



PRIMARY RESEARCH

# Eco-leadership: Leveraging knowledge sharing and hiding for sustainable performance excellence

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## Keywords

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## Abstract

This research aims to investigate the interconnected relationships among sustainable leadership practices, knowledge dynamics, and organizational performance within the technology sector in Thailand. The purpose is to provide a comprehensive understanding of how sustainable leadership behaviors influence knowledge-sharing and knowledge-hiding dynamics, subsequently impacting sustainable performance in this dynamic industry. Employing a mixed-method approach, this study first conducts qualitative interviews with 9 managers in the technology sector to explore the nuances of sustainable leadership and knowledge dynamics. Subsequently, quantitative data is collected through a questionnaire from 220 respondents. The study utilizes Smart PLS for data analysis, conducting nine interviews and employing statistical tests to examine the proposed model's validity and reliability. The research reveals a positive relationship between sustainable leadership practices and sustainable performance within the technology sector. Additionally, knowledge dynamics, specifically knowledge sharing and hiding, are identified as crucial mediators and moderators in this relationship. The study highlights the conditional impact of knowledge dynamics, shedding light on the strategic interplay between sustainable leadership and effective knowledge management. This research contributes to the academic literature by addressing gaps in existing research, offering a holistic model that integrates sustainable leadership, knowledge dynamics, and organizational performance in the technology sector. The study's originality lies in its context-specific exploration, providing industry-relevant insights that guide organizational leaders in fostering sustainability, innovation, and adaptability. The significance of this research extends to both academic scholarship and practical implications, offering a nuanced understanding of sustainable development within the dynamic landscape of technology organizations in Thailand.

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## INTRODUCTION

Social and environmental accountability is increasing so, organizations must adapt their leadership styles to sustainability goals. The innovative tech industry needs to analyze the link between long-term leadership, knowledge dynamics, and organizational effectiveness (Chaithanapat, Punnakitkashem, Oo, & Rakthin, 2022). This study uncovers complicated linkages that encourage technology company growth through interconnection. Since knowledge management and leadership behaviors profoundly impact orga-

nizational performance, firms must understand how they interact to meet global sustainability goals. This research seeks to increase the theoretical understanding of knowledge dynamics, sustainable leadership, and organizational performance by providing precise insights into the specific context being investigated. Our research is grounded in the imaginative and adaptable technology industry. This firm needs to focus on knowledge management and leadership to improve sustainability performance. In an ethical, social, and environmentally conscious society, sustainable leader-

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ship is vital for corporate success (Schönborn et al., 2019). More study is needed. Thailand's technology industry's sustainable leadership is examined to link conceptual frameworks to implementations. Data from Thailand's dynamic technology industry supports this study. This region's fast-growing IT industry must balance business and nature. Sustainable leadership may boost organizational performance in changing industries, according to research. Eco-friendly, ethical, and socially sensitive leadership boosts economic success, according to Khaw et al. (2023). Real-world data shows IT organizations' complicated knowledge management relationships. The industry is knowledge-intensive, therefore organizations must efficiently share, communicate, and use the knowledge to perform. Withholding knowledge for job security or a competitive edge may hurt organizational performance. Sharing knowledge improves creativity and flexibility, making knowledge dynamics crucial in technology Arrigo, Di Vaio, Hassan, and Palladino (2022). A comprehensive framework combining Sustainable Leadership Practices, Knowledge Sharing, Knowledge Hiding, and Sustainable Performance reveals the intricate link between leadership, knowledge management, and organizational results in the technology industry. Ethics, the environment, and society are promoted by Sustainable Leadership. Sustainable leadership boosts organizational performance. Sapta, Sudja, Landra, and Rustiarini (2021) showed that sustainable leaders may improve performance by creating a sustainable business culture. Sustainable leadership is based on strong ideas like transformational leadership theory, which highlights leaders' culture and performance influence (Hewitt, Dahlen, Hartz, & Dadich, 2021). Knowledge Sharing and Knowledge Hiding are two corporate knowledge dynamics components. Nova, González, Beltrán, and Nieto (2023) identified persistent links between knowledge sharing and organizational flexibility. Open communication and cooperation boost knowledge exchange, helping organizations navigate the ever-changing technological market. Knowledge concealing for job security or competitive advantage may damage organizational effectiveness. Empirical research shows the strategic importance of understanding knowledge dynamics and sustainable leadership. The fourth outcome variable, Sustainable Performance, measures how successfully organizations incorporate sustainability across their operations. Sadeghi, Akbarpour, and Abbasianjahromi (2022) found that harmonizing economic, social, and environmental goals helps firms succeed. Many academic studies have examined how organizational strategies like knowledge management and leadership affect long-term success. Stud-

ies show that long-term success is key to corporate sustainability. The technology industry's challenges and opportunities affect these components' complex interactions. Dynamic businesses that prioritize adaptation, creativity, and ethics should combine sustainable leadership with effective knowledge management.

Prior research on knowledge dynamics, organizational performance, and sustainable leadership underpins this study. Research consistently reveals that sustained leadership improves organizational outcomes. Alghababsheh, Butt, Moktadir, et al. (2022) found that environmentally conscious leadership improves financial and environmental performance. Chiu and Walls (2019) emphasize the role of leadership in fostering social responsibility, which improves stakeholder relations and firm image. These findings emphasize the impact of sustainable leadership on an organization's performance. In knowledge dynamics, Ahmed, Khan, Thitivesa, Siraphatthada, and Phumdara (2020) warn that suppressing knowledge might hurt organizational performance. Research reveals that hiding knowledge hurts team performance, underlining the need for knowledge sharing in enterprises. Yang and Li (2023) linked knowledge exchange to organizational innovation. Strong knowledge-sharing cultures help organizations adapt and innovate. Sustainable performance research proposes that firms must combine economic, social, and environmental goals for long-term success. Yadegaridehkordi, Foroughi, Iranmanesh, Nilashi, and Ghobakhloo (2023) found that sustainability strategies affect financial performance. The study shows that sustainable businesses benefit society, the environment, and their bottom line.

