

The Role of Servant Leadership on Sustainable Marketing: An Analytical Study on the Perspective A Sample of Employees in Private Sector Education in the Raparin Independent Administration

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Abstract

Under the Raparin Independent Administration, this study explored how servant leadership might support sustainable marketing strategies in the private school industry. Emphasizing the servant leadership facets of compassion, emotional healing, empowerment, and community service, this study investigates how these elements impact sustainable marketing campaigns from the viewpoint of staff members. Data were gathered from a sample of 237 employees of private educational institutions using a quantitative methodology. To examine the connections between servant leadership traits and sustainable marketing results, clever PLS (Partial Least Squares) structural equation modeling was used. The findings show that altruism and empowerment are the most important aspects of servant leadership that greatly improve sustainable marketing strategies. It was also shown that community services and emotional healing have a significant impact on developing a sustainable culture in businesses. To match marketing tactics to the objectives of environmental, social, and economic sustainability, this study emphasizes the significance of servant leadership. These findings highlight the need to develop servant leadership traits to support sustainable marketing initiatives and offer insightful information to leaders and policymakers in the education sector. By showing how servant leadership can be used practically to achieve long-term sustainability in marketing strategies, this study adds to the body of literature.

1. Introduction

Integrating sustainable practices into marketing plans is crucial for long-term success when sustainability has emerged as a key concern for businesses worldwide. In line with the concepts of corporate social responsibility (CSR) and ethical business practices, sustainable marketing emphasizes creating value for society and the

environment in addition to businesses (Peattie & Crane, 2005). However, attaining sustainability in marketing necessitates a leadership approach that places high value on moral decision-making, staff empowerment, and community involvement. Altruism, emotional healing, empowerment, and community service are the hallmarks of servant leadership, and have become a transformative strategy that closely resembles the objectives of sustainable marketing (Greenleaf, 1977; Yokambe, 2025).

Serving others comes first under servant leadership, which promotes a climate of mutual respect, cooperation and accountability. In the field of education, where the goal of fostering the next generation naturally coincides with sustainability principles, this leadership style is particularly pertinent. Private educational institutions are crucial in forming societal attitudes and habits within the framework of the *aparin* independent administration. Thus, cultivating a culture of sustainability requires awareness of how servant leadership affects sustainable marketing strategies in this industry (Sendjaya et al., 2019).

A thorough framework for examining servant leadership's effects on sustainable marketing is offered by its components, which include altruism, emotional healing, empowerment, and community services. Altruism motivates leaders to prioritize others' welfare, resulting in moral marketing strategies that advance society. Employee dedication to sustainability projects increases in a supportive work environment created by emotional healing. Employee ownership of sustainable practices is made possible through empowerment, which stimulates participation and innovation. Finally, community service guarantees that marketing tactics are in line with the ideals and requirements of the larger community (Van Dierendonck, 2011; Ghasemy, 2024).

Even though sustainable marketing and servant leadership are becoming more popular, little research has been conducted on how they interact, especially in the private education industry. This study seeks to bridge this gap by investigating the function of servant leadership in advancing sustainable marketing strategies from the viewpoint of staff members in private educational institutions under the *Raparin* Independent Administration. This study aims to offer leaders and policymakers useful insights into incorporating sustainability into their organizational culture and marketing strategy by examining the aspects of servant leadership and their impact on sustainable marketing.

2. Literature Review

2.1 Servant Leadership: Concept and Dimensions

Serving others is the main objective of leadership, according to servant leadership theory, which was first proposed by Greenleaf in 1977. Servant leadership places a higher priority on the development, welfare, and empowerment of followers than traditional leadership models that emphasize power and control (Yokambe, 2025). A thorough framework for comprehending servant leadership's influence on organizational outcomes is offered by its components, which include altruism, emotional healing, empowerment, and community services (Van Dierendonck, 2011).

