationship between Sustainable leadership and sustainability performance (SP)*

Sustainable leadership is a very wide term as it refers to the management of the leaders who manage the companies with the environment, society, and long term goals for development in mind (Burawat, 2019). Suriyankietkaew and Avery (2016) In research explained that sustainable performance significantly refers to the triple bottom line, individuals, and planet gain. For sustainability in the companies and organizations, strong and sustainable leadership is very compulsory and it requires this sustainable leadership to promote business and make such policies to run the business without any hindrances and obstacles and leaving the rivals far behind in the marketing world. Organizations with sustainable leadership build a healthy environment for management and employees to work with harmony and enthusiasm. Employees under a sustainable leadership feel satisfaction, safety, surety, and chances of promotion and personal acknowledgment is also a part of (Barker & Hakegård, 2019). Sustainable leadership helps in managing internal and external issues with collaboration and understanding. Pham and Kim (2019) said that sustainable leadership is a key to success and a source of promoting development, education, progress, and also new policies to lead the business towards success and progress. The sustainability in leadership promotes unity, success, development, new phases for the organization to emerge its new industries (Suriyankietkaew, 2017). This is a fact that when there is a sustainable leadership in the organization or companies they take steps to progress only with a lot of profits and benefits. The qualities that an organization expresses through sustainable leadership are not just for the specific number of people but it benefits the nation and worldwide also. Under sustainable leadership, the employees feel a kind of satisfaction and they work with loyalty and try to excel their efforts (Koesmono, 2018). They manage to cope with the issues according to the situation and policies implemented by the management and also make it possible to adopt new ways and means of services to make the effort in playing a positive role. Thus a sustainable leadership has a very positive influence on maintaining a sensible and durable relationship to achieve the desired goals and success and for the employees as well to work with satisfaction and loyalty with a safe future. Therefore, the current paper recommends the below hypotheses,

2

H1: Sustainable leadership positively relates to sustainable performance.

2.3 *The mediating role of psychological safety in the relationship b/w sustainable leadership and SP*

A study by Chughtai (2016) manifests that psychological safety enhances the performance of the employees, and they feel easy in talking about their conflicts and share their ideas openly under psychological safety. They can easily and fearlessly raise the issues being faced in the organization regarding their jobs. The leader encourages the employees to focus on the activities of different opportunities and share their ideas and experiments with others in the organization (Deci, Olafsen, & Ryan, 2017). According to You (2020) sustainable leadership highly affects the sustainable performance within an organization by providing psychological safety. Psychological safety not only enhances the presentation at the individual level, but it also affects the performance of a company at the organizational level. Sustainable performance is determined in terms of the accomplishment of goals and return on the assets and resources (Agarwal & Farndale, 2017). According to Miao, Eva, Newman, and Cooper (2019) work engagement can be enhanced with the help of psychological safety, and its absence results in substantial loss of social and economic aspects to the workers as well as the organizations. The roots of sustainable leadership highlight the responsibilities of a company to the society. Sustainable leaders are

responsible for fulfilling the needs of the present generations. SL enables sectors to acquire faster, efficient, and more malleable than opponents (Yin, Ma, Yu, Jia, & Liao, 2019). Hence the above empirical discussion propose the following hypotheses,

H2: Psychological safety significantly mediates the association b/w sustainable leadership and sustainability performance.

2

2.4 *The mediating impact of structural empowerment on the association b/w sustainable leadership and SP*

Over the last few decades, sustainability is a very critical issue for many sectors and organizations majorly were a trade-off among social as well as economic performance is developing (Dedahanov, Bozorov, & Sung, 2019). According to Valsania, Moriano, and Molero (2016) that structural setting directly impacts the social as well as economic performance of the sectors, as, structural settings have an effective impact on the overall performance of the sector. It is evaluated that the combination of effective structural settings and empowerment and commitment between individuals empower sectors to bring a high degree of SP in terms of operations and economics. According to Reed (2019), structural empowerment incorporated as the structures such as policies and procedures within a sector that empower many employees and individuals to practice in an effective as well as an autonomous way to support the sector in achieving a high degree of sustainable performance. Another study by Asif, Qing, Hwang, and Shi (2019) manifests that with significant structural empowerment, a particular sector has a commitment to learning which generates sustainable leadership in the firm that further develops significant outcomes in terms of sustainability in overall performance. Furthermore, it is demonstrated that in a significant structural environment, employees of the sector would analyze issues and act significantly as well as independently and where their positive level of allegiance majorly lead to SP (Elsetouhi, Hammad, Nagm, & Elbaz, 2018). Based on the discussion above, the given study suggest the ensuing hypotheses,

H3: Structural empowerment positively mediates the relationship b/w SL and sustainable performance.

