

ENTREPRENEURIAL LEADERSHIP AND SUSTAINABLE PERFORMANCE: A SYSTEMATIC REVIEW OF THE LITERATURE AND A FUTURE RESEARCH AGENDA

Bilgin SÜRÜCÜ* – Nazan YELKİKALAN**

ABSTRACT: Sustainability has increasingly become a prominent research area in business management literature in recent years. There is a growing consensus that the long-term success of organizations cannot be explained solely by financial performance and that environmental and social impacts should also be considered in performance evaluations. In this context, the role of leadership approaches in achieving sustainable performance has attracted increasing attention from researchers. Entrepreneurial leadership, associated with opportunity recognition, innovation capability, and strategic decision-making under uncertainty, is considered an important managerial approach for creating sustainable value. This study aims to analyze the relationship between entrepreneurial leadership and sustainable performance through a systematic and structured literature review and identify the main research themes emerging in the field. Within the scope of this study, 16 academic articles published between 2020 and 2025 in the Business and Management categories of the Web of Science Core Collection database were examined. The findings indicate that the effect of entrepreneurial leadership on sustainable performance is primarily explained through three mechanisms: green innovation processes, organizational capabilities, and social or institutional mechanisms. By examining the relationship between entrepreneurial leadership and sustainable performance within an integrated framework, this study reveals dominant research trends in the literature and proposes a conceptual research agenda for future studies.

Keywords: Entrepreneurial leadership, sustainability, performance, green innovation; organizational capabilities.

Article type: Research article

Jel Classification: M13, L26

DOI: 10.29131/uiibd.1933503

Received: 19/04/2026/ **Accepted:** 19/05/2026/ **Published:** 20/06/2026

GİRİŞİMCİ LİDERLİK VE SÜRDÜRÜLEBİLİR PERFORMANS: SİSTEMATİK LİTERATÜR İNCELEMESİ VE GELECEK ARAŞTIRMA GÜNDEMİ

ÖZ: Sürdürülebilirlik, son yıllarda işletme yönetimi literatüründe giderek daha fazla önem kazanan bir araştırma alanı haline gelmiştir. İşletmelerin uzun dönemli başarısının yalnızca finansal performansla açıklanamayacağı; çevresel ve sosyal etkilerin de performans değerlendirmesinde dikkate alınması gerektiği yönündeki görüşler giderek güçlenmektedir. Bu bağlamda liderlik yaklaşımlarının sürdürülebilir performans üzerindeki rolü araştırmacıların dikkatini çekmektedir. Özellikle fırsat tanıma, yenilik üretme ve belirsizlik altında stratejik karar alma kapasitesi ile ilişkilendirilen girişimci liderlik, sürdürülebilir değer yaratma süreçlerinde önemli bir yönetim yaklaşımı olarak değerlendirilmektedir. Bu çalışmanın amacı, girişimci liderlik ile sürdürülebilir performans arasındaki ilişkiyi sistematik ve yapılandırılmış bir literatür incelemesi yoluyla analiz etmek ve alandaki temel araştırma temalarını ortaya koymaktır. Araştırma kapsamında Web of Science Core Collection veri tabanında 2020–2025 yılları arasında yayımlanan ve işletme ile yönetim kategorisinde yer alan 16 akademik makale incelenmiştir. Analiz sonuçları literatürde girişimci liderliğin sürdürülebilir performans üzerindeki etkisinin üç temel mekanizma aracılığıyla açıklandığını göstermektedir: yeşil inovasyon süreçleri, örgütsel yetenekler ve sosyal/kurumsal mekanizmalar. Çalışma, girişimci liderlik ile sürdürülebilir performans arasındaki ilişkiyi bütüncül bir çerçevede ele alarak literatürdeki araştırma eğilimlerini ortaya koymakta ve gelecekteki çalışmalar için kavramsal bir araştırma gündemi önermektedir.

Anahtar Kelimeler: Girişimci liderlik, sürdürülebilirlik, performans, yeşil inovasyon, örgütsel yetenekler.

Makale Türü: Araştırma Makalesi

Jel Sınıflandırması: M13, L26

Geliş tarihi: 19/04/2026 / **Kabul Tarihi:** 19/05/2026/ **Yayın Tarihi:** 20/06/2026

* Phd Candidate, Çanakkale, bince@windowslive.com, **ORCID: 0000-0002-3511-8522**

** Prof.Dr., Çanakkale, nyelkikalan@comu.edu.tr, **ORCID: 0000-0002-3321-0237**

For citation: SÜRÜCÜ, B. & YELKİKALAN, N. (2026). Entrepreneurial Leadership and Sustainability Performance: A Systematic Review of the Literature and A Future Research Agenda. Uluslararası İktisadi ve İdari Bilimler Dergisi, 12 (1), 48-69. DOI: 10.29131/uiibd.1933503

This article is derived from the doctoral dissertation titled conducted by Bilgin Sürücü under the supervision of Prof. Dr. Nazan Yelkikalın at the Graduate School of Çanakkale Onsekiz Mart University.

INTRODUCTION

The concept of sustainability has become a central topic of discussion in business and management literature in recent years. Increasing environmental risks, climate change, depletion of natural resources, and growing social inequalities have forced organizations to reconsider the traditional understanding of performance, which focuses primarily on short-term economic outcomes (Giddings et al., 2002:190; Elkington, 2018:2). In response to these developments, organizational performance is increasingly evaluated from an integrated perspective that simultaneously considers economic, environmental, and social impacts.

The concept of sustainable performance is generally explained from a triple bottom line perspective. This approach is based on the assumption that organizational performance should be evaluated through the joint consideration of economic, environmental, and social dimensions (Elkington, 2018:5). Within this framework, long-term competitive advantage is no longer limited to financial indicators; environmental responsibility and the capacity to generate social value are regarded as key determinants of organizational success (Bansal, 2005:199; Nikolaou et al., 2019:2).

The question of how sustainability transformation occurs within organizations has become an important topic in management research. Leadership is one of the key determinants of this transformation. Leaders are considered critical actors who shape the strategic orientation of an organization, guide resource allocation, and influence employee behavior. Therefore, the role of leadership styles in achieving sustainable performance has attracted increasing attention in recent years (Harrison et al., 2016:24).

In this context, the concept of entrepreneurial leadership has gained particular importance. Entrepreneurial leadership is defined as a leadership approach that involves behaviors such as opportunity recognition, innovation development, risk-taking, and resource mobilization (Cogliser & Brigham, 2004:776; Renko et al., 2015:55). This leadership style enables organizations to adapt to changing environmental conditions and create new value. Particularly in highly competitive and uncertain environments, entrepreneurial leadership is considered to have a significant influence on organizational adaptability and performance (Kuratko, 2007:18; Bagheri, 2020:5).

Recent studies have begun to examine the influence of entrepreneurial leadership on sustainable performance through different mechanisms. Some studies have demonstrated that entrepreneurial leadership encourages green innovation processes that support environmental sustainability (Asad et al., 2024; Simmou et al., 2025; Ali et al., 2025). Other studies have highlighted the role of digital capabilities, organizational agility, and innovation capacity in linking entrepreneurial leadership to sustainable performance (Jan & Maulida, 2022; Sahibzada et al., 2025; Norena-Chavez et al., 2025). In addition, several studies have emphasized the importance of organizational trust and social networks in sustainable entrepreneurship processes (Sarmawa et al., 2020; García-Vidal et al., 2025).