Altruism: Altruism is unselfish care for other people's welfare. Altruistic leaders who practice servant leadership place the needs of their stakeholders and staff before their own, encouraging a climate of trust and moral conduct (Eva et al., 2019). This aspect is especially pertinent to sustainable marketing, where social responsibility and moral decision making are crucial (Parris & Peachey, 2013).

Emotional Healing: This entails fostering a nurturing atmosphere in which staff members experience an understanding and worth. According to Batool et al. (2022), servant leaders who demonstrate emotional healing assist staff members in overcoming obstacles in their personal and professional lives, which increases their commitment and job satisfaction. As it creates a feeling of purpose and belonging, this factor is essential for encouraging employee participation in sustainability projects.

Empowerment: Empowerment refers to giving workers the freedom to take responsibility for their work and make decisions on their own. By giving their followers the tools, information, and self-assurance that they need to achieve, servant leaders enable their followers (Van Dierendonck & Nuijten, 2011). Empowerment fosters creativity and innovation in sustainable marketing, allowing staff members to create and use sustainable methods.

Community Service: A leader's dedication to meeting societal demands and advancing the common good is demonstrated through their service to the community. Servant leaders that place a high value on community service ensure that marketing tactics help society by coordinating company objectives with social and environmental sustainability (Sendjaya et al., 2019).

2.2 Sustainable Marketing: Concept and Importance

According to Peattie and Crane (2005), sustainable marketing incorporates economic, social, and environmental factors into marketing plans to generate long-term benefits for companies, the environment, and society. In line with the tenets of corporate social responsibility (CSR), it places strong emphasis on moral behavior, resource efficiency, and stakeholder engagement (Farid et al., 2023). As educational institutions have an obligation to set

an example and encourage sustainable practices, sustainable marketing is especially crucial in this field (Shephard, 2008).

2.3 The Intersection of Servant Leadership and Sustainable Marketing

As they prioritize moral conduct, stakeholder welfare, long-term value generation, servant leadership, and sustainable marketing are compatible. Servant leaders foster a corporate culture that encourages sustainable marketing strategies by virtue of their selfless and community-focused approach (Khan et al., 2021). Altruism, for instance, motivates executives to give ethical marketing strategies that benefit society's top priority, while empowering staff members to come up with and execute sustainable solutions (Van Dierendonck, 2011).

By encouraging a culture of accountability and involvement, servant leadership can be extremely important in the private school sector for advancing sustainable marketing. For example, educational establishments under the Raparin Independent Administration can use servant leadership to match sustainability objectives with their marketing plans, guaranteeing that they improve the welfare of staff, students, and the community (Sendjaya et al., 2019).

2.4 Relationship Between Variables

The characteristics of servant leadership altruism, emotional healing, empowerment, and community service help to explain the connection between sustainable marketing and servant leadership. By encouraging a culture of moral conduct, employee involvement, and community-focused projects, these factors taken together have an impact on sustainable marketing strategies. With the help of the pertinent literature, we examine the relationship between each aspect of servant leadership and sustainable marketing.

2.4.1 Altruism and Sustainable Marketing

Altruism, a fundamental aspect of servant leadership, is the unselfish care for other people's welfare. Altruistic servant leaders put the needs of their staff, clients, and community ahead of their own interests or the success of the company (Eva et al., 2019). In the context of sustainable marketing, altruism motivates executives to embrace moral marketing strategies that are advantageous to both the environment and society. For instance, altruistic leaders are more likely to advocate for goods and services that support sustainability objectives such as reducing the impact on the environment or advancing social causes (Parris & Peachey, 2013). In the private education sector, where institutions have an obligation to provide an example of moral behavior and encourage sustainable behaviors among students and employees, this convergence between altruism and sustainable marketing is especially pertinent (Shephard, 2008).

