

Stepping Towards Sustainable Leadership: Analysis of Leadership Practices in The Mining Industry in Supporting The Achievement of Sustainable Development Goals

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KEYWORDS

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ABSTRACT

This research aims to fill the research gap by analyzing sustainable leadership practices in the mining industry, expanding the understanding from previous sustainable leadership literature. The focus is to provide a deep understanding of the role of sustainable leadership in supporting the Sustainable Development Goals (SDGs). Qualitative methods are employed to comprehend social phenomena through the collection and analysis of descriptive and non-numeric data. The study explores "Sustainable Leadership Practices at PT ABC and PT XYZ in Supporting the Achievement of Sustainable Development Goals." The findings indicate that PT ABC and PT XYZ implement sustainable leadership practices, including commitments to social, economic, and environmental aspects. However, they face challenges such as resource constraints and organizational cultural changes. Leaders in both companies play a crucial role in communicating the importance of sustainability and leading change. Managerial implications involve developing internal policies that strengthen sustainable leadership practices and enhancing employee awareness. Management needs to address financial and cultural challenges while ensuring compliance with regulations. Investor implications include a deeper understanding of the company's commitment to social, economic, and environmental aspects as an evaluation factor for long-term sustainability.

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Introduction

To strengthen human responsibility for sustainable development, the UN approved 17 Sustainable Development Goals (SDGs). These goals oblige countries, organizations, and individuals to take action in order to achieve sustainable development (Susanto, 2017). Sustainable development is a dynamic system that not only focuses on solutions to problems related to climate change and environmental degradation, but also deals with

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health, welfare, and the elimination of inequality and poverty (Dos Santos & Ahmad, 2020).

In line with these global goals, today's business world is increasingly focused on sustainable leadership issues, luring investors oriented towards socially conscious investments (De Lucia et al., 2020). Along with economic development, various social issues emerge that challenge leaders to integrate economic benefits, social responsibility, and environmental protection. Sustainable leadership is becoming a key concept in balancing three main goals: economy, society, and environment, and has become the focus of leadership theory research (Niu et al., 2022).

Today's leaders are faced with the challenge of integrating the interrelated pillars of ESG (Environmental, Social, Governance) (Piwowar-Sulej & Iqbal, 2023), by incorporating sustainability practices into organizational functions (Lämsä et al., 2023). Effective sustainable leadership applies ESG principles in business decision-making and strategy, by integrating them in decision-making processes to achieve business success. The focus of sustainable leadership is on human resource development, support for worker capacity development, and resource identification by avoiding unnecessary things in crucial aspects of work (Di Fabio et al., 2023).

The importance of sustainable leadership is increasing globally, where corporate goals are no longer limited to traditional financial performance, but also in line with social and ecological aspects (Mujtaba & Mubarik, 2022). Sustainable leadership has the potential to create positive effects on a balanced number of performance indicators, as well as contribute to institutional and societal resilience in the long term (Aung & Hallinger, 2022).

In Indonesia, business has a crucial role to play in economic growth, but it also faces a number of significant problems. Many business operations of an exploitative nature have serious impacts on society and the environment, threatening the future of humanity. Sustainability academics have consistently highlighted the responsibility of the business community in confronting these challenges, encouraging leaders to take an active role in creating sustainability (Narotama et al., 2023).

Referring to the situation in Indonesia, various ESG studies show mixed results. Although several studies conclude that corporate sustainability performance in Indonesia is still in its early stages (Laskar & Gopal Maji, 2018), other studies have found an increasing trend in corporate ESG in Indonesia, both in the number and quality of voluntary corporate ESG disclosures (Harymawan et al., 2021). Another study also revealed the positive impact of corporate ESG on the financial performance of Indonesian companies (Hardiningsih et al., 2020).

Previous studies have investigated sustainable leadership from a variety of perspectives and theories. However, there is a need to expand this literature, particularly in the context of exploratory product industries such as mining. Therefore, this study aims to fill the research gap by analyzing strategies of sustainable leadership practices in the mining industry, developing further insights from previous articles that examined the sustainable leadership literature (Liao, 2022). With a focus on this industry, this research is expected to provide a deeper understanding of the role of sustainable leadership in supporting the achievement of the Sustainable Development Goals (SDGs).