Many studies on sustainable leadership, knowledge dynamics, and organizational performance have gaps. Rather than studying knowledge dynamics and sustainable leadership, research has focused on individual sectors. Few studies have studied how knowledge-sharing and knowledge-hiding tactics impact organizational success, but many have examined sustainable leadership. To close this gap, the study uses knowledge dynamics, organizational performance, sustainable leadership, and Thailand's technology industry. Industry-specific changes impacting these connections were ignored in prior research. Technology companies must investigate how knowledge dynamics and sustainable leadership affect corporate performance to innovate and adapt quickly. This study tries to illuminate the complex relationship between factors and organizational success. This study explores Thailand's technology industry's complex knowledge dynamics, sustainable leadership, and organizational performance. The research seeks

context-specific insights using a comprehensive framework that addresses practical occurrences beyond theoretical concepts. This study analyzes how organizational knowledge dynamics and sustainable leadership affect long-term performance. Technology industry concerns and opportunities are studied to determine how knowledge management and sustainable leadership affect an organization's success. Empirical data is analyzed to help organizational leaders achieve sustainable development goals. This topic is important in academia and practice. To fill knowledge gaps, this study explores knowledge dynamics, sustainable leadership, and organizational performance. Adding these components to Thailand's technology industry complicates theoretical frameworks, boosting organizational sustainability and leadership. The research helps legislators, IT professionals, and leaders. According to the study, sustainable leadership and knowledge management alignment may foster innovative, flexible, and ethical cultures in certain ventures. This research helps technology organizations overcome complexity and increase long-term viability and profitability in the context of global sustainability.

## LITERATURE REVIEW

Leadership in all its forms affects organizational effectiveness. Sustainable leadership prioritizes the organization's overall well-being. Sustainable leaders weigh financial, environmental, and social aspects (Yadegaridehkordi et al., 2023). The transition away from traditional leadership paradigms shows corporations' rising awareness of their ethical responsibility to protect the environment and improve society. Sustainable CEOs must manage a rapidly changing global environment where climate change, social inequality, and ethical business practices are top corporate considerations (Liu, Yue, Ijaz, Lutfi, & Mao, 2023). Studying the effects of sustainable leadership practices on performance becomes a strategic necessity for organizational resilience and relevance as enterprises align their aims with social aspirations. Knowledge hiding, sustainable leadership, and knowledge exchange challenge the corporate environment (Liu et al., 2023). Knowledge sharing and sustainable leadership are connected because sustainable leaders foster open communication and cooperation (Liu et al., 2023). This group believes sustainable leadership, which is defined by ethical behavior and transparency, is consistent with cultures that promote knowledge sharing. Organizations must successfully gather and distribute knowledge to compete in the knowledge-based economy. Sustainable leaders foster knowledge exchange, which boosts organizational creativity and learn-

ing and sets the stage for long-term success. Understanding how knowledge is buried is troubling for good leadership. Widespread knowledge hiding can hinder sustainable leadership. Long-term leadership requires collaboration and openness, which are undermined by not sharing knowledge (Iqbal, Ahmad, Nasim, & Khan, 2020). Sustainability-led organizations may struggle to encourage ethics and open communication due to knowledge-hiding tendencies. Sustainable leadership practices may fail in firms that favor deception. Studying knowledge hiding as a moderating element can help firms enhance performance via sustainable leadership (Al-Dhuhouri & Shamsudin, 2023) stresses promoting positive leadership and addressing bad activities that endanger sustainable ideals.

Current sustainability initiatives and leadership theories are linked by studying how sustainable leadership practices improve organizational performance. Sustainable leadership is becoming more important as companies realize the need to connect their operations with social and environmental goals (Sanchez-Carrillo, Cadarso, & Tobarra, 2021). This leadership style stresses economic, social, and environmental balance. Sustainable leadership has been extensively studied for its capacity to boost employee engagement, business reputation, and creativity (Donate, González-Mohino, Appio, & Bernhard, 2022). Despite the acknowledged links between sustainable leadership and organizational success, little is known about their complex interactions and moderating variables. Knowledge sharing is essential in organizational behavior because it fosters originality, adaptability, and all-encompassing learning. Leaders must foster a knowledge-sharing culture to achieve great organizational achievements, according to (Meher & Mishra, 2022). Analysis of knowledge exchange as a moderator is vital for sustainable leadership. Promoting sustainable practices can boost organizational performance by encouraging open communication and knowledge sharing. This component highlights the interconnection of leadership styles, knowledge dynamics, and organizational performance, complicating our understanding of how sustainable leadership influences organizational results.

Knowledge hiding, or the intentional hiding of knowledge inside an organization is a symptom of inefficient knowledge dynamics (Oubrich, Hakmaoui, Benhayoun, Söilen, & Abdulkader, 2021). The success of an organization is threatened by knowledge hiding because it impedes innovation and decision-making. Reduced trust, arguments, and performance issues can arise when team members conceal one another's objectives or fear losing their competitive ad-

vantage (Scuotto, Nespoli, Tran, & Cappiello, 2022). Moderators can have a deeper comprehension of sustainable leadership by looking into knowledge hiding. Given its emphasis on transparency, integrity, and cooperation, sustainable leadership may find it difficult to deal with hidden knowledge. The degree to which leadership exercises sustainable leadership by withholding knowledge is one of several elements that determine a business's profitability and longevity (Waqar, Houda, Khan, Qureshi, & Elmazi, 2024). The objective of this research is to enhance scholarly comprehension of contemporary organization sustainability by investigating leadership behaviors, knowledge dynamics, and organizational results.