Although the literature contains a growing number of studies examining the relationship between entrepreneurial leadership and sustainable performance, most existing research focuses on specific variables and contextual factors. Studies frequently investigate

mediating mechanisms such as green innovation, organizational agility, digital capabilities, and social networks (Asad et al., 2024; Jan & Maulida, 2022; Sahibzada et al., 2025). While these studies provide valuable insights into the formation of sustainable performance, research addressing the underlying mechanisms of this relationship from a holistic perspective remains limited. Moreover, the existing literature appears fragmented across different theoretical perspectives and contextual settings.

Therefore, a systematic evaluation of the literature on entrepreneurial leadership and sustainable performance is required. This study aimed to analyze the relationship between entrepreneurial leadership and sustainable performance through a systematic literature review. Within the scope of this study, recent publications indexed in the Web of Science Core Collection database were examined, and the major research themes emerging in the literature were identified.

This study contributes to the literature in three ways. First, it provides a systematic and structured review of the literature on entrepreneurial leadership and sustainable performance, identifying major research trends in the field. Second, it identifies the key mechanisms that explain the relationship between entrepreneurial leadership and sustainable performance. Third, it proposes a conceptual research agenda to guide future studies.

The analysis of studies indexed in the Web of Science database reveals three dominant research themes in the literature: the relationship between entrepreneurial leadership and green innovation; the role of entrepreneurial leadership in supporting sustainable performance through organizational capabilities; and the contribution of entrepreneurial leadership to sustainable value creation through social or institutional mechanisms. This thematic structure allows fragmented research findings in the literature to be evaluated within an integrated framework. In this respect, this study aims to conceptually reposition the entrepreneurial leadership and sustainable performance literature and develop a systematic research agenda for future studies.

This study contributes to the development of a theoretical framework for the doctoral dissertation by systematically reviewing the literature on the relationship between entrepreneurial leadership and sustainable performance.

1. ENTREPRENEURIAL LEADERSHIP: CONCEPTUAL FRAMEWORK

The concept of entrepreneurial leadership has emerged as a research field at the intersection of leadership and entrepreneurship literature (Cogliser & Brigham, 2004:778). In the literature, entrepreneurial leadership is associated with leaders' capacity to recognize opportunities, develop innovative solutions, and mobilize organizational resources to create new value domains (Renko et al., 2015:55; Akkoç et al., 2019:3). From this perspective, leadership is interpreted not merely as an activity concerned with managing existing processes but as a strategic process that guides organizational transformation (Pauceanu et al., 2021:5-6).

Entrepreneurial leadership is characterized by several core attributes, including opportunity orientation, innovativeness, proactiveness, and risk-taking behavior (Kuratko, 2007:4-5). These attributes enable leaders to interpret changing environmental conditions as opportunities and direct organizations toward new strategic domains. In highly competitive

and uncertain environments, entrepreneurial leadership is considered to enhance organizational adaptability and improve performance (Bagheri, 2020:1–2).

Recent studies have increasingly emphasized the role of entrepreneurial leadership in innovation processes. Particularly in the context of environmental sustainability, entrepreneurial leaders are seen as actors who stimulate green innovation initiatives within organizations. Empirical studies indicate that entrepreneurial leadership encourages the development of environmentally friendly products and promotes sustainable production processes (Asad et al., 2024:8; Simmou et al., 2025:6; Ali et al., 2025:4).

2. SUSTAINABLE PERFORMANCE: CONCEPTUAL FRAMEWORK

Traditional approaches to organizational performance have long evaluated business success primarily based on financial outcomes. In early management theories, the firm was conceptualized as an entity that transforms inputs into outputs to generate economic returns for its owners, while social and environmental impacts were not central to performance evaluation (Freeman, 1984/2010:7; Waddock & Graves, 1997:305). However, the depletion of natural resources, climate change, increasing social inequalities, and growing stakeholder pressures necessitate broadening the scope of the performance concept. Research has increasingly demonstrated that economic growth alone does not guarantee sustainable development and may even generate environmental and social costs in certain contexts (Giddings et al., 2002:190).

The conceptual foundation of the sustainability approach is largely based on the Brundtland Report of the World Commission on Environment and Development (WCED). In this report, sustainable development is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987:43). This definition introduces a clear temporal dimension to the concept of performance by emphasizing intergenerational responsibility and long-term value creation beyond short-term financial outcomes. Similarly, Bansal (2005:198–199) argues that sustainability at the organizational level emerges at the intersection of environmental integrity, economic prosperity, and social equity, highlighting the multidimensional nature of the organizational performance.

The operational framework of this transformation is most commonly explained through the Triple Bottom Line approach developed by Elkington. This framework proposes that corporate performance should be evaluated through a combined assessment of economic, environmental, and social impacts (Elkington, 2018). In the literature, sustainable performance is defined as the ability of organizations to generate value simultaneously across these three dimensions (Nikolaou et al., 2019:2). Within this framework, sustainable performance represents an integrated understanding of organizational success that encompasses financial outcomes, environmental protection, and social well-being.

The economic dimension refers to an organization’s long-term financial stability and value-creation capacity. Indicators such as profitability, cost efficiency, sales growth, and market share are commonly considered key components of this dimension (Iqbal et al., 2020:4; Nor-Aishah et al., 2020:4). However, contemporary perspectives argue that economic performance cannot be sustained by degrading natural and social capital. Instead, sustainable

competitive advantage increasingly depends on capabilities rooted in environmentally responsible practices (Hart, 1995:991). This perspective highlights the strong connection between economic performance and strategic decision making.

The environmental dimension encompasses the impact of organizational activities on emissions, waste generation, energy consumption, and the use of natural resources. Sustainable environmental management requires that resource consumption does not exceed regeneration rates, waste remains within the absorptive capacity of ecosystems, and natural capital is preserved (Goodland, 1995:11). At the organizational level, practices such as emission reduction, energy efficiency, waste minimization, and life cycle management are considered key indicators of environmental performance (Bansal, 2005:199; Abdul-Rashid et al., 2017:191). Improvements in environmental performance can also generate economic benefits through cost savings and risk reduction (Hart, 1995:992–993).

The social dimension includes aspects such as employee well-being, human rights, equality, safe working conditions, stakeholder relations, and broader societal contributions (Iqbal et al., 2020:4; Duque-Grisales & Aguilera-Caracuel, 2021:321). Stakeholder theory provides the theoretical foundation for social performance by emphasizing that organizations have responsibilities not only to shareholders but also to all stakeholders affected by their activities (Freeman, 1984/2010, pp.26–27). Empirical studies suggest that organizations with strong social performance often benefit from enhanced reputation, legitimacy, and long-term financial success (Waddock & Graves, 1997:306–307).

Measuring sustainable performance requires a multidimensional integrated evaluation system. The literature clearly indicates that traditional financial indicators alone are insufficient and that economic, environmental, and social indicators should be considered simultaneously (Sarker et al., 2021:1; Nikolaou et al., 2019:6). In this context, the GRI standards provide an international framework designed to help organizations systematically report their impacts on the economy, environment, and society (GRI 1, 2021:8–11). Similarly, ESG rating systems evaluate companies' environmental, social, and governance risks and opportunities through integrated assessment frameworks (MSCI, 2024:4–5).