Konsep Sustainable Development Goals (SDGs)

The 2030 Agenda for Sustainable Development, adopted by all UN countries in 2015, sets out a shared blueprint for global peace and prosperity. The Sustainable Development Goals (SDGs) include 17 targets involving global collaboration to address

poverty, climate change, environmental conservation, economic growth, as well as policies that improve health, education, reduce inequality, and promote balanced economic growth (UN Sustainable Development, 2020).



Sustainable Development Goals SDGs (www.Bappenas, 2018)

Konsep Environmental Social Governance (ESG)

The World Commission for Environmental Growth (WCED) emphasized that Environmental, Social, and Governance (ESG) disclosures aim primarily as a reminder for today's generation to maximize growth without harming future generations (Almeyda & Darmansya, 2019). ESG, often integrated in Corporate Social Responsibility (CSR), receives attention because in addition to financial aspects, it has a long-term impact that benefits other than shareholders (Almeyda & Darmansya, 2019).

ESG factors, including environmental, social, and governance, can pose direct or indirect risks to companies (Manalu & Purba, 2023). ESG implementation in Indonesia is still in its early stages, with the Financial Services Authority's Sustainable Finance Roadmap Phase II supporting the growth of sustainability aspects OJK, 2021. Many business actors still face obstacles in implementing the concept of sustainability OJK, 2021.

Konsep Sustainable Leadership

In today's business era, there is a paradigm shift in measuring company performance. Performance evaluation is no longer only based on economic aspects, but also includes ecological and social impacts. ISO 26000:2010 provides guidance for Social Responsibility (CSR) and is recognized by various stakeholders (Lopes de Sousa Jabbour et al., 2020). Sustainable leadership is key to realizing sustainability, requiring leaders who are able to align profitability with social and environmental well-being.

Sustainable leaders adapt to global complexity, look long-term, and prioritize next-generation impact (Deb, Gireesan, et al., 2023). They create lasting value and become a source of competitive advantage for organizations, combining innovation, competitive advantage, and sustainability (Al-Zawahreh et al., 2019). Sustainable leadership also provides economic benefits and attracts talent and customers, while indifference to sustainability risks being left behind and experiencing negative impacts from climate change (Iqbal et al., 2020) (Deb, Sunny, et al., 2023).

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Research Variables, Description and Measurement of Variables

Variable	Definition	Dimension	Indicator	Source
Sustainable Leadership (Identifying leadership practices with a sustainability perspective)	Leadership from a sustainable perspective is based on the idea that the organization is part of the environment that allows it to generate sustainability values and revenue for the business.	Character, Behavior, Competence, Skills, Attitudes and Roles	1.Leadership capabilities 2.Interpersonal skills 3.Focus on sustainability 4.Have an orientation to continuous change 5.Connected to organizational culture 6.Demonstrate values and moral principles 7.Have attention to <i>stakeholders</i> 8.Putting sustainability into every strategy 9.Have special knowledge 10. Understanding the difference	Armani A., Petrini M., Santos A., (2020)
Challenges (Identifying challenges in leadership practice with a sustainability perspective)	The challenge of managing, mobilizing, understanding, and leading change. It requires knowledge of how to mitigate consequences, overcome resistance to change, and handle team members' reactions to change.	Stakeholder Involvement, Creating Culture, Organizational Learning, Holistic Thinking, and Measurement and Reporting.	1.The level of <i>stakeholder</i> involvement in decisions and operations towards sustainably oriented leadership 2.Building a sustainably oriented organizational culture 3.Evaluation of practice as organizational learning 4.Ability to think holistically 5.Sustainability practice measurement and reporting mechanisms	Crews D S.A.M. <i>Advanced Management Journal</i> (2010)
Role (Identifying roles in	The role of management that drives solutions to	The Role of Sustainable Leadership in the	1.Level of sustained leadership commitment	Shaaban, Safaa. The impact of