## METHODOLOGY

This study employed a mixed-method approach to comprehensively investigate the impact of sustainable leadership practices on organizational performance, with a spe-

cific focus on the moderating roles of knowledge sharing and knowledge hiding. The research design incorporated qualitative interviews to explore the concepts in-depth and construct propositions, followed by quantitative methods to test these propositions.

### Phase 1: Qualitative

Nine managers from different organizational levels within the Thai technology sector were interviewed in-depth for the study's qualitative component. We tried to address a variety of topics throughout the participant selection process, including sustainable leadership, knowledge sharing, and knowledge hiding. We chose participants based on their responsibilities, taking care to include a range of managers and executives. We reasoned that given their various degrees of experience and expertise, the dynamics we were studying may be better understood.

**TABLE 1.** Demographic profile of respondents

Participant ID	Age	Gender	Position	Years in Current Role	Organization Size
P001	35	Male	Senior Manager	5	Large
P002	28	Female	Project Lead	3	Medium
P003	42	Male	Chief Technology Officer (CTO)	8	Large
P004	45	Female	Team Lead	6	Small
P005	38	Male	Director of Operations	10	Medium
P006	32	Female	Product Manager	4	Small
P007	40	Male	Senior Engineer	7	Large
P008	29	Female	IT Specialist	2	Medium
P009	34	Male	Head of Department	9	Large

Semi-structured interviews collected rich, qualitative data. The interview procedure examined how executives understand and implement sustainability in their decision-making. Knowledge-sharing hurdles and knowledge hiding were also examined in corporate culture. Semi-structured sessions allowed participants to share personal stories, anecdotes, and reflections. The interview was conversa-

tional, promoting free communication. The significance of sustainable leadership in establishing organizational culture, leaders' knowledge-sharing tactics, and organizational transparency issues and enablers were discussed. To better understand sustainable leadership and knowledge dynamics, probing questions were utilized to find knowledge-concealing patterns.

**TABLE 2.** Interview guidelines

Variable	Interview Questions
Sustainable Leadership Practices	<ol style="list-style-type: none"> <li>1. Can you describe instances where leadership within your organization has demonstrated a commitment to environmental sustainability and social responsibility?</li> <li>2. How do leaders in your organization make ethical decisions that impact the overall well-being of the organization and its stakeholders?</li> <li>3. In your opinion, how does sustainable leadership contribute to the long-term success and resilience of your organization?</li> </ol>

**TABLE 3.** Interview guidelines

Variable	Interview Questions
Knowledge Sharing	<ol style="list-style-type: none"> <li>1. How is knowledge and knowledge typically shared within your organization?</li> <li>2. Can you provide examples of successful knowledge-sharing initiatives or practices?</li> <li>3. What challenges, if any, do employees encounter when attempting to share knowledge?</li> <li>4. How does the organization encourage or inhibit the sharing of knowledge among employees?</li> </ol>
Knowledge Hiding	<ol style="list-style-type: none"> <li>1. Have you observed instances where employees intentionally withhold knowledge from their colleagues?</li> <li>2. What factors do you think contribute to knowledge hiding within the organization?</li> <li>3. How does knowledge hiding impact teamwork and collaboration?</li> <li>4. Are there any organizational policies or cultural aspects that may inadvertently encourage knowledge hiding?</li> </ol>
Sustainable Performance	<ol style="list-style-type: none"> <li>1. How would you assess the overall performance of your organization?</li> <li>2. From your perspective, what are the key indicators of organizational success within the technology sector?</li> <li>3. How do sustainability practices and knowledge dynamics influence organizational performance in your experience?</li> </ol>

Thematic analysis was employed to extract patterns, themes, and insights from the qualitative data. The process began with familiarization, where the researchers immersed themselves in the interview transcripts to gain a holistic understanding of the content. Codes were then systematically applied to segments of the data, identifying recurring patterns and meaningful concepts related to sustainable leadership, knowledge sharing, and knowledge hiding. From the initial codes, broader themes were developed, reflecting the overarching concepts inherent in the data. The themes were refined through an iterative process, ensuring a comprehensive and accurate representation of participants' perspectives. The final set of themes formed the basis for constructing propositions that encapsulated the qualitative insights.

### Phase 2: Quantitative

The quantitative portion of this research used a bigger sample size for statistical robustness and generalizability. The survey included 220 Thai technology workers. The participants were chosen to represent a variety of industry personnel, job titles, experience levels, and departments. This diversified sample was needed to test qualitative hypotheses on a bigger scale. A standardized questionnaire collected quantitative data on sustainable leadership, knowledge sharing, knowledge hiding, and organizational perfor-

mance. Validated scales and qualitative insights from the initial phase were used in the questionnaire. All items were carefully designed to meet study objectives, ensuring the instrument accurately measured the structures. A Likert scale allowed respondents to agree or disagree with the claims. The variables sustainable leadership practices and knowledge sharing were measured by using 15 items and 11 items respectively adopted from. The 14 items used to measure sustainable performance were adopted from. The knowledge hiding was measured using a 4-item scale adopted from. To promote honesty, the chosen individuals completed the survey electronically under anonymity. Smart PLS (Partial Least Squares) was used for quantitative data analysis. Smart PLS excels with reflective and formative measurement models and complicated models. To fully investigate construct linkages, the measurement model and structural model were examined. The research began with a measurement model reliability and validity evaluation to ensure that the indicators accurately assessed the constructs. The structural model was then examined to see whether sustainable leadership, knowledge sharing, knowledge hiding, and organizational performance are related. We assessed link strength and significance using path analysis and structural equation modeling (SEM).