In summary, sustainable performance represents a strategic performance perspective that evaluates not only the short-term financial outcomes of organizations but also the long-term economic, environmental, and social impacts of their activities. This perspective moves performance evaluation beyond narrow output-based measures toward a stakeholder-oriented, long-term, and systemic approach to value creation for all stakeholders. This framework provides a strong theoretical basis for examining the role of leadership and organizational orientation in achieving sustainable performance.

3. THEORETICAL LINK BETWEEN ENTREPRENEURIAL LEADERSHIP AND SUSTAINABLE PERFORMANCE

Studies examined within the scope of this systematic literature review indicate that the impact of entrepreneurial leadership on sustainable performance emerges through various organizational mechanisms. Most studies addressing this relationship suggest that entrepreneurial leadership contributes to sustainable performance through intermediary processes, such as innovation activities, organizational capabilities, and social relationships.

First, some studies explain the influence of entrepreneurial leadership on sustainable performance through innovation. According to these studies, entrepreneurial leaders recognize environmental opportunities at an early stage and guide organizations toward sustainable product and process innovations (Asad et al., 2024:8; Simmou et al., 2025:6; Ali et al., 2025:4).

Second, the literature includes studies suggesting that entrepreneurial leadership influences sustainable performance through organizational capability. These studies indicate that entrepreneurial leadership supports sustainable performance by strengthening factors such as digital capabilities, organizational agility, and innovation capacity (Jan & Maulida, 2022:68; Sahibzada et al., 2025:5; Norena-Chavez et al., 2025:7).

Third, some studies have demonstrated that entrepreneurial leadership affects sustainability through social mechanisms. In particular, relational factors such as organizational trust, social networks, and knowledge sharing are emphasized as important components of sustainable entrepreneurship processes (Sarmawa et al., 2020:5; García-Vidal et al., 2025:3).

When studies examining the relationship between entrepreneurial leadership and sustainable performance are evaluated collectively, it becomes evident that this relationship is generally explained through specific organizational processes. The reviewed studies suggest that the influence of entrepreneurial leadership on sustainable performance primarily emerges through three key processes: green innovation processes that support environmental sustainability; organizational capabilities that enhance organizational adaptability; and social relationships and institutional interaction processes that strengthen stakeholder relations and organizational trust (Asad et al., 2024; Jan & Maulida, 2022; Sarmawa et al., 2020; Norena-Chavez et al., 2025).

These findings indicate that the impact of entrepreneurial leadership on sustainable performance should be understood as a multidimensional process mediated by organizational dynamics rather than a direct relationship between the two. Examining the relationship between entrepreneurial leadership and sustainable performance through these organizational processes enables a more comprehensive interpretation of the existing literature.

Research Gap; Although research on entrepreneurial leadership has increased significantly in recent years, studies examining this concept in the context of sustainable performance remain relatively limited. A large portion of existing studies focuses on specific dimensions of sustainability or particular mediating factors. This situation makes it difficult to evaluate the influence of entrepreneurial leadership on sustainable performance from a holistic perspective.

In addition, the studies in the literature appear to have been developed in a fragmented manner across different theoretical approaches and contextual settings. Therefore, re-evaluating the relationship between entrepreneurial leadership and sustainable performance through a systematic literature review is important for identifying emerging research trends in the field and establishing a conceptual research agenda for future studies.

4. CONCEPTUAL MODEL

The conceptual model proposed in this study assumes that entrepreneurial leadership influences sustainable performance through specific organizational processes. Based on the findings of the literature review, the impact of entrepreneurial leadership on sustainable performance appears to be structured around three main domains: green innovation, organizational capabilities, and social dynamics.

The green innovation dimension refers to the role of entrepreneurial leadership in promoting environmentally sustainable products and process innovations. The organizational capabilities dimension reflects the role of entrepreneurial leadership in supporting the development of strategic capabilities, such as organizational learning, digital competencies, and innovation capacity. The social dimension encompasses sustainable value creation processes shaped by organizational trust, knowledge sharing, and stakeholder relationships.

Within this framework, entrepreneurial leadership is assumed to influence the economic, environmental, and social dimensions of sustainable performance through organizational processes. In the conceptual model, entrepreneurial leadership is treated as a higher-level leadership orientation that shapes sustainable performance, and the relationship is assumed to operate through green innovation, organizational capabilities, and social relationships.

The proposed conceptual model integrates fragmented research findings in the literature into a coherent framework and aims to explain the role of entrepreneurial leadership in shaping sustainable performance.

5. METHOD

This study adopts a systematic literature review approach, and the literature search process was conducted in accordance with PRISMA reporting standards (Page et al., 2021:2). The systematic literature review method aims to analyze the academic literature examining the relationship between entrepreneurial leadership and sustainability in a structured and comprehensive manner. Systematic literature reviews enable the identification, evaluation, and synthesis of studies within a specific research domain and are considered important methodological tools for identifying research gaps and developing theoretical structures in emerging research areas (Tranfield et al., 2003:208; Snyder, 2019:334).

5.1 Database and Search Strategy

A literature search was conducted using the Web of Science Core Collection database. The Web of Science database was selected because it includes high-impact academic journals in the social sciences and is widely used in academic research (Usta Kara, 2022:74). In addition, the database provides access to influential journals in the field, making it a suitable data source for identifying studies that represent the theoretical development of the research area.

To identify studies examining the relationship between entrepreneurial leadership and sustainability, the following search query was used:

TS = ("entrepreneurial leadership" OR "entrepreneurial leader*")

AND

TS = ("sustainab*" OR "sustainable performance" OR sustainability)

This search strategy enabled the systematic identification of studies addressing entrepreneurial leadership from a sustainability perspective. To reveal current research trends in the field, several filters were applied during the search process. First, the search results were limited to articles. Subsequently, the results were restricted to the Business and Management research categories in the Web of Science database. Finally, to examine the most recent literature, the results were limited to articles published between 2020 and 2025.