Variable	Definition	Dimension	Indicator	Source
sustainability-perspective leadership practices)	environmental, social and economic challenges in the world. It recognizes leadership as a process of influence and breaks down silos to combine efforts toward change and transformation	relationship between Responsible Leadership and Responsible Employees.	2.The leader's level of responsibility towards sustainability 3.The influence of sustainable leadership in driving employee responsibility 4.The implications of sustainable leadership on corporate decisions, policies and operations.	Responsibility (RL) on Responsible Employee (RE): The mediating role of Sustainable Leadership (SL) (2020)
Strategy (Identifying strategies in leadership practices with a sustainability perspective)	A series of practical actions that businesses take to increase their influence on the environment and society. A sustainable strategy is a long-term policy but it will also benefit the company and its employees.	Triple Bottom Line Integration, Organizational Support, Sustainability Coordination and Integration	1.Meet integration claims against triple bottom line focus 2.Gain organizational support 3.Coordination and integration across company, business, function and project-level strategy.	Crews D S.A.M. <i>Advanced Management Journal</i> (2010)
SDGs (Identifying the contribution of sustainability-perspective leadership practices to the achievement of SDGs)	To promote social, economic, and environmental development, the 2030 Agenda for Sustainable Development, or SDGs, is a new development pact that calls for adjustments towards sustainable development based on equality and human rights.	Sustainable Development Goals Social, Economic, Environmental Aspects	The contribution of sustainable leadership to the achievement of SDGs in social, economic and environmental aspects	SDGs Bappenas. https://sdg.s.bappenas.go.id/

Research Methods

This research adopts qualitative methods as an approach to understand social phenomena and human behavior through the collection and analysis of descriptive and non-numerical data (Creswell & Creswell, 2017). This approach focuses on deep understanding, interpretation, and expression of meaning from the perspective of the individual or group under study, particularly in the context of "Sustainable Leadership

Practices at PT ABC and PT XYZ in Support of the Achievement of Sustainable Development Goals."

The type of research used is descriptive qualitative, following a naturalistic approach to gain a deep understanding of the experience of social phenomena (Hendryadi et al., 2019). Qualitative methods allow flexibility and open design, not tied to rigor that is generally applied in quantitative research (Strauss & Corbin, 2013).

Data collection and analysis was carried out primarily on texts, such as interview transcripts, observations, text documents, and social media content. Techniques such as interviews and documentation are used to obtain relevant data, which is then analyzed in depth to identify themes, categories, and patterns. This qualitative approach was chosen to explore and understand the phenomenon of "Sustainable Leadership Practices in PT ABC and PT XYZ in Support of the Achievement of Sustainable Development Goals," emphasizing subjective interpretations, participant perspectives, and social construction

Results and Discussions

Object of Research

This research was conducted on 2 (two) companies, PT ABC and PT XYZ which are engaged in the *Explorative Product* (Mining) industry. This research focuses on analysis on sustainable leadership practices in both companies in support of achieving the Sustainable Development Goals (SDGs).

The first company, PT ABC was established on August 31, 2009 and became a public company after an initial public offering on the Indonesia Stock Exchange, has grown to become a leading investment company in Indonesia. The focus involves strategic investments in the energy resources, energy services, and energy infrastructure sectors with the Mining Value Chain (MVC) Integrated Business Model. In 2021, PT ABC demonstrated its commitment to sustainability through ESG initiatives, achieved a BB rating from MSCI, and acquired a stake in PT Golden Energy Mines Tbk. PT ABC is committed to sustainability, sustainable business growth, and providing added value to customers, while strengthening sustainability through an ESG approach and synergy work model.

The second company, PT XYZ, was established with a commitment to optimize production through environmentally friendly innovation, focus on energy transition and application of CCS/CCUS technology to reduce GHG emissions. Supporting national energy projects, companies collaborate in community empowerment with independent energy programs. Integrating ESG aspects in operations, PT XYZ prioritized SDGs and achieved Gold, Green, and Blue PROPER awards. Focused on sustainability, the company manages economic, social, and environmental impacts, implements QHSSE policies and is committed to a Green Sustainably vision. With the application of technology, PT XYZ is a pioneer of CCS/CCUS and strives to achieve sustainable development by managing risks and taking advantage of ESG opportunities.

In this study, the authors conducted structured and in-depth interviews with 10 informants from PT ABC and PT XYZ. The informants came from various positions, such as Group Head Sustainability &; Corporate Communication, Head of Comrel &; CID CSR, Leader of CID &; CSR, Leader of Land Matter, Leader of Security, Sustainability & CSR Specialist, Field Area/Comrel Leader, and Community Relations Officer (CRO). The interview consisted of 30 questions covering 23 indicators from 5 research variables, covering sustainable leadership, challenges, roles, strategies, and contributions to the *Sustainable Development Goals (SDGs)*.