## RESULTS

### Qualitative Findings

This study used qualitative analysis to examine nine Thai technology industry management actors' diverse perspectives. The carefully selected individuals were interviewed in semi-structured interviews to examine the complicated links between knowledge concealing, knowledge sharing, sustainable leadership, and organizational performance across settings and positions. Many anecdotes came from the interviews, highlighting the complexity of sustainable leadership in technology. Participants showed extraordinary leadership by committing to environmental responsibility, ethical decision-making, and a socially conscious workplace.

### Sustainable leadership practices influence sustainable performance

Jaaffar, Alzoubi, Alkharabsheh, and Rajadurai (2023) revealed empirically that sustainable leadership techniques in many organizations contribute to positive sustainable performance. Leaders who stress environmental responsibility, ethical decision-making, and social consciousness boost employee engagement, business reputation, and innovation (Chowdhury et al., 2022). Sustainable leadership greatly improves an organization's sustainability and performance, according to a study. Qualitative interviews with Thai technology industry managers indicated how sustainable leadership approaches affect performance. Participant P003, an eight-year Chief Technology Officer, stated having sustainable leadership principles in their organization has improved environmental and financial performance. Our performance measurements reflect a positive trend as client interest in sustainability grows. Research shows that sustained leadership improves organizational performance (Liu et al., 2023). A 10-year Senior Manager, Participant P005, stressed that sustainable leadership is not a trend but a strategic requirement. Our long-term success metrics have improved due to team morale and devotion. Sustainable leadership directly affects organizational performance, as established by earlier research (Hossain, Nassar, Rahman, Dunay, & Illés, 2022). Sustainable performance and leadership practices are linked by transformational leadership theory. Sustainable leadership, which inspires people to work toward sustainability, is linked to leadership's transformational power. Transformational leadership fosters creativity, fosters a positive business culture, and boosts productivity. The Resource-Based View (RBV) hypothesis supports it. According to the Resource-Based View (RBV), sustainable leadership practices are a rare and

valuable resource, giving a company a competitive edge (Hossain et al., 2022). Organizations that practice sustainable leadership employ resources more efficiently for long-term success. The theory supports the claim that Sustainable Leadership Practices affect long-term success.

**P1:** Sustainable leadership practices significantly influence sustainable performance.

### Knowledge sharing as a Moderator

Bukari, Kheni, Boateng, Owusu-Ansah, and Gyenfie (2023) found that knowledge sharing affects Sustainable Leadership Practices and long-term performance. Knowledge sharing and sustainable leadership improve creativity, adaptability, and performance. Empirical debates underline the role of knowledge sharing in increasing organizational performance and sustainability through sustainable leadership. The qualitative manager interviews illuminated how knowledge sharing affects Sustainable Leadership Practices and Performance. Senior Engineer P007, a seven-year veteran, said leadership encourages knowledge exchange to improve sustainability. This collaborative approach has substantially enhanced our technological adaptation, improving our long-term performance. This supports empirical studies showing that knowledge sharing improves sustainable leadership effectiveness (Asurakkody & Kim, 2020). Participant P002, a three-year Project Lead, said a strong culture of knowledge-sharing and sustainable leadership created a positive feedback loop. Sustainability leaders encourage team members to communicate and share ideas, which improves project outcomes. Sharing knowledge fosters sustainable leadership methods that boost organizational performance, according to (Muhammed & Zaim, 2020). Social transmission Theory helps explain how knowledge transfer might moderate. Sustainable leadership practices may be the first step in developing a knowledge-sharing culture. Employee knowledge sharing improves leadership practices and performance by reflecting return on investment. The knowledge-based approach implies that sharing knowledge may provide organizations an edge. Sustainable leadership techniques help organizations generate and share knowledge. Effective knowledge sharing manages the relationship between sustainable leadership practices and performance. The theory emphasizes the intricate linkages between knowledge exchange and sustainable leadership practices to maximize organizational success.

**P2:** Knowledge sharing moderates the relationship between Sustainable Leadership Practices and sustainable performance.

### Knowledge hiding as a Moderator

Prior research has shown that knowledge hiding mediates the relationship between Sustainable Leadership Practices and Sustainable Leadership. According to Donate et al. (2022), sustainable leadership may impair organizational performance if personnel with personal agendas or a desire for a competitive edge hide knowledge. Knowledge hiding may impair long-term leadership success, according to empirical arguments. Interviewees argued that concealed knowledge moderates Sustainable Leadership Practices and Performance. Participant P004, a six-year Team Lead, remarked that even though our leadership stresses sustainability, workers frequently don't share important knowledge because they fear it would hurt their contributions. This slowed long-term project execution and performance. The interview answers confirm empirical findings indicating knowledge suppression may undermine sustainable leadership (Di Vaio, Hasan, Palladino, Profita, & Mejri, 2021). P008, a two-year IT specialist, said that despite leadership's focus on sustainability, some have hidden knowledge for a strategic edge. This conduct reduces our knowledge base and hinders our long-term success. The interview results suggest that hiding knowledge may regulate and lower the effectiveness of sustainable leadership practices in organizational sustainability. Social Exchange Theory explains how knowledge hiding affects interactions. According to Social Exchange Theory, people develop partnerships for mutual benefit. This proposition defines sustainable leadership practices as leaders' initial commitment to a collaborative and transparent workplace (Qiao, Mahmood, Ahmad, Bashir, & Bari, 2023). Knowledge hiding hinders trade because people may view sharing knowledge as a dis-

advantage. This social exchange disruption alters the link between sustainable leadership and performance. According to (Chatterjee, Chaudhuri, Thrassou, & Vrontis, 2021), knowledge hiding may be a beneficial asset in an organization. Keeping knowledge hidden wastes resources. Sustainable leadership approaches help a company. The theoretical approach views knowledge hiding as a mediator to better understand how sustainable leadership and organizational dynamics affect long-term performance.