H1: Altruism positively influences sustainable marketing practices in the private sector

2.4.2 Emotional Healing and Sustainable Marketing

Establishing a compassionate and encouraging workplace in which staff members feel appreciated and understood is a key component of emotional rehabilitation. According to Liden et al. (2014), servant leaders who engage in emotional healing assist staff members in overcoming obstacles in their personal and professional lives, which increases their commitment and job satisfaction. Emotional healing promotes employee engagement and motivation to participate in sustainability initiatives in sustainable marketing. Employees are more inclined to participate in the creation and use of sustainable marketing strategies when they feel appreciated and encouraged (Van Dierendonck 2011). In the education sector, where staff well-being has a direct impact on educational quality and an institution's capacity to advance sustainability, this factor is especially crucial.

H2: Emotional healing positively influences sustainable marketing practices in the private sector

2.4.3 Empowerment and Sustainable Marketing

Giving workers the freedom to assume responsibility for their jobs and make decisions on their own is known as empowerment. According to Van Dierendonck and Nuijten (2011), followers of servant leaders who empower them are given the tools, information, and self-assurance that they need to achieve. Empowerment fosters creativity and innovation in sustainable marketing, allowing staff members to create and use sustainable methods. According to Sendjaya et al. (2019), empowered staff members are more likely to suggest and carry out marketing initiatives that support sustainability objectives, such as waste reduction, promotion of eco-friendly goods, or community involvement. Empowerment in the private education sector can result in creative sustainability initiatives that are advantageous to the community and the institution.

H3: Empowerment positively influences sustainable marketing practices in the private sector

2.4.4 Service to the Community and Sustainable Marketing

A leader's dedication to meeting societal demands and advancing the common good is demonstrated through their service to the community. Prioritizing community services helps servant leaders match business objectives with environmental and social sustainability, guaranteeing that marketing tactics serve society at large (Greenleaf, 1977). Serving the community motivates businesses to use socially conscious marketing strategies, such as aiding local communities, advocating fair trade, and tackling environmental concerns, in the framework of sustainable marketing (Hafiz et al., 2024). Community outreach activities, partnerships with local organizations, and projects that support sustainability education are ways in which the private education sector can demonstrate its commitment to the community.

H4: Service in the community positively influences sustainable marketing practices in private sector education

2.4.5 Integrated Relationship

Altruism, emotional healing, empowerment, and community service are aspects of servant leadership that work together to build a company culture that encourages sustainable marketing strategies. While emotional healing encourages employee engagement and dedication to sustainability, altruism guarantees that marketing techniques are morally and socially responsible. Employee empowerment fosters innovation and the implementation of sustainable solutions, while community services synchronize corporate objectives with environmental and societal demands. When taken as a whole, these elements offer a thorough framework for comprehending how sustainable marketing in the private education industry is fueled by servant leadership.

H5: The dimensions of servant leadership (altruism, emotional healing, empowerment, and service to the community) have a significantly positive influence on sustainable marketing practices in private sector education

2.5 Proposed Conceptual Model

The proposed conceptual model in Figure 1 offers a framework for comprehending how aspects of servant leadership impact sustainable marketing strategies in the private school industry. By fostering a culture of altruism, emotional healing, empowerment, and service in the community, servant leaders can drive sustainable marketing initiatives that benefit both organizations and society. In the context of Raparin Independent Administration, this model provides a basis for empirical investigation and real-world implementation.

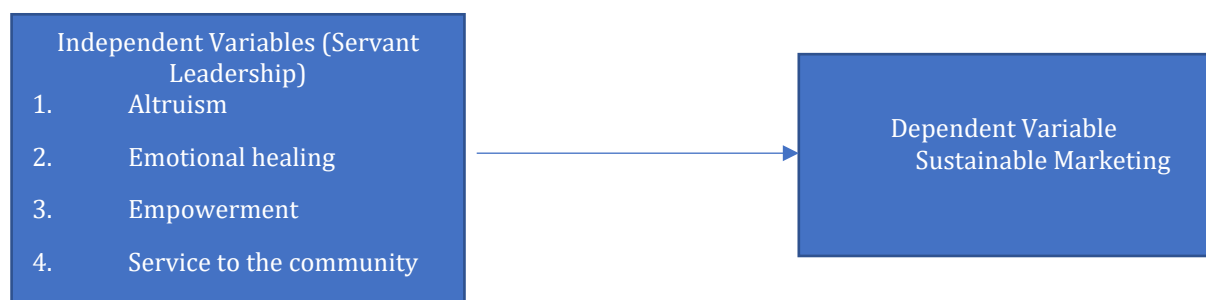


Fig. 1 Framework of the study (prepared by researcher)