List of Research Informants

Level	Company	Informant Department	Informant Code
Management Leaders	PT ABC	Group Head Sustainability & Corporate Communication	ML-01
	PT XYZ	Head of Comrel & CID CSR	ML-02
	PT XYZ	Leader of CID & CSR	ML-03
	PT XYZ	Leader of Land Matter	ML-04
	PT XYZ	Leader of Security	ML-05
Non-Management Leaders	PT ABC	Sustainability & CSR Specialist, Sr.	NML-01
	PT XYZ	Field Area/Comrel Leader	NML-02
	PT XYZ	Field Area/Comrel Leader	NML-03
	PT XYZ	Community Relation Officer (CRO)	NML-04
	PT XYZ	Community Relation Officer (CRO)	NML-05

Source: Data Primer (2023)

Research Findings

The results of interviews with informants were analyzed using content analysis methods. The author examines the frequency of keywords that reflect the inclination and deepening of informant answers to each question. Content analysis helps reveal priorities and implementation of sustainable leadership practices, identify and address challenges, formulate roles, and build strategies in support of sustainable development goals. Based on keywords from informant answers that have been classified according to questions and indicators of research variables, the following are the author's findings:

Findings of Sustainable Leadership Practices Applied to Companies (*Variable 1*)

Indicator	Findings
1. Leadership capabilities	Informants demonstrate sustainable leadership abilities by proactively managing risk, developing employee skills, and applying sustainability principles in all aspects of operations.
2. Interpersonal skills	Informants apply their interpersonal skills with patterns of open communication, fair negotiation, and active engagement and collaboration to achieve sustainability goals holistically.
3. Focus on sustainability	Informants highlight a focus on sustainable leadership by promoting and recognizing sustainability opportunities, as well as a personal commitment to sustainable practices and values, creating a positive impact in their operations.
4. Have an orientation to continuous change	Informants demonstrate commitment to change, identify risks as opportunities, raise awareness of the impact of change, and implement risk management that integrates opportunities. In addition, the company conducts continuous performance measurement and reporting.
5. Connectedness with organizational culture	Informants describe various adaptation efforts, active involvement in organizational culture, motivation and drive derived from corporate culture, and thoughtful responses to rejection.
6. Demonstrate values and moral principles	Informants highlight principles and values/morals by prioritizing welfare, environmental protection, promoting human rights, ensuring justice, and promoting ethics and

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Indicator	Findings
	integrity in all operational practices as a form of sustainable leadership
7. Have attention to stakeholders	Informants implement sustainable leadership by focusing on stakeholder engagement, ensuring transparency, fulfilling legal and ethical obligations, and being responsive to criticism and input with a perspective on mutual interests.
8. Putting sustainability into every strategy	Informants integrate sustainability in business strategies by considering socioeconomic and environmental aspects. This reflects the leader's commitment to the company to achieve sustainability goals through an ethical business approach.
9. Have special knowledge	Informants continue to conduct continuous learning and training, develop specialized skills, and apply knowledge to contribute to sustainability. This reflects the leader's commitment to the company to sustainable human resource development.
10. Understanding the difference	Informants demonstrate a commitment to cultural learning, involvement in social issues, and creating an inclusive organizational culture. The focus on promoting justice and equality reflects sustainable leadership that pays attention to social and ethical aspects.

Findings of Challenges Faced in Implementing Sustainable Leadership Practices (Variable 2)

Indicator	Findings
1. The level of stakeholder involvement in understanding decisions and operations towards sustainably oriented leadership	Informants recognize a number of challenges in implementing sustainable leadership practices, including organizational complexity, diverse stakeholders, technical language, limited time and resources, environmental uncertainty, and sensitive social and environmental issues that require management of different views and stakeholder priorities.
2. Building a sustainably oriented organizational culture	Informants in implementing sustainable leadership practices are faced with the challenges of slow cultural change, resistance to change, the need for strong leadership, the importance of structural change, lack of resources, as well as constraints in measuring and tracking progress.
3. Evaluation of practice as organizational learning	The informant stated that practice evaluation as organizational learning in companies is faced with challenges of accurate data availability, indirect impact measurement, changing policies and regulations, limited resources, difficulties transforming findings into action, differences in stakeholder priorities, cultural understanding, and complex information management.
4. Ability to think holistically	Informants face challenges in implementing sustainable leadership practices holistically, such as lack of awareness, diverse interests, limited resources, future uncertainty, organizational culture change, difficulty measuring holistic