**P3:** Knowledge hiding moderates the relationship between Sustainable Leadership Practices and sustainable performance.

### Quantitative Findings

The four main components of the study as well as their Cronbach's alpha coefficients are displayed in Table 3. According to the reliability analysis's findings, every concept has a high degree of internal consistency. Knowledge hiding has a reliable Cronbach's alpha of 0.729. Knowledge sharing was far more reliable, with a Cronbach's alpha of 0.932 indicating good internal consistency in assessing the concept. Sustainable practices have demonstrated remarkable consistency and reliability in evaluating long-term leadership effectiveness, as evidenced by their Cronbach's alpha of 0.941. With a Cronbach's alpha reliability of 0.935, the Sustainable Performance measure reliably assesses how well firms perform in terms of sustainability. The future investigations are strengthened by these strong Cronbach's alpha values, which provide confidence in the internal consistency and reliability of the measuring equipment. The validity and correctness of a study's conclusions, as well as the general dependability, accuracy, and credibility of the research findings, depend heavily on construct measurement.

**TABLE 4.** Cronbach alpha

	Cronbach's alpha
Knowledge Hiding	0.729
Knowledge Sharing	0.932
Sustainable Leadership Practices	0.941
Sustainable Performance	0.935

Table 4 shows Composite Reliability (CR) and Average Variance Extracted (AVE) values for the study's primary components, confirming the measurement model's reliability and convergent validity. All constructions' Composite dependability scores above the recommended 0.7, indicating exceptional reliability. Knowledge sharing consistently assesses the concept with a CR of 0.942. Sustainable leadership, knowledge concealing, and sustainable performance

have high dependability (CR values of 0.948, 0.823, and 0.944). High CR values increase the measurement technique's reliability. All constructions' Average Variance Extracted values above 0.5, show strong convergent validity. Knowledge sharing captures a lot of variances with an AVE of 0.600. Sustainable leadership actions, knowledge concealing, and performance show sufficient convergent validity (AVE = 0.553, 0.540, and 0.529). This confirms that the

measuring equipment can measure the intended structures, supporting the structural equation modeling research that followed.

**TABLE 5.** Composite reliability and AVE

	CR	AVE
Knowledge Hiding	0.823	0.540
Knowledge Sharing	0.942	0.600
Sustainable Leadership Practices	0.948	0.553
Sustainable Performance	0.944	0.529

Table 5 shows the outer loadings of single items for each measured variable, enabling further analysis of latent structure-indicator relationships. KH3 (0.814), KH4 (0.749), and KH2 (0.694) have significant outside loadings for knowledge hiding, indicating that they accurately represent organizational knowledge concealing. Items KS6 (0.851), KS7 (0.859), and KS8 (0.845) also show substantial knowledge-sharing outer loadings, demonstrating they properly measure employee knowledge sharing. High outer loading levels indicate accurate and usable structural rep-

resentations. The outer loading results revealed that items SLP6 (0.823), SLP7 (0.817), and SLP9 (0.815) captured the complexity of responsible leadership acts. Social consciousness, ethical decision-making, and ecological responsibility are represented by these sections, showing how closely connected they are. Item SP12 (0.838), SP3 (0.802), and SP5 (0.783) reflect organizational sustainability performance in numerous ways due to their substantial outside loadings. Significant outer loadings across these components increase the construct's validity and reliability.

**TABLE 6.** Outer loading

Variables	Items	Outer Loading
Knowledge Hiding	KH1	0.673
	KH2	0.694
	KH3	0.814
	KH4	0.749
Knowledge Sharing	KS1	0.625
	KS10	0.833
	KS11	0.735
	KS2	0.712
	KS3	0.716
	KS4	0.736
	KS5	0.731
	KS6	0.851
	KS7	0.859
KS8	0.845	
Sustainable Leadership Practices	KS9	0.837
	SLP1	0.672
	SLP10	0.819
	SLP11	0.800
	SLP12	0.772
	SLP13	0.755
	SLP14	0.763
	SLP15	0.751
	SLP2	0.664
	SLP3	0.558
SLP4	0.673	



Cont.....