2.5 *The mediating impact of organizational learning on the relationship b/w sustainable leadership and SP*

Organizational learning is a process by which an organization takes steps to improve itself over time through gaining knowledge and experience and then the use of that experience to create understanding and knowledge (Sohi & Matthews, 2019). Finally, this obtained knowledge is transferred within the firm or the organization. Organizational learning is very important for organizations to develop strength and promotion through creation, retention and the transfer of knowledge within the organization will strengthen the organization as a whole (Greer & Egan, 2019). Organizational learning mainly consists of these three points as conceive, act, and reflect. Thus organizational learning plays a sensitive role in building a very strong connection between SL and SP. When an idea is conceived, then it is created and finally reflected. Through the process of conceives and active learning is reflected. Thus it has a mediating role in building a strong bond between sustainable leadership and sustainable performance. Organizational learning promotes ideas to build a positive environment for the management and for the employees to develop a healthy environment to develop the idea of promoting new products manufacturing and implementing new ideas within the organization (Tamayo-Torres, Gutiérrez-Gutiérrez, Llorens-Montes, & Martínez-López, 2016).

2

H4: Organizational learning positively mediates the association b/w sustainable leadership and sustainable performance

Research model is presented in Figure 1



Figure 1: Research Model

3 Methodology

The research method of this paper is majorly based on conducting quantitative research where different open-ended questions are asked from the related field participants. As, this paper majorly based on considering the footwear sector so the tested participants will be its management, related workers, policymakers and the management students. This is an advanced source of statistical outcome where online survey-based quantitative data is gathered. According to their demographic factors segregation, three factors are majorly considered as gender, education and age factors. The five-point Liker scale (from highly disagreed = 1 to highly agreed = 5) is used to ask the related questions from the targeted participants. In the initial stage, the 500 questionnaires are distributed among the stakeholders of this paper on which only 338 are interested to give a valid outcome that helps to make a constructive research analysis. In this paper, sustainable leadership is considered as an independent variable, sustainable performance is studied as a dependent variable, while there are three mediating variables named as psychological safety, organizational learning and structural empowerment.

Its demographic analysis based outcomes are given below; where the majority of the participants are postgraduates or having a master's degree (Arnett, 2018). According to the statistics, there are 13%

participants who having a graduation based academic background, 43% are the postgraduates, and 32% belong to the high professional master's degree, while the remaining 12% belong to the field of education / academics. This factor shows that all the participants having HR management and related field-based experience, especially in the footwear industry. Well, in case of their gender based segregation, there are 177 males and 161 females. Well, there is a minor difference among the male and female participation in this research outcome like male to female ratio is 52: 48. Last, but not the least, is an age-based demographic factor, it becomes clear that the frequency of 21 to 30 years old individuals is 89 with 26%, while in 31-40 age group, its frequency is 31% and 29% frequency of participation belongs to the 41 to 50 years old people of the related field. While, the remaining 15% are older than 50 years. After collecting this dispersed data from the selected participants, the next step is to apply the SPSS based test on the hypothesis testing based mechanism of this paper. The confirmatory factor analysis and the structural equation modeling based research tests are implemented in order to make a versatile outcome (Hussain, Anwar & Razimi, 2020).

4 Analysis Interpretation

In this statistical analysis, the two-stage model oriented building process is implemented named as confirmatory factor analysis (CFA) which based on determining the number of factors and the loading of the measured variables based on the pre-established theory (Keith & Reynolds, 2018; Marsh, Guo, Dicke, Parker, & Craven, 2020). The second method is structural equation modeling (SEM) to test the validity of this paper hypothesis. The CFA directly accessed the measurement quality of the model and also measures the individual factor analyses for the performance and learning constructs (Chui, Lee, Mok, & Tsang, 2018). In the SEM-based analysis, the conventional estimation technique is used to test the relationship between the tested variables (Bandalos & Gerstner, 2016; Jöreskog, Olsson, & Wallentin, 2016). Its descriptive statistics based outcomes are shown in the following table 2.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
SustLead	338	1.00	4.90	3.5240	1.12990	-.777	.133
PsySafety	338	1.00	5.00	3.5337	1.11876	-.733	.133
StructEmp	338	1.00	5.00	3.4802	1.08539	-.733	.133
OrgaLearn	338	1.00	5.75	3.4357	1.08986	-.239	.133
SustPerf	338	1.00	5.00	3.4411	1.11019	-.610	.133
Valid N (listwise)	338						