Indicator	Findings
	impact, behavior change, short-term vs. long-term pressures, and policy and regulatory uncertainty.
5. Sustainability practice measurement and reporting mechanisms	Informants face challenges in establishing sustainability practice measurement and reporting mechanisms, such as the availability of inaccurate data, indirect impact measurement, diversity of operations and industries, the need for stakeholder engagement, consistency in measurement, understanding and measurement of environmental impacts, and future uncertainties that emphasize the importance of communicating clearly.

Role Findings in Sustainable Leadership Practice (*Variable 3*)

Indicator	Findings
1. Level of sustained leadership commitment	Informants recognize the importance of sustainable leadership roles in companies involving the formation of sustainability policies, performance measurement, integration in business strategy, communication, support for innovation, stakeholder involvement, sustainability team development, and long-term impact evaluation, creating a strong foundation for the company's sustainable success.
2. The leader's level of responsibility towards sustainability	The informant stated the importance of the leader's responsibility to the sustainability of the company involves policy development, integration in business strategy, performance measurement, stakeholder involvement, team development, training, long-term impact evaluation, rewards, and participation in sustainability projects, creating a comprehensive basis for business sustainability.
3. The influence of sustainable leadership in driving employee responsibility	The informant stated the importance of continuous leadership influence in supporting the responsibilities of company employees including training, open communication, sustainability teams, shared goals, recognition, participation in sustainability projects, performance reports, and consultative engagement with stakeholders, ensuring overall commitment to sustainability goals and active engagement.
4. Implications of sustainable leadership on company decisions, policies and operations	Informants understand the implications of sustainable leadership on corporate decisions, policies and operations involving awareness, integration of sustainability in business strategy, data-driven decision making, stakeholder consultation, organizational culture change, and long-term impact evaluation, describing a holistic and proactive approach to achieving sustainability goals.

Findings of Sustainable Leadership Practice Strategies in Support of Sustainable Development Achievement (Variable 4)

Indicator	Findings
1. Meet integration claims against triple bottom line focus	Informants agreed on the importance of meeting the demands of integration of the company's triple bottom line including the formation of sustainable policies and goals, performance measurement through an integrated system, sustainability reports, stakeholder involvement, sustainable innovation, training and education, as well as long-term impact evaluation, creating a holistic foundation for sustainable development.
2. Gain organizational support	Informants place organizational support as a key force in sustainable leadership practices in companies involving open communication, education and training, sustainability reports, participation in sustainable initiatives, rewards and recognition, feedback from employees, ongoing meetings and events, as well as changes in organizational culture, creating a strong foundation for sustainable development.
3. Coordination and integration across enterprise, business, function and project-level strategy.	Informants implement coordination and integration across company, business, function and project-level strategies in implementing sustainable leadership strategies by ensuring coordinated organizational structure, open communication, integrated policies, centralized monitoring and reporting, sustainable organizational culture, stakeholder involvement, and awareness of a sustainable work environment to achieve sustainability goals.

Findings of the Contribution of Sustainability Leadership Practices to the Achievement of SDGs (Variable 5)

Indicator	Findings
1. The contribution of sustainable leadership to the achievement of SDGs in Social, Economic, and Environmental aspects	The informant stated that a number of sustainable leadership measures and practices in the company have contributed holistically to the achievement of SDGs. These include employee welfare, community empowerment, job creation, tax contributions, support for local business partners, environmental management, energy saving, and ESG policies. It is also realized through continuous innovation, transparency, accountability, and adoption of sustainability policies. Team empowerment sustainability, strategic decision making, and performance measurement and reporting support the acquisition of ESG ratings, SDG index, SDG awards, PROPER assessments, and positive recognition in external assessments. Sustainability is at the core of the company's strategy, creating a measurable and sustainable positive impact.

Discussion of Research Results



Based on research findings from data analysis, interviews with key informants, and documentation (*Corporate Sustainability Report*), the authors found a number of linkages of the results with several supporting theories and their relevance to the Sustainable Development Goals (SDGs).