Variables	Items	Outer Loading
Sustainable Performance	SLP5	0.618
	SLP6	0.823
	SLP7	0.817
	SLP8	0.790
	SLP9	0.815
	SP1	0.725
	SP10	0.660
	SP11	0.761
	SP12	0.838
	SP13	0.805
	SP14	0.721
	SP2	0.672
	SP3	0.802
	SP4	0.674
	SP5	0.783
SP6	0.733	
SP7	0.698	
SP8	0.589	
SP9	0.748	

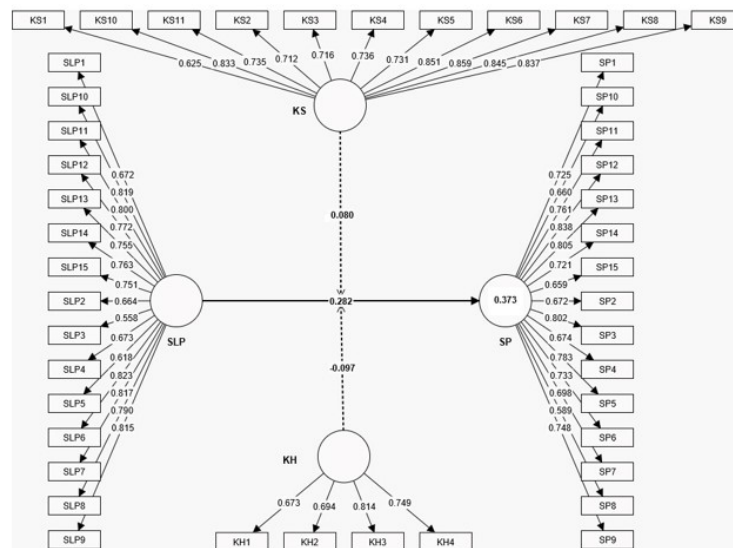


FIGURE 1. Measurement model

Table 6 illustrates the Heterotrait-Monotrait (HTMT) correlation ratio, which may help us understand the major components' discriminant validity. Latent construct dissimilarity is shown by the values. The HTMT values have strong discriminant validity, usually 0.85 or below. The HTMT score of 0.295 shows how knowledge concealing varies from knowledge sharing. The fact that HTMT values are significantly lower than the threshold for knowledge-hiding and sustainable leadership practices

(0.172), knowledge-sharing and sustainable performance (0.360), and knowledge-hiding and sustainable leadership practices (0.850) supports discriminant validity. These findings confirm the measurement model by indicating that the research's latent components assess separate occurrences. Low HTMT values indicate that construct overlap and multicollinearity are unlikely since the latent variables are sufficiently distinct.

**TABLE 7.** Discriminant Validity (HTMT)

	KH	KS	SLP	SP
Knowledge Hiding				
Knowledge Sharing	0.295			
Sustainable Leadership Practices	0.172	0.850		
Sustainable Performance	0.360	0.793	0.853	

Table 7 displays the R-square ( $R^2$ ) and Q-square ( $Q^2$ ) values for Sustainable Performance. These numbers may be used to better understand the explained variance and predictive significance of the model. The model explains almost 37.3% of the variation in sustainable performance, with an R-squared value of 0.373. This explains very little, even when one considers the intricate interactions between knowledge dynamics, organizational performance, and sus-

tainable leadership practices. The model's predictive significance is further demonstrated by its Q-squared score of 0.457, which is greater than the random prediction and shows that it has outstanding predictive potential for long-term performance. The structural equation model's capacity to predict future outcomes is improved when it has a high Q-squared value, which denotes stability and dependability.

**TABLE 8.** R-square and Q- square

	R-square	Q2
Sustainable Performance	0.373	0.457

The fit indices of the estimated and saturated models are presented in Table 8, which offers a thorough evaluation of how well the suggested model fits the observed data. A reference model that accurately captures the realities is the Saturated Model. Furthermore, the Estimated Model shows how well the suggested structural equation model fits the data. The saturated model's estimated SRMR is 0.068, whereas the estimated model's SRMR is 0.091. The SRMR values obtained from the Saturated Model and the Estimated Model are nearly the same; they are within accept-

able bounds while being somewhat higher. The standard deviation of the anticipated and observed correlation matrices is used by the SRMR to calculate the average absolute difference. The outcomes demonstrate that, even though a lower SRMR is frequently preferred, the Estimated Model well represents the patterns in the data. When these model fit indices are combined, they demonstrate that the suggested structural equation model adequately explains the connections between knowledge dynamics, organizational effectiveness, and sustainable leadership practices.

**TABLE 9.** Model fit

	Saturated model	Estimated model
SUMMER	0.068	0.091

The findings of the direct route analysis for the correlation between sustainable performance and sustainable leadership practices are displayed in Table 9. The t-value, p-value, and path coefficient are indicated. (0.282 is the path coefficient) Sustainable performance is positively and statistically significantly correlated with sustainable leadership approaches. This route is significant, as evidenced by the t-value of 6.574, which is more than the critical threshold. According to the extremely substantial correlation ( $p$

$= 0.000$ ), companies that prioritize sustainable leadership practices typically have higher rates of long-term success. The results show that these behaviors have a major impact on long-term performance, which is important knowledge for leaders and practitioners of sustainable leadership to know. The strong statistical evidence of this connection suggests that encouraging sustainability-focused leadership practices may significantly improve organizational sustainability.

**TABLE 10.** Direct path analysis

	Path Coefficient	t value	p-value
SLP -> SP	0.282	6.574	0.000

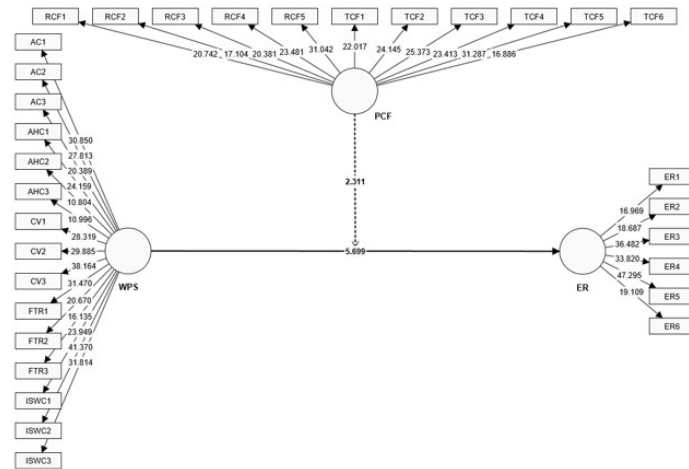


FIGURE 2. Structural model

Table 10 shows the moderation research's findings on the link between knowledge sharing and sustainable leadership behaviors (KS x SLP) and KH x SLP. Knowledge hiding negatively impacts sustainable leadership, as shown by the path coefficient of -0.097. The negative effects of knowledge concealing on long-term performance are reduced by sustainable leadership. The moderating effect is substantial (t-value = 3.636, p < 0.001). Increased knowledge sharing enhances the link between long-term performance and sustainable leadership practices, as shown by the path co-