According to the above statistics, it becomes clear that the standard error value of this SPSS test is 3.5 where the sustainability leadership based independent variable shows a higher mean value. Also, its standard deviation value depicts that this factor has majorly deviated from its mean position that may reduce its direct influence on the sustainable performance factor. Well, both structural empowerment and organizational learning factors are less deviated from there mean position which shows that there is a great impact of these organizational factors on the performance level of the employees within a workplace. While, the psychological safety figures show their lesser impact on the employee performance factor. As far as their KMO and Bartlett's test-based statistical analysis, the following values show the real outcomes.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.947
Bartlett's Test of Sphericity	Approx. Chi-Square	17569.943
	df	741
	Sig.	.000

According to the Kaiser-Mayer-Olkin measure of sampling adequacy outcomes, it becomes clear that its value (0.947) is within the threshold range. Also, the significance value of this research outcome is less than 0.05 with the proper Chi-square value depicts that this model is a good fit to analyze the impact of sustainable leadership on the employees performance. It's rotated component matrix-based table is shown in the following table 4.

Table 4: Rotated Component Matrixa

	Component				
	1	2	3	4	5
SL1		.737			
SL2		.784			
SL3		.850			
SL4		.849			
SL5		.846			
SL6		.862			
SL7		.836			
SL8		.833			
SL9		.842			
PS1				.855	
PS2				.851	
PS3				.867	
PS4				.842	
PS5				.851	
SE1					.817
SE2					.848
SE3					.829
SE4					.816
OL1			.635		
OL2			.672		
OL3			.733		
OL4			.818		
OL5			.818		
OL6			.799		
SP1	.810				
SP2	.843				
SP3	.847				
SP4	.858				
SP5	.850				
SP6	.841				
SP7	.811				
SP8	.789				

SP9	.803
SP10	.800
SP11	.771
SP12	.876
SP13	.881
SP14	.891
SP15	.871

The above tabular description of all the items shows that all the matrix values are more than 0.7 means at their threshold range. This means that all the items are effectively loaded on this model that enhanced the productivity of this model to make a constructive outcome. Well, its convergent and divergent validity based outcomes are shown in the following table 5 that is helpful enough to make a constructive outcome.

Table 5: Convergent and Discriminant Validity

	CR	AVE	MSV	MaxR(H)	OL	SL	PS	SE	SP
OL	0.952	0.769	0.479	0.985	0.877				
SL	0.967	0.764	0.309	0.990	0.496	0.874			
PS	0.948	0.786	0.237	0.991	0.343	0.487	0.887		
SE	0.927	0.759	0.309	0.992	0.360	0.556	0.415	0.871	
SP	0.923	0.769	0.479	0.995	0.692	0.455	0.398	0.395	0.877

According to the above items based description, it becomes concluded that there is no convergent or divergent issue faced by the tested items loading. Like, all the average variance extracted value is more than 0.5 and the related composite reliability factor is higher than 0.7 which means no convergent validity issue has been faced in this case. In addition to this, the decreasing order based bold letters output explore the non-existence of discriminant validity issues. This shows that all items are distinct from one another due to their diverse nature and related outcomes. See Table 6.

Table 6: Model Fit Indices

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08
Observed Value	2.761	0.812	0.932	0.932	0.072

This model fit indices is an important and informative approach to critically inspect the efficiency and authenticity of the factors uploading mechanism. According to the above-mentioned statistics, all the observed values of GFI, CMIN/DF, IFI, CFI, and RMSEA is within their related threshold range. Like the value of RMSEA is lower than 0.08 (0.072), the value of CFI is greater than 0.90 (0.932) while IFI also shows a similar outcome. In addition to this, GFI shows such observed value which is greater than 0.80 (0.812) and CMIN/DF having more than 3 based observed tested value (2.761). All these statistical evaluations depict that all the variables are effectively loading in the model which is a good fit. Its related figure is given below in Figure 3.