5.2 Article Selection Process

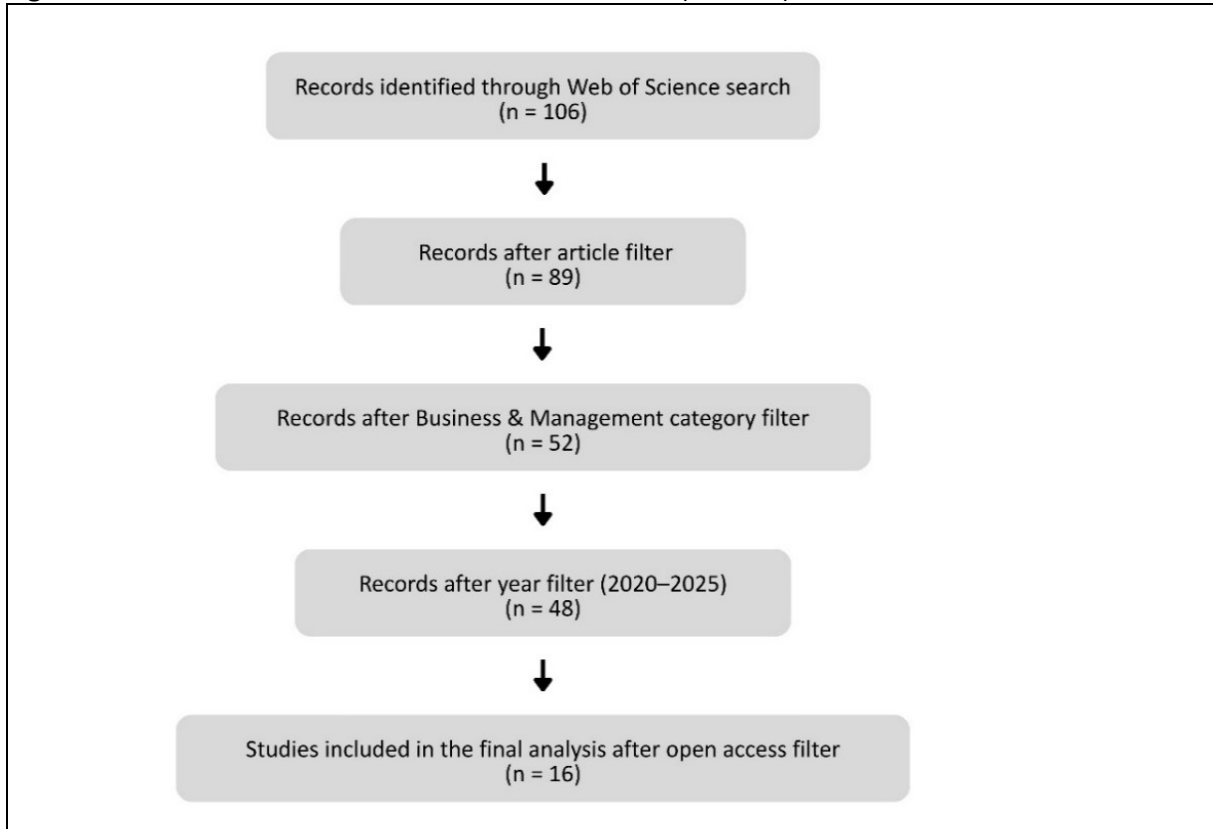
The initial search conducted in the Web of Science database identified 106 records that were screened. After applying the article-type filter, the number of studies decreased to 89 articles. The results were then restricted to the Business and Management categories, reducing the number of studies to 52. Subsequently, applying the 2020–2025 publication-year filter resulted in a dataset of 48 articles.

To ensure that the selected studies could be examined in detail, an open-access filter was applied to the dataset. After this filtering process, 16 academic articles directly addressing the relationship between entrepreneurial leadership and sustainability were included in the final analysis.

The following inclusion criteria were used during the article selection process.

- studies directly examining the concept of entrepreneurial leadership
- studies related to sustainability or sustainable performance
- articles published in peer-reviewed academic journals
- studies with accessible full texts
- studies published in English

The literature search and article selection process were conducted following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach, which is widely used in systematic review studies (Page et al., 2021:2). The literature search was conducted in January 2026, and the stages of the article selection process are shown in Figure 1.

Figure 1. Literature Search and Article Selection Process (PRISMA)

Note: The PRISMA flow diagram was prepared based on the systematic review reporting standards proposed by Page et al. (2021).

The literature search conducted in the Web of Science database identified studies examining the relationship between entrepreneurial leadership and sustainability. The identified studies were evaluated according to the selection criteria, and those considered appropriate for analysis were included in the research scope. The articles examined in the study and their main bibliographic information are presented in Table 1.

Table 1. Articles Included in the Study (Web of Science Dataset)

No	Author(s)	Year	Article Title	Journal	Citation Count
1	Asad et al.	2024	Green entrepreneurial leadership, and performance of entrepreneurial firms: does green product innovation mediate?	Cogent Business & Management	52
2	Sarmawa et al.	2020	Ethical entrepreneurial leadership and organizational trust for organizational sustainability	Cogent Business & Management	13
3	van Rijnsoever et al.	2023	The change agent teaching model: Educating entrepreneurial leaders to help solve grand societal challenges	International Journal of Management Education	12
4	Rambakus et al.	2020	Evaluating the extent of intrapreneurship in a sugar producing company in KwaZulu-Natal	Cogent Business & Management	7

**ENTREPRENEURIAL LEADERSHIP AND SUSTAINABLE PERFORMANCE:
A SYSTEMATIC REVIEW OF THE LITERATURE AND A FUTURE RESEARCH AGENDA**

No	Author(s)	Year	Article Title	Journal	Citation Count
5	Simmou et al.	2025	From Culture to Green Innovation: The Interplay of Social Capital, Entrepreneurial Leadership, and Green Knowledge Sharing	Business Strategy and the Environment	5
6	Aparisi-Torrijo & Ribes-Giner	2022	Entrepreneurial leadership factors: a bibliometric analysis for the 2000–2020 period	Cuadernos de Gestión	5
7	Qureshi et al.	2021	Women entrepreneurial leaders as harbingers of economic growth	3C Empresa	5
8	Amit et al.	2024	Multidimensional analysis of entrepreneurial leadership and spatial innovation for sustainable startup success	Business Strategy and Development	4
9	Jan & Maulida	2022	The Role of Leaders' Motivation, Entrepreneurial Leadership, and Organisational Agility in Social Enterprise Sustainability	South East Asian Journal of Management	4
10	Ali et al.	2025	Leading the Way to Greening: Aligning Leadership Styles and Market Learning for Green Innovation	Business Strategy and the Environment	2
11	Sahibzada et al.	2025	Leading the transition toward sustainability through digital capabilities and innovation	Journal of Innovation & Knowledge	2
12	Norena-Chavez et al.	2025	Sustainable project success through entrepreneurial leadership: insights from big data analytics	Cogent Business & Management	—
13	Indira et al.	2023	The Role of Entrepreneurial Leadership, Knowledge Management, and Digital Capability in Enhancing Performance	Administrative Sciences	—
14	García-Vidal et al.	2025	Entrepreneurial Leadership and Collaborative Resilience	Administrative Sciences	—
15	Acevedo-Duque et al.	2025	Entrepreneurial Female Leadership: A Business Policy Approach to B Corp Management	Administrative Sciences	—
16	Chaniago & Awfatiy	2024	Individual Innovative Behavior Model: The Role of Entrepreneurial Leadership in Uncertain Times	Quality Access to Success	—

Source: Developed by the authors based on a Web of Science database search.

In addition to empirical studies conducted in different countries, the dataset includes studies employing bibliometric analysis and literature review approaches.

5.3 Analysis Method

The selected articles were examined using content analysis. Content analysis enables the systematic classification of studies within a research field and facilitates the identification of major research trends (Snyder, 2019:336).

Each article was systematically evaluated according to the following categories:

- research objective
- theoretical framework
- research method

- sample and data collection method
- main findings
- sustainability dimension
- main theme addressed in the literature

The results of this analytical process revealed that the entrepreneurial leadership literature within the sustainability context is structured around three major research themes:

1. Entrepreneurial Leadership → Green Innovation → Sustainability
2. Entrepreneurial Leadership → Organizational Capabilities → Sustainability
3. Entrepreneurial Leadership → Social / Institutional Mechanisms → Sustainability

This thematic classification aims to identify the mechanisms through which entrepreneurial leadership influences sustainable performance.