efficient of 0.080. A t-value of 3.533 and a p-value of 0.000 show a substantial moderating impact. This shows how knowledge sharing improves sustainable leadership practices' long-term success. Results show how organizational dynamics affect performance over time. The moderation analysis studies how knowledge dynamics like hiding and exposing knowledge affect an organization's sustainability via sustainable leadership. The moderating effects emphasize the necessity for open cooperation and communication.

TABLE 11. Moderation Analysis

	Path Coefficient	t value	p-value
KH x SLP -> SP	-0.097	3.636	0.000
KS x SLP -> SP	0.080	3.533	0.000

DISCUSSION

Knowledge, organizational performance, and sustainable leadership practices in Thailand's IT industry are interconnected, as our research shows. The study's qualitative component revealed how leaders and employees perceived sustainability through in-depth management interviews. The qualitative findings supported earlier research that sustainable leadership may affect organizational outcomes (Ojo & Fauzi, 2020). Participants identified social consciousness, moral judgment, and environmental responsibility as sustainable leadership traits. These variables support sustainable leadership, which considers social, economic, and environmental considerations while making decisions (Hewitt et al., 2021). According to a qualitative study, leadership should regard sustainability as a strategic goal that affects many aspects of the organization's operations, not only a legal requirement. The qualitative stage revealed the complicated knowledge-sharing and concealing inter-

actions inside the organization's architecture. Participants discussed the factors that affect knowledge-sharing cultures, highlighting the leadership's responsibility to foster open communication and collaboration (Sattar, Akeredolu, Bogren, Erlandsson, & Borneskog, 2023). However, individuals reported knowledge hiding while discussing business culture, competitive pressures, and job security. Our qualitative findings support knowledge dynamics research that leadership influences corporate learning cultures (Qian & WALKER, 2023). The next statistical studies evaluated correlations, but qualitative discoveries added context and depth, corroborating the quantitative conclusions.

The quantitative study uses structural equation modeling to evaluate the relationships between Knowledge Hiding, and Knowledge Sharing. The results found that Sustainable Leadership Practices (SLP) significantly improve Sustainable Performance (SP), disproving hypothesis 1. The present analysis and qualitative insights suggest that lead-

ers who prioritize sustainable values can bring about revolutionary transformation. Leaders who prioritize social responsibility, environmental responsibility, and ethics improve corporate reputation, creativity, and employee engagement (Engelsberger, Bartram, Cavanagh, Halvorsen, & Bogers, 2023). This study adds to sustainable leadership expertise by showing that sustainable leadership approaches significantly affect organizational results that meet sustainability goals. The results support Hypothesis 2, that Knowledge Sharing (KS) considerably diminishes the connection between Sustainable Leadership Practices and Performance. Knowledge sharing improves Sustainable Leadership Practices and Performance. Shared knowledge across enterprises can boost creativity, adaptability, and performance (Bukari et al., 2023; Iqbal et al., 2020). Knowledge Sharing and Sustainable Leadership Practices stress the need for a corporate culture that encourages open communication. Sustainable leadership and a knowledge-sharing culture may improve organizational performance over time. The business benefits from these two traits. The results confirm Hypothesis 3, showing that Knowledge Hiding (KH) significantly and negatively moderates the relationship between Sustainable Leadership Practices and Sustainable Performance. This analysis supports prior findings that organizations lose when employees hide knowledge (Haar, O'Kane, & Cunningham, 2022). Knowledge Practices and Sustainable Leadership Hiding Practices show how knowledge concealing behaviors can hinder sustainable leadership so they must be addressed and managed. Leaders should be aware that knowledge masking might harm sustainability projects and act quickly to foster open and cooperative knowledge processes.

## CONCLUSION

This research sought to understand how knowledge dynamics, organizational performance, and sustainable leadership practices in Thailand's IT industry are interconnected. Combining quantitative study, qualitative interview, and literature review results to understand these components' interactions has major consequences for theory, practice, and future research. The findings demonstrate the importance of sustainable leadership in encouraging ethical and environmentally friendly business practices. Qualitative interviews with IT managers reveal that passionate sustainability advocates may make a difference. These CEOs foster innovation and a workplace that values morality, the environment, and social responsibility. They change things. This provides theoretically sound, situation-specific sustainable leadership examples. Qualitative interviews on knowledge

dynamics reveal IT organizations' complicated connection between sharing and concealing knowledge. Company knowledge silos may hinder sustainable efforts. However, knowledge sharing boosts creativity and adaptability. Organizational knowledge dynamics matter here. These qualitative findings help us comprehend knowledge dynamics in the fast-changing, innovation-driven technology sector. Sustainable Leadership Practices (SLP) and Performance (SP) align. The model's strong path coefficients show that sustainable leadership practices lead to sustainable performance. This model may be employed in the Thai IT business since it has high R-squared and Q-squared values and can predict and explain a lot of sustainable performance fluctuation. Moderation analysis shows how knowledge dynamics conditionally affect performance and leadership practices, complicating the relationship. Hidden knowledge diminishes the benefits of sustainable leadership approaches, whereas shared knowledge boosts them. These comprehensive results show company executives how knowledge dynamics management solutions may maximize sustainability program effectiveness. This study analyzes knowledge dynamics, organizational performance, and sustainable leadership practices in Thailand's technology industry to contribute to sustainable development leadership research. The study's conclusions can help organizational leaders strategically manage knowledge dynamics and promote sustainable leadership.