Theory Supporting Research Results

Variable	Theories that Support Research Results
Sustainable Leadership	<p>Innovation Diffusion Theory and Innovation Adoption Theory (Bell et al., 2023; Huong & Duc, 2023; Ober, 2020). This theory is used to understand how individuals or organizations adopt innovation, including continuous innovation, and how leadership plays a role in the process. In the context of sustainable leadership practices, this theory can provide insight into why and how leaders lead change towards sustainable practices and how they influence others to adopt those practices.</p>
	<p>Transformational Leadership Theory (Bass & Riggio, 2006; Yukl, 1999) Transformational leaders have the ability to inspire and motivate their teams to achieve higher goals. They tend to have a strong vision of positive change and drive innovation, inclusion, and sustainable change. Transformation-focused leaders often play a role in designing sustainable strategies, engaging with stakeholders, and driving change that supports the SDGs.</p>
Challenges in sustainability leadership practice	<p>Corporate Social Responsibility (CSR) Theory (Omran & Ramdhony, 2015; Zarefar & Sawarjuwono, 2021) This theory supports the understanding that firms have social and environmental responsibilities in addition to economic goals. Challenges in sustainability leadership practices such as those encountered in PT ABC and PT XYZ reflect how companies must integrate social and environmental responsibility into their business strategies.</p>
	<p>Sustainable Leadership Theory (Liao, 2022; Visser & Courtice, 2012) This theory emphasizes that leaders must be agents of change in implementing more sustainable business practices. The challenge of understanding how sustainable leadership can be implemented in companies such as PT ABC and PT XYZ is an important subject to research.</p>
Role in sustainability leadership practice	<p>Servant Leadership Theory (Canaves & Minelli, 2022; Saleem et al., 2020; Zada et al., 2022) This theory highlights the role of leaders as servants who aim to meet the needs and development of their employees. In the context of sustainability, leaders play a role in supporting employees in the development of sustainability-related knowledge and skills.</p>
	<p>Participatory Leadership Theory (Khassawneh & Elrehail, 2022; Wang et al., 2022) This theory supports the role of leaders who involve employees in sustainability-related decision-making. Involving employees in the decision-making process can increase their commitment to sustainability practices.</p>
	<p>Strategic Management Theory (Ferreira et al., 2020; Hitt et al., 2021)</p>

<p>Strategies in sustainability leadership practice</p>	<p>This theory includes the concepts of planning, strategic decision making, and strategy implementation. In the context of sustainable leadership, strategic management theory assists in the development and execution of strategic plans that support sustainable practices.</p>
	<p>Organizational Learning Theory: (Basten & Haamann, 2018; Cuel, 2020) Organizational learning theory highlights the importance of adaptation and learning in organizations. In sustainable leadership practices, leaders play a role in facilitating continuous organizational learning, including continuous improvement in sustainable practices.</p>
	<p>Theory of Sustainable Decision Making (Bum et al., 2021; Ruessler et al., 2023; Zhu et al., 2021) This theory emphasizes the importance of decision-making that considers aspects of sustainability. In sustainable leadership practice, leaders use this theory to guide decision-making that minimizes environmental and social impacts.</p>

Relevance of Research Results to SDGs

Relevance of Research Results	SDGs
<p>PT ABC and PT XYZ demonstrate high dedication to sustainability leadership practices, which positively contribute to the 17 dimensions of SDGs, especially in the <i>Environmental, Social, and Governance (ESG)</i> dimensions. With a focus on ESG, both successfully integrate sustainability into their operations, creating a positive impact on the environment, society, and corporate governance. Through these initiatives, both companies exemplify how sustainable leadership practices can be a key pillar in achieving the sustainable development goals.</p>	
<p>SDGs goal No. 4, subtitled "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all," aims to provide inclusive and equitable quality education and promote lifelong learning opportunities for all. Sustainable leadership can play an important role in creating and sustaining effective education systems, motivating educators, and managing educational resources well. Sustainable leadership in the education sector can contribute to improving the quality of education, empowering teachers, and increasing access to education for all, which are key elements in the achievement of SDGs Goal 4. In addition, strong leadership in the education sector can also help realize the potential of society in supporting the achievement of the overall sustainable development goals.</p>	
	<p>SDGs No. 4 "Quality Education"</p>