5.4 Characteristics of the Dataset

The studies analyzed in this research include empirical studies conducted in various countries. In particular, research conducted in countries such as Pakistan, Indonesia, China, Morocco, Peru, and Bangladesh has examined the influence of entrepreneurial leadership on sustainable performance in various contexts (Asad et al., 2024; Sarmawa et al., 2020; Jan & Maulida, 2022; Chaniago & Awfatiy, 2024).

Most of the analyzed studies relied on quantitative research methods. Structural equation modeling (SEM) and PLS-SEM analyses are among the most frequently used analytical techniques in the literature (Asad et al., 2024; Indira et al., 2023). In addition, some studies have employed bibliometric analysis and literature review approaches (Aparisi-Torrijo & Ribes-Giner, 2022).

6. FINDINGS

This section evaluates the methodological characteristics of the analyzed studies and the main research themes that have emerged in the literature. The findings of the systematic literature review indicate that the impact of entrepreneurial leadership on sustainable performance is explained through various organizational processes.

An examination of the methodological characteristics of the analyzed studies shows that the research has been conducted in different national contexts, and quantitative research methods dominate the literature. The general characteristics of the studies are shown in Table 2.

Table 2. General Characteristics of the Articles

No	Author	Year	Journal	Method	Country
1	Asad et al.	2024	Cogent Business & Management	SEM (survey)	Pakistan
2	Sarmawa et al.	2020	Cogent Business & Management	SEM (survey)	Indonesia
3	van Rijnsoever et al.	2023	International Journal of Management Education	Systematic literature review	—

**ENTREPRENEURIAL LEADERSHIP AND SUSTAINABLE PERFORMANCE:
A SYSTEMATIC REVIEW OF THE LITERATURE AND A FUTURE RESEARCH AGENDA**

No	Author	Year	Journal	Method	Country
4	Rambakus et al.	2020	Cogent Business & Management	Mixed method	South Africa
5	Simmou et al.	2025	Business Strategy and the Environment	Regression analysis	Morocco
6	Aparisi-Torrijo & Ribes-Giner	2022	Cuadernos de Gestión	Bibliometric analysis	Global
7	Qureshi et al.	2021	3C Empresa	SEM (survey)	Pakistan
8	Amit et al.	2024	Business Strategy and Development	Qualitative	Bangladesh
9	Jan & Maulida	2022	South East Asian Journal of Management	PLS-SEM	Indonesia
10	Ali et al.	2025	Business Strategy and the Environment	Regression analysis	China
11	Sahibzada et al.	2025	Journal of Innovation & Knowledge	PLS-SEM (time-lagged)	China
12	Norena-Chavez et al.	2025	Cogent Business & Management	PLS-SEM + IPMA + NCA	Peru
13	Indira et al.	2023	Administrative Sciences	SEM (AMOS)	Indonesia
14	García-Vidal et al.	2025	Administrative Sciences	Mixed method	Ecuador
15	Acevedo-Duque et al.	2025	Administrative Sciences	Qualitative	Latin America
16	Chaniago & Awfatiy	2024	Quality Access to Success	SEM / regression	Indonesia

Source: Developed by the authors based on the Web of Science database search.

The research objectives, methods used, and key findings of the reviewed studies were systematically analyzed. The summary information obtained from the content analysis of these studies is presented in Table 3.

Table 3. Summary of the Reviewed Studies

No	Research Objective	Method	Key Findings
1	To examine the impact of green entrepreneurial orientation and green transformational leadership on firm performance	SEM	Green product innovation improves performance
2	To examine the relationship between ethical entrepreneurial leadership, organizational trust, and sustainability	SEM	Organizational trust mediates sustainability
3	To compare sustainable entrepreneurship and leadership education literature	Literature review	Both educational approaches focus on solving societal problems
4	To analyze the level of intrapreneurship and influencing factors within an organization	Mixed method	Leadership style and organizational culture influence intrapreneurship
5	To examine the impact of green culture and social capital on green innovation	Regression analysis	Entrepreneurial leadership increases green innovation
6	To analyze the development of entrepreneurial leadership literature through bibliometric analysis	Bibliometric analysis	The literature has grown rapidly after 2015
7	To investigate motivations and challenges of female entrepreneurial leaders	SEM	Motivation increases leadership while social barriers create challenges
8	To analyze entrepreneurial leadership traits in startup success	Qualitative analysis	Innovation and resilience are critical leadership traits

No	Research Objective	Method	Key Findings
9	To examine the influence of entrepreneurial leadership and organizational agility on social enterprise sustainability	PLS-SEM	Entrepreneurial leadership improves sustainable performance
10	To examine the influence of entrepreneurial leadership and market learning on green innovation	Regression analysis	Entrepreneurial leadership increases radical green innovation
11	To examine the relationship between entrepreneurial leadership, digital capabilities, and sustainable performance	PLS-SEM	Digital innovation improves sustainable performance
12	To examine the impact of entrepreneurial leadership on sustainable project success	PLS-SEM	Organizational capabilities mediate this relationship
13	To examine the role of knowledge management and digital capability in entrepreneurial performance	SEM	Knowledge management and digital capabilities increase performance
14	To examine entrepreneurial leadership and collective resilience	Mixed method	Entrepreneurial leadership strengthens social resilience
15	To examine the role of female entrepreneurial leadership in sustainable business models	Qualitative analysis	Female leadership supports sustainable business models
16	To examine the relationship between entrepreneurial leadership, trust, knowledge sharing, and innovative behavior	SEM	Entrepreneurial leadership indirectly increases innovation

Source: Developed by the authors based on a Web of Science database search.

6.1 General Characteristics of the Literature

The analysis indicates that a considerable portion of the studies included in this research were published after 2020. This finding suggests that the relationship between entrepreneurial leadership and sustainability has emerged as a rapidly developing research field in recent years.

Many of the analyzed studies were conducted in developing economies. Research conducted in countries such as Pakistan, Indonesia, and other Southeast Asian countries has examined the influence of entrepreneurial leadership on sustainable performance in different contexts (Asad et al., 2024; Sarmawa et al., 2020; Chaniago & Awfatiy, 2024).

From a methodological perspective, most studies rely on quantitative research **designs**. In particular, structural equation modeling and regression analyses appear to be widely used analytical techniques (Asad et al., 2024; Jan & Maulida, 2022).

6.2 Entrepreneurial Leadership and Green Innovation

One of the most common research themes in the literature is the role of green innovation processes in explaining the relationship between entrepreneurial leadership and sustainable performance. Studies have indicated that entrepreneurial leaders support environmental sustainability by developing innovative strategies (Asad et al., 2024; Simmou et al., 2025; Ali et al., 2025).

Green product innovation, in particular, has emerged as a significant mediating factor that explains the influence of entrepreneurial leadership on sustainable performance (Asad et

al., 2024). In addition, organizational factors such as social capital and knowledge sharing support green innovation processes (Simmou et al., 2025).

6.3 Entrepreneurial Leadership and Organizational Capabilities

The second major theme emerging in the literature is the influence of entrepreneurial leadership on sustainable performance through organizational capability. Studies have indicated that entrepreneurial leadership plays an important role in the development of organizational agility, knowledge management, and digital capabilities (Jan & Maulida, 2022; Indira et al., 2023).

Moreover, technological factors, such as digital innovation and data analytics, have been found to have significant effects on sustainable performance (Sahibzada et al., 2025; Norena-Chavez et al., 2025).