## Implications

### *Practical Implications*

The research benefits firms in many areas, especially technology. Future leadership development programs must integrate sustainability. To foster creativity, cooperation, and sustainability, organizations may provide their leaders with sustainable leadership training and development. Developing sustainable leadership skills may strengthen a firm and foster a sustainable culture. The research shows that sustained leadership requires good knowledge management. Set up knowledge-sharing platforms and projects to foster frank communication, teamwork, and knowledge exchange among employees. By encouraging openness, learning, and innovation, we may reduce the downsides of knowledge hiding and maximize long-term leadership and knowledge dynamics. Organizations may strengthen their resistance to social and environmental shocks by gathering, organizing, and sharing their priceless knowledge assets via the use of knowledge management systems and processes. As so, this opens the door to improved decision-making. Organizations have to incorporate sustainability considerations into

their performance evaluation methods, the research said. At every organizational level, sustainable practices and outcomes may be encouraged by adding sustainability indicators into performance evaluation systems. Performance evaluation criteria have to include social effects, decreasing the company's environmental imprint, and ethical leadership practices. One approach to encourage staff members to support the company's sustainability policy is to match performance rewards with sustainability objectives. Consequently, a culture of accountability and reciprocity might emerge.

### **Theoretical Implications**

This study adds to the body of knowledge on sustainable leadership by demonstrating the impact of this management style on the success of digital businesses. The study adds to current theoretical frameworks by illuminating the processes via which sustainable leadership practices impact organizational results. By utilizing both quantitative data and qualitative interview findings to provide light on the diverse nature of sustainable leadership and the nuances that arise from a variety of contexts, this study adds to the current theoretical literature on the subject. The findings contribute to the theoretical discourse by showing how important sustainable leadership is to understanding and implementing sustainability policies in modern business environments. By examining the relationship between knowledge dynamics and long-term leadership strategies, research such as this one contributes to closing the gap between leadership theory and the literature on knowledge management. Leadership behaviors interact with knowledge management protocols to impact corporate outcomes. This study adds to our understanding of the subject by illuminating how knowledge sharing and knowledge hiding modify the relationship between sustainable leadership and organizational success. If knowledge dynamics and leadership were to agree on whether and how sustainable leadership practices may improve long-term performance, there might be more productive academic discussions in both fields. The research is completed with theories on sustainable management strategies in the IT industry. Through an examination of the distinct difficulties and prospects encountered by technology enterprises in Thailand, this paper presents theoretical models for surmounting these barriers and attaining sustainability within this particular framework. The results emphasize that to achieve the best possible organizational outcomes, strategic knowledge management efforts and sustainable leadership approaches must be integrated. This theoretical integration

may be expanded upon in future studies on the interactions among technology-driven firms, leadership, knowledge dynamics, and sustainability. This may be used to build long-term management strategies that are theoretically solid.

### **Limitations and Future Direction**

#### **Limitations**

Although this study has made a valuable contribution, it is not without its shortcomings. The study's conclusions may only apply to the Thai technology sector; they may not apply to other sectors or regions. This is a possible limitation. Even though the qualitative observations offer valuable context-specific knowledge, more studies may examine how sustainable leadership and knowledge dynamics manifest in various industries and geographical areas. Their impacts could become clearer as a result of doing this. Furthermore, drawing causal conclusions from quantitative studies based on cross-sectional data may be challenging. Longitudinal studies may provide more compelling evidence of a causal link over time, even while the moderation analysis demonstrates how knowledge dynamics impact the relationship between sustainable leadership practices and organizational performance under specific circumstances. Monitoring sustainable leadership and knowledge dynamics in companies requires a longitudinal study strategy. Thirdly, social desirability bias may affect sharing, knowledge hiding, and sustainable leadership. People may lie about their sentiments or behaviors or provide responses they hope the public will like. Future studies may employ mixed-method methods to triangulate self-report surveys with observational or behavioral data to eliminate bias.

#### **Future Direction**

These limits provide a good foundation for future research on knowledge dynamics and long-term leadership. First, longitudinal research may reveal how knowledge dynamics and sustainable leadership affect corporate performance over time. Academics may learn more about how knowledge processes and leadership behavior affect organizational flexibility and durability by tracking changes over time. Second, studies comparing industries and nations may illuminate knowledge management and long-term leadership characteristics. Practitioners and policymakers may benefit from understanding how industry dynamics, organizational culture, and regulatory frameworks impact knowledge dynamics and leadership behaviors to promote sustainability. Finally, qualitative research can explore how knowledge dynamics and sustainable leader-

ship affect business efficiency. Comprehensive case studies and ethnographic research can help us comprehend business knowledge sharing and hiding and sustainable leadership. Experimental studies on therapies to increase intra-organizational knowledge sharing and long-term leadership would be wise. Research on how knowledge management and leadership development programs affect cor-

porate performance can assist in establishing sustainable strategies and achieving goals. Finally, research in psychology, sociology, and organizational behavior may illuminate knowledge dynamics and long-term leadership. Academics should use many theoretical frameworks to examine how social, business, and human issues impact sustainable leadership and knowledge processes.

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