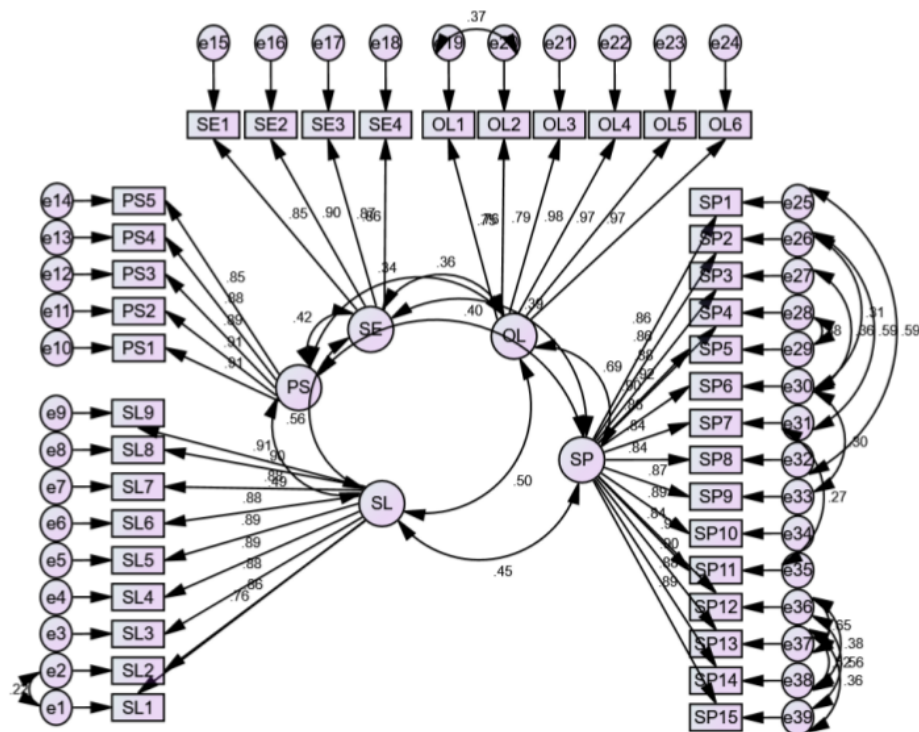


Figure 3: CFA

This figure 7 shows all the items effectively loaded. In addition to this, this structural equation modeling, based statistical outcomes are given below where their values justified the influence of sustainable leadership on the related variables. According to the direct effect based statistical outcomes, it becomes concluded that one percent change in the independent variable, sustainable leadership caused 53.1% change in the organizational learning, 51.3% in structural empowerment 45.8% change in the psychological safety and 46.6% change in the sustainability performance. According to the statistical outcomes of the above-mentioned figure, it becomes clear that the impact of sustainable leadership is much higher on the organizational learning and structural empowerment factor. While, the sustainable performance of employees in the footnote companies is 46.6% changed by sustainable leadership, 62.7% through organizational learning, 12.2% by structural empowerment, while 12.5% through psychological safety factors. Its effect and non-effect based outcomes are shown in the following table along with its graphical representation.

Table 7. Structural Equation Modeling

Total Effect	SustLead	OrgaLearn	StructEmp	PsySafety
OrgaLearn	.531**	.000	.000	.000
StructEmp	.513**	.000	.000	.000
PsySafety	.458**	.000	.000	.000
SustPerf	.466**	.627**	.122**	.125**
Direct Effect	SustLead	OrgaLearn	StructEmp	PsySafety
OrgaLearn	.531**	.000	.000	.000
StructEmp	.513**	.000	.000	.000
PsySafety	.458**	.000	.000	.000

SustPerf	.013	.627**	.122**	.125**
Indirect Effect	SustLead	OrgaLearn	StructEmp	PsySafety
OrgaLearn	.000	.000	.000	.000
StructEmp	.000	.000	.000	.000
PsySafety	.000	.000	.000	.000
SustPerf	.453**	.000	.000	.000