6.4 Entrepreneurial Leadership and Social Sustainability

The third major theme emerging in the literature concerns the influence of entrepreneurial leadership on sustainable performance through social mechanisms. In particular, organizational trust and knowledge sharing play important roles in the development of sustainable organizations (Sarmawa et al., 2020; Chaniago & Awfatiy, 2024).

Research indicates that leaders who develop trust-based relationships within organizations encourage innovative employee behavior, which, in turn, supports organizational sustainability (Chaniago & Awfatiy, 2024).

The thematic structure explaining the relationship between entrepreneurial leadership and sustainability in the literature is presented in Table 4.

Table 4. Thematic Classification in the Literature

No Theme	Description	Sustainability Dimension
1 Entrepreneurial Leadership → Green Innovation	Entrepreneurial leaders recognize environmental opportunities and promote green product innovation and environmentally friendly production processes	Environmental
2 Entrepreneurial Leadership → Organizational Capabilities	Entrepreneurial leadership enhances organizational agility, knowledge management, digital capabilities, and innovation capacity	Economic
3 Entrepreneurial Leadership → Social Mechanisms	Entrepreneurial leadership supports sustainability through mechanisms such as organizational trust, social capital, and knowledge sharing	Social

Source: Developed by the authors based on a Web of Science database search.

Table 4 demonstrates that the relationship between entrepreneurial leadership and sustainable performance in the literature is mainly concentrated on three core research themes: green innovation, organizational capabilities, and social mechanisms.

Overall, the analyses presented in Tables 3 and 4 indicate that the impact of entrepreneurial leadership on sustainable performance is a multidimensional process and that this influence operates through various organizational mechanisms.

7. DISCUSSION

This study aimed to identify the main research trends in the literature by systematically and structurally analyzing studies that examine the relationship between entrepreneurial leadership and sustainable performance.

The findings indicate that the impact of entrepreneurial leadership on sustainable performance emerges through three main processes: green innovation, organizational capability, and social mechanisms.

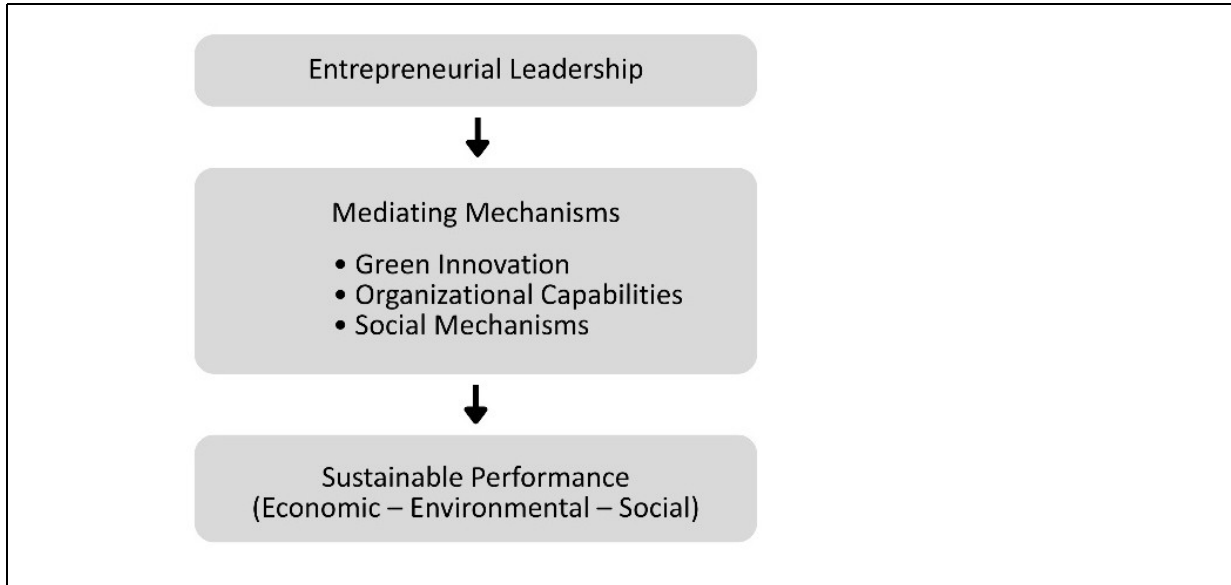
First, the literature suggests that entrepreneurial leadership plays a significant role in innovation processes that support environmental sustainability. In particular, green product innovation, environmentally friendly production technologies, and sustainable business models have emerged as major areas of innovation encouraged by entrepreneurial leadership. Through their opportunity-oriented thinking, risk-taking orientation, and capacity to develop innovative solutions, entrepreneurial leaders can generate new business models that address environmental challenges. The green innovation literature indicates that entrepreneurial leaders' ability to recognize environmental opportunities and develop innovative solutions significantly impacts sustainable performance (Asad et al., 2024; Simmou et al., 2025).

Second, the organizational capabilities perspective suggests that entrepreneurial leaders support sustainable performance by strengthening the organizational learning and innovation capacity (Indira et al., 2023; Jan & Maulida, 2022).

Finally, social interaction-based processes demonstrate that leadership encourages innovative behavior through relational mechanisms such as trust and knowledge sharing (Sarmawa et al., 2020; Chaniago & Awfatiy, 2024).

Based on the findings obtained from the literature review, a conceptual model explaining the relationship between entrepreneurial leadership and sustainable performance is presented in Figure 2.

Figure 2. Conceptual Model of the Relationship between Entrepreneurial Leadership and Sustainable Performance



Source: Developed by the author based on a synthesis of the prior literature.

7.1 Theoretical Contribution

This study provides several theoretical contributions to the literature by analyzing the relationship between entrepreneurial leadership and sustainable performance using a systematic literature review approach. First, this study examines research addressing entrepreneurial leadership from a sustainability perspective within an integrated framework and identifies the main research trends and conceptual structures within this field. While entrepreneurial leadership has frequently been examined in relation to innovation, opportunity recognition, and competitive advantage, research addressing it from a sustainability perspective represents a relatively recent and emerging research area (Asad et al., 2024; Indira et al., 2023).

This study contributes to the literature in three main ways. First, it identifies the major research trends in the field by systematically reviewing the literature on entrepreneurial leadership and sustainable performance. Second, it determines the main thematic mechanisms that explain the influence of entrepreneurial leadership on sustainable performance. Third, it proposes an integrated conceptual model that explains this relationship.

The first theoretical contribution of this study is the identification of the mechanisms through which entrepreneurial leadership influences sustainable performance. The findings indicate that the relationship between entrepreneurial leadership and sustainable performance is not direct but occurs through several mediating processes. The analyzed studies suggest that entrepreneurial leadership influences sustainable performance through three main factors: green innovation processes, organizational capabilities and social or institutional mechanisms. This finding indicates that sustainable performance should be addressed as a multidimensional process in the entrepreneurial leadership literature. In particular, green innovation and environmental technologies have emerged as key

mechanisms for explaining the environmental sustainability effects of entrepreneurial leadership (Asad et al., 2024; Simmou et al., 2025; Ali et al., 2025).