Relevance of Research Results	SDGs
<p>SDGs No. 8 aims to "sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all." This includes decent job creation, inclusive economic growth, and productive and dignified work for all.</p> <p>Sustainable leadership in the context of SDGs No. 8 can help create a business environment that supports sustainable economic growth, encourages decent job creation, and promotes fair and dignified business practices. Sustainability-focused leaders can play an important role in ensuring that economic growth is not only sustainable but also inclusive, so that the benefits can be felt by all levels of society.</p> <p>In addition, sustainable leadership can also help create a safe, healthy, and productive workplace, which is in line with the goals of SDGs No. 8. This includes efforts to reduce inequality in employment, ensure access to decent work for all, and promote work practices that support the well-being of employees and society more broadly.</p>	 <p>SDGs No. 8 "Decent Work and Economic Growth"</p>
<p>SDGs No. 12, namely "Responsible Consumption and Production Patterns".</p> <p>SDGs No 12 aims to promote sustainable consumption and production patterns. These include efficiency in resource use, waste reduction, and greener production-practices. Sustainable leadership can play an important role in encouraging companies to adopt more environmentally responsible business practices. Sustainability-focused leaders can influence corporate policies and practices to reduce their environmental impact, minimize waste, and integrate sustainability principles in their supply chains. They can also promote environmentally friendly products and services as well as raise consumer awareness of the importance of responsible consumption.</p> <p>So, SDGs No 12 reflects the role of sustainable leadership in promoting greener and more sustainable business practices.</p>	 <p>SDGs No. 12, namely "Responsible Consumption and Production Patterns"</p>
<p>SDGs No. 17 is the point most relevant to sustainable leadership in the context of SDGs. Sustainable leadership has a central role in facilitating partnerships, stimulating global cooperation, building strong institutions, and mobilizing financial resources to achieve the SDGs. Sustainable leadership plays a leading role in forming and executing partnerships that support the holistic achievement of the sustainable development goals.</p> <p>Goal 17 includes several targets relevant to sustainable leadership, including:</p> <p>17.16: "Improving Global Cooperation for Sustainable Development."</p>	 <p>SDGs No 17 "Partnerships to Achieve the Goals"</p>

Relevance of Research Results	SDGs
17.17: "Stimulation and Promotion of Partnerships with All Public and Private Stakeholders."	
17.18: "The Ability to Build and Maintain Strong and Effective Institutions."	
17.19: "Mobilization of Financial Resources for Sustainable Development."	

Conclusion

PT ABC and PT XYZ have implemented a number of sustainable leadership practices in the company's operations. This includes commitment to social, economic, and environmental aspects, such as employee welfare, community empowerment, and sustainable environmental management practices. This practice reflects the important role of leadership in supporting the SDGs.

PT ABC and PT XYZ have a number of challenges that companies face in implementing sustainable leadership practices. These challenges include resource constraints, organizational culture change, and ensuring compliance with relevant regulations. Building awareness about the importance of sustainability and getting full support from all walks of the organization is also difficult.

PT ABC and PT XYZ place sustainability leadership in playing an important role to shape, promote and encourage sustainability practices in the company. Leaders have a responsibility to communicate the importance of sustainability, ensure organizational support, and lead necessary change.

PT ABC and PT XYZ implement sustainable strategies in leadership by involving decision making that considers aspects of sustainability, integration of sustainability practices in the supply chain, and the development of sustainable innovation. Companies should focus efforts on decent job creation, inclusive economic growth, and fulfillment of social and environmental responsibilities.

The sustainability leadership practices implemented by PT ABC and PT XYZ demonstrate high dedication that effectively leads to the achievement and positive contribution to the 17 Sustainable Development Goals (SDGs), especially in the social, economic, and environmental dimensions. The findings show the most dominant contribution to SDGs No. 4 "Quality Education", both of which highlight efforts in organizing education and training programs to improve employee skills and qualifications. SDGs No. 8 "Decent Work and Economic Growth", the company focuses on creating decent jobs, fair wages, and positive contributions to local economic growth. SDGs No. 12 "Patterns of Responsible Consumption and Production" are reflected in sustainable production practices, waste reduction, and resource efficiency. SDGs No 17 "Partnership to Achieve the Goals", the two forge cross-sectoral partnerships to achieve greater social and environmental impact, providing concrete examples of their commitment to sustainable development.

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