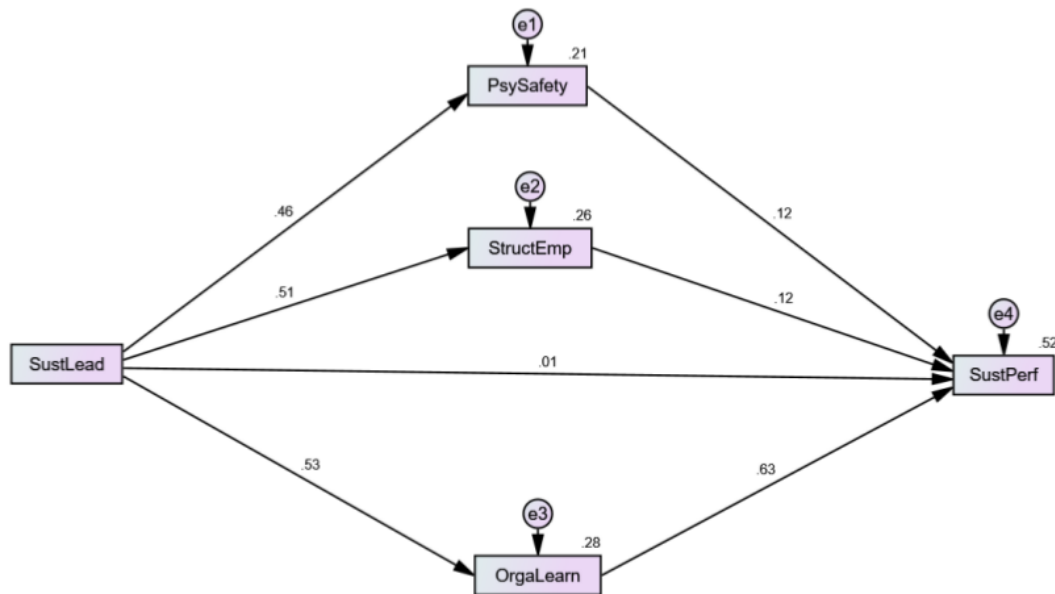


Figure 4: SEM

5 Discussion and Conclusion

5.1 Discussion

According to the above-mentioned results based statistical analysis, it becomes clear that organizational sustainable leadership caused a major impact on the effective organizational learning and its structural empowerment factor. Such type of empowerment is the major factor to develop an efficient transformational leadership, new knowledge, innovations, exemplary professional practice, and effective empirical outcomes that motivate the employees to enhance their efficiency factors. Qaiser Iqbal with others in their cleaner production journal majorly worked on exploring the psychological empowerment of individuals in order to generate a sustainable performance and leadership based critical analysis. They stated that sustainable leadership has a substantial impact on the psychological safety of an individual, while it has a positive indirect impact on sustainable performance through the efficient psychological safety factor. According to them, there is a need to develop sustainable leadership within an organization in order to enhance the employee's loyalty towards the company's goal. The above-mentioned outcome also depicts the real figure of the direct impact of such efficient leadership on enhancing the employees' performance in a diverse competitive market (Iqbal, Ahmad, & Nasim, 2020).

In the current era, it becomes quite essential to consider the importance of corporate social responsibility in the efficient development of sustainable organizational development. In the social responsibility journal, the researchers stated that efficient employees' performance in a workplace is based on empowering service learning for the CSR where the sustainable awareness-based community service enhanced the confidence and loyalty of employees towards the company (Huda et al., 2018). In addition to this, sustainable and collaborative leadership plays a major role to empower the working individuals towards the efficient growth of a company. Issac Mbeche Nyang'ac and others (2018) majorly worked on exploring such individual importance by considering an in-depth analysis of the operating activities. According to them, the perennial nature of the companion crops provides an efficient opportunity for continuous learning and stakeholder learnings where it requires formal institutional engagement and committed leadership for sustainable activities (Nyang'au, Kelboro, Hornidge, Midega, & Borgemeister, 2018). In this case, green marketing plays a significant role to create a positive perception regarding the goals and vision of the company in front of its stakeholders. In this case, efficient sustainable leadership plays a major significant role to develop the concept of psychological safety, organizational learning, and structural empowerment factors among its employees that result in the development of sustainable performance within a workplace (Ottman, 2017). This theoretical justification is also explored in the above statistical outcomes.

5.2 Conclusion

Thus, after critically evaluate all the CFA and SEM-based statistical outcomes, it becomes concluded that sustainable leadership caused a significant impact on the development of sustainable performance within an organization. According to the results, the mediating role of organizational learning and structural empowerment favorably enhanced the influence of sustainable leadership on the employees' sustainable performance. While the existence of psychological safety deviates the hypothesis because it is very risky in front of management to secure their psychological perception towards the company's goals. This paper is informative to critically enhance the understanding regarding sustainable leadership.

5.3 Future Implications

This data can be utilized by the related scholars to make some adjustments in their data collection mechanism. Also, its relevant information can add value in the managerial decision-making process regarding which type of leadership will be more efficient to gain employee loyalty towards the company's operating activities. Also, it will be an informative approach in front of the policymakers to make efficient decisions regarding human resource management.

5.4 Limitations and Future Researches

In addition to its implication, there are some limitations of this paper like there is no work on considering the interview-based psychological analysis of the related participants that can add value in the critical evaluation of the psychological safety factor. There is an opportunity in front of upcoming scholars to critically investigate its deficiencies and develop a versatile outcome.

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