The second theoretical contribution of this study lies in explaining the relationship between entrepreneurial leadership and sustainable performance from an organizational capabilities perspective. Studies in the literature show that entrepreneurial leaders contribute to sustainable performance by encouraging the development of strategic capabilities such as organizational learning, knowledge management, digital capabilities, and organizational agility (Jan & Maulida, 2022; Indira et al., 2023; Norena-Chávez et al., 2025). These findings indicate that the influence of entrepreneurial leadership on sustainability is related not only to individual leadership behaviors but also to the development of organizational resources and capabilities.

The third theoretical contribution of this study is the identification of the role of social and institutional factors in shaping the relationship between entrepreneurial leadership and sustainable performance. Some studies indicate that relational factors such as ethical leadership, organizational trust, and social capital play an important role in the development of sustainable organizations (Sarmawa et al., 2020; Chaniago & Awfatiy, 2024). In this context, entrepreneurial leadership can be interpreted as a model that shapes stakeholder relationships and social value creation processes.

Finally, this study proposes a comprehensive conceptual model that explains the relationship between entrepreneurial leadership and sustainable performance. The model suggests that entrepreneurial leadership influences sustainable performance through green innovation, organizational capabilities, and social mechanisms. In this respect, this study contributes to theoretical discussions by integrating the entrepreneurial leadership literature with a sustainability perspective.

7.2 Managerial Contribution

The findings of this study have important implications for the theoretical literature, as well as for managers and policymakers. The results of the systematic literature review indicate that entrepreneurial leadership influences sustainable performance through various organizational processes rather than through direct relationships. This finding suggests that organizations aiming to develop sustainability strategies should focus on leadership behaviors, innovation processes, organizational capabilities, and social relationships.

First, the influence of entrepreneurial leadership on environmental sustainability occurs largely through green innovation processes (Asad et al., 2024; Simmou et al., 2025). This suggests that managers should not limit sustainability strategies to environmental responsibility policies alone. Instead, organizations should adopt leadership approaches that encourage environmentally friendly product development, sustainable production technologies, and innovation initiatives that improve resource efficiency. Entrepreneurial leaders can support sustainable competitive advantage by fostering employees' creative thinking and promoting an innovation-oriented organizational culture.

Second, the literature suggests that the impact of entrepreneurial leadership on sustainable performance occurs to a considerable extent through organizational capabilities (Indira et al., 2023; Jan & Maulida, 2022). Therefore, managers should strengthen their

organizational learning capacity, knowledge sharing, and digital capabilities when developing sustainability strategies. Considering the increasing role of digital technologies and data analytics in sustainability initiatives, entrepreneurial leaders are critical in supporting technological transformation processes.

Third, the findings indicate that organizational trust and social relationships play important roles in developing sustainable organizations (Sarmawa et al., 2020). Trust-based organizational relationships encourage knowledge sharing among employees and facilitate the emergence of innovative behavior. Therefore, managerial practices that promote open communication, ethical leadership, and collaboration with stakeholders may contribute significantly to the development of sustainable organizations.

Overall, entrepreneurial leadership plays a strategic role in developing sustainable organizations. However, sustainable performance can only emerge when leadership behavior is integrated with organizational innovation, learning processes, and social relationships. Therefore, organizations should evaluate entrepreneurial leadership not only at the level of individual leadership traits but also within the broader framework of organizational systems and processes.

8. FUTURE RESEARCH AGENDA

This study systematically analyzed the literature on the relationship between entrepreneurial leadership and sustainable performance. The analyzed studies indicate that the influence of entrepreneurial leadership on sustainability emerges through various mechanisms. However, several important research gaps remain. Accordingly, this study proposes several directions for future research.

8.1 Examining Multidimensional Sustainability Approaches

A significant portion of the literature focuses on sustainability from a single perspective, particularly environmental sustainability. Studies addressing economic and social sustainability simultaneously are relatively limited.

However, sustainable performance is generally conceptualized as a multidimensional construct involving the simultaneous evaluation of economic, environmental, and social dimensions of sustainability. Therefore, future research should examine sustainability using more comprehensive models that integrate environmental innovation, social value creation, and economic sustainability.

8.2 Development of Mediating Mechanism Models

The literature review indicates that entrepreneurial leadership influences sustainable performance through indirect mechanisms. Variables such as green innovation, organizational agility, knowledge management, digital capabilities, and organizational trust play important roles in this relationship.

However, most existing studies have examined these variables separately. Future research should develop more comprehensive theoretical models that incorporate multiple

mediating mechanisms to better explain the processes linking entrepreneurial leadership and sustainable performance.

8.3 Cross-Cultural and Institutional Comparisons

Many studies included in the literature have been conducted in developing economies, such as Pakistan, Indonesia, Bangladesh, Morocco, and Peru. Although these studies provide valuable insights, comparative research examining how different institutional and cultural contexts influence entrepreneurial leadership practices is limited.

Future studies should conduct cross-country comparisons to explore how institutional and cultural factors shape the relationship between entrepreneurial leadership and sustainability.

8.4 Integration of Emerging Leadership Perspectives

Entrepreneurial leadership has generally been examined from an innovation- and opportunity-oriented perspective. However, sustainability research increasingly emphasizes the importance of leadership approaches, such as ethical, transformational, stakeholder-oriented, and responsible leadership.

Future research integrating entrepreneurial leadership with these perspectives could provide more comprehensive theoretical explanations of leadership in sustainability contexts.

CONCLUSION

This study systematically analyzed the literature examining the relationship between entrepreneurial leadership and sustainable performance and identified the major research themes that have emerged in this field. The findings indicate that entrepreneurial leadership influences sustainable performance through innovation, organizational capabilities, and social mechanisms.

The results also demonstrate that entrepreneurial leadership has become an increasingly important research area in sustainability literature. In particular, factors such as green innovation, organizational learning, and social relationships highlight the multidimensional nature of entrepreneurial leadership as a management approach. In this respect, this study contributes to conceptual discussions in the field by integrating the entrepreneurial leadership literature with a sustainability perspective.

However, this study also has certain limitations. The analysis was limited to open-access articles indexed in the Web of Science database, which may have restricted the number of studies included in the data set. Future research incorporating additional databases and larger datasets could provide a more comprehensive understanding of the relationship between entrepreneurial leadership and SP..

Overall, entrepreneurial leadership plays a strategic role in developing sustainable organizations and emerges as an important driver of sustainable value creation processes.

REFERENCES

- Abdul-Rashid, S. H., Sakundarini, N., Raja Ghazilla, R. A., & Thurasamy, R. (2017). The impact of sustainable manufacturing practices on sustainability performance: Empirical evidence from Malaysia. *International Journal of Operations & Production Management*, 37(2), 182–204.
- Acevedo-Duque, Á., Alvarez-Becerra, R., Alcina De Fortoul, S., Barriga-Soto, O., Cúneo-Álvarez, G., Fernández-Mantilla, M. M., & Valdez-Alvarez, C. (2025). Entrepreneurial female leadership: A business policy approach to B Corp management in Latin America. *Administrative Sciences*, 15(6), 219.
- Akkoç, İ., Çalışkan, A., & Turunç, Ö. (2019). Girişimci davranış: Bir ölçek uyarlama çalışması. *Girişimcilik ve Kalkınma Dergisi*, 14(1), 1-10.
- Ali, Z., Qin, Z., Raza-Ullah, T., Ali, A., & Sherwani, M. (2025). Leading the way to greening: Aligning leadership styles and market learning for radical and incremental green innovation. *Business Strategy and the Environment*, 34(7), 8571–8589.
- Amit, S., Levermore, R., Noor, S. S., & Kafy, A. A. (2024). Multidimensional analysis of entrepreneurial leadership and spatial innovation for sustainable startup success in emerging markets. *Business Strategy & Development*, 7(3), e70005.
- Aparisi-Torrijo, S., & Ribes-Giner, G. (2022). Entrepreneurial leadership factors: A bibliometric analysis for the 2000–2020 period. *Cuadernos de Gestión*, 22(1), 33–52.
- Asad, M., et al. (2024). Green entrepreneurial leadership and performance of entrepreneurial firms: Does green product innovation mediate? *Cogent Business & Management*, 11(1), 2355685.
- Bagheri, A., & Harrison, C. (2020). Entrepreneurial leadership measurement: A multidimensional construct. *Journal of Small Business and Enterprise Development*, 27(4), 659–679.
- Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, 26(3), 197–218.
- Chaniago, H., & Efawati, Y. (2024). Individual innovative behavior model: The role of entrepreneurial leadership in uncertain times. *Calitatea*, 25(202), 180–190.
- Cogliser, C. C., & Brigham, K. H. (2004). The intersection of leadership and entrepreneurship: Mutual lessons to be learned. *The Leadership Quarterly*, 15(6), 771–799.
- Duque-Grisales, E., & Aguilera-Caracuel, J. (2021). Environmental, social and governance (ESG) scores and financial performance of multilatinas: Moderating effects of geographic international diversification and financial slack. *Journal of Business Ethics*, 168(2), 315–334.
- Elkington, J. (25). years ago I coined the phrase “triple bottom line.” Here’s why it’s time to rethink it. Harvard business review, 25(2-5), 6. Erişim:03.02.2026 25 Years Ago I Coined the Phrase “Triple Bottom Line.” Here’s Why It’s Time to Rethink It.
- Elkington, J. (2018, June 25). 25 years ago I coined the phrase “triple bottom line.” Here’s why it’s time to rethink it. Harvard Business Review. <https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line>

- Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press.
- García-Vidal, G., Guzmán-Vilar, L., Martínez-Vivar, R., Sánchez-Rodríguez, A., & Pérez-Campdesuñer, R. (2025). Entrepreneurial leadership and collaborative resilience: How positive relational dynamics shape entrepreneurial cognition in emerging economies. *Administrative Sciences*, 15(11), 444.
- Giddings, B., Hopwood, B., & O'Brien, G. (2002). Environment, economy and society: Fitting them together into sustainable development. *Sustainable Development*, 10(4), 187–196.
- Global Reporting Initiative. (2021). GRI 1: Foundation 2021. Global Reporting Initiative.
- Goodland, R. (1995). The concept of environmental sustainability. *Annual Review of Ecology and Systematics*, 26, 1–24.
- Harrison, C., Paul, S., & Burnard, K. (2016). Entrepreneurial leadership: A systematic literature review. *International Review of Entrepreneurship*, 14(2), 235–264.
- Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of Management Review*, 20(4), 986–1014.
- Indira, S. S., Sasmoko, S., Bandur, A., & Pradipto, Y. D. (2025). The role of entrepreneurial leadership, knowledge management, and digital capability in enhancing entrepreneurial performance and value co-creation in the education sector. *Administrative Sciences*, 15(12), 462.
- Iqbal, Q., Ahmad, N. H., Nasim, A., & Khan, S. A. R. (2020). A moderated mediation analysis of psychological empowerment: Sustainable leadership and sustainable performance. *Journal of Cleaner Production*, 262, 121429.
- Jan, B. K., & Maulida, M. (2022). The role of leaders' motivation, entrepreneurial leadership, and organisational agility in social enterprise sustainability. *South East Asian Journal of Management*, 16(2), 54–74.
- Kuratko, D. F. (2007). Entrepreneurial leadership in the 21st century: Guest editor's perspective. *Journal of Leadership & Organizational Studies*, 13(4), 1–11.
- MSCI. (2024). *MSCI ESG ratings methodology*. MSCI Inc.
- Nikolaou, I. E., Tsalis, T. A., & Evangelinos, K. I. (2019). A framework to measure corporate sustainability performance: A strong sustainability-based view of firm. *Sustainable Production and Consumption*, 18, 1–18.
- Nor-Aishah, H., Ahmad, N. H., & Thurasamy, R. (2020). Entrepreneurial leadership and sustainable performance of manufacturing SMEs in Malaysia: The contingent role of entrepreneurial bricolage. *Sustainability*, 12(8), 3100.
- Norena-Chavez, D., Chavez-Limaylla, F., & Romani-Torres, R. (2025). Sustainable project success through entrepreneurial leadership: Insights from big data analytics, IPMA, and NCA integration. *Cogent Business & Management*, 12(1), 2520913.
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., et al. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, n71.
- Pauceanu, A. M., Rabie, N., Moustafa, A., & Jiroveanu, D. C. (2021). Entrepreneurial leadership and sustainable development: A systematic literature review. *Sustainability*, 13(21), 11695.

- Rambakus, Z., Hoque, M., & Gerwel Proches, C. N. (2020). Evaluating the extent of intrapreneurship in a sugar producing company in KwaZulu-Natal, South Africa. *Cogent Business & Management*, 7(1), 1736848.
- Renko, M., El Tarabishy, A., Carsrud, A. L., & Brännback, M. (2015). Understanding and measuring entrepreneurial leadership style. *Journal of Small Business Management*, 53(1), 54–74.
- Sahibzada, U. F., Janjua, N. A., Afshari, L., & Shakil, M. (2025). Leading the transition toward sustainability through digital capabilities and digital innovation: The role of employee characteristics. *Journal of Innovation & Knowledge*, 10(3), 100723.
- Sarker, M. R., Ali, S. M., Paul, S. K., & Munim, Z. H. (2021). Measuring sustainability performance using an integrated model. *Measurement*, 184, 109931.
- Sarmawa, I. W. G., Widayani, A. A. D., Sugianingrat, I. A. P. W., & Martini, I. A. O. (2020). Ethical entrepreneurial leadership and organizational trust for organizational sustainability. *Cogent Business & Management*, 7(1), 1818368.
- Simmou, W., Shehadeh, M., Ed-Dafali, S., Hussainey, K., & Nandy, M. (2025). From culture to green innovation: The interplay of social capital, entrepreneurial leadership, and green knowledge sharing in Moroccan agricultural SMEs. *Business Strategy and the Environment*, 34(5), 6264–6282.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339.
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207–222.
- Usta Kara, I. (2022). Bibliometric analysis of dark side of leadership literature. *Journal of Current Debates in Social Sciences*, 5(Special Issue 1), 69–84.
- Waddock, S. A., & Graves, S. B. (1997). The corporate social performance–financial performance link. *Strategic Management Journal*, 18(4), 303–319.
- World Commission on Environment and Development (WCED). (1987). *Our common future*. Oxford University Press.
- van Rijnsoever, F. J., Sitzler, S., & Baggen, Y. (2023). The change agent teaching model: Educating entrepreneurial leaders to help solve grand societal challenges. *The International Journal of Management Education*, 21(3), 100893.