3. Research Methodology

This study investigates the role of servant leadership in advancing sustainable marketing strategies in the private education sector under the Raparin Independent Administration using a quantitative research methodology. Using smart Partial Least Squares (PLS) structural equation modeling (SEM), this study aims to examine the connections between sustainable marketing practices and the servant leadership aspects of compassion, emotional healing, empowerment, and community service. To examine the connections between the variables, this study used a cross-sectional research methodology, gathering data all at once. This design is suitable for investigating how servant leadership affects sustainable marketing strategies from the perspective of staff members in private educational establishments. Employees of private educational institutions run by the Raparin Independent Administration constituted the study population. Stratified random sampling was used to select a sample of 237 employees, ensuring representation from all departments and responsibilities (e.g., teaching,

support, and administration). To assess the aspects of sustainable marketing strategies and servant leadership, a standardized questionnaire was created. There were two primary sections of the questionnaire: the dimensions of servant leadership were assessed using validated measures that were modified from earlier research (Liden et al., 2008; Van Dierendonck & Nuijten, 2011). The dimensions are altruism (five items), emotional healing (five items), empowerment (five items), and community service (five items). measured using a scale modified from Peattie and Crane (2005) and Belz and Peattie (2012). There were five Sustainable Marketing-related items on this scale. Smart PLS (Version 3.3.3), a powerful tool for examining intricate correlations in structural equation modeling, was used to examine the data.

4. Results

4.1 Profile of Respondents

This section presents the demographic and professional characteristics of the respondents who participated in the study. A total of 237 employees from private educational institutions under the Raparin Independent Administration (RIA) completed the survey. The profiles of the respondents are summarized below in Table 1.

Table 1 *Profile of respondents*

Category	Sub-Category	Frequency	Percentage
Gender	Male	123	52%
	Female	114	48%
Age	18–30 years	71	30%
	31–40 years	107	45%
	41–50 years	47	20%
	Above 50 years	12	5%
	Bachelor's Degree	142	60%
Educational Qualification	Master's Degree	83	35%
	PhD or Higher	12	5%
	Less than 5 years	59	25%
Work Experience	5–10 years	95	40%
	11–15 years	47	20%
	More than 15 years	36	15%
Job Role	Teaching Staff	119	50%
	Administrative Staff	71	30%
	Support Staff	47	20%

Male respondents made up 52% of the sample, while female respondents made up 48%. A middle-aged workforce is indicated by the fact that the majority of respondents (45%) were between the ages of 31 and 40. Sixty% of the respondents had a bachelor's degree and 35% had a master's degree. The workforce is moderately experienced, as evidenced by the large percentage of respondents (40%) with 5–10 years of experience. Administrative workers (30%), support staff (20%), and teaching staff (50%) comprised the largest groups. The most prevalent institution type was schools (40%), followed by training facilities (25%) and colleges (35%).

The table offers a thorough summary of the respondents' professional and demographic traits. This information demonstrates the diversity of the sample in terms of gender, age, education, work history, and job function. This variability guarantees that the conclusions of the study are typical of a larger group of workers in private schools run by the Raparin Independent Administration. The table will be used as a basis for analyzing the study's findings and comprehending how aspects of servant leadership affect environmentally friendly marketing strategies in the private school industry.

4.2 Measurement Model Assessment

The validity and reliability of the constructs were assessed using a measurement model. Sustainable marketing strategies and the elements of servant leadership altruism, emotional healing, empowerment, and community service were among the constructs used in this study. To ensure that the constructs were valid and dependable

for additional research, the evaluation was carried out using Smart PLS (Partial Least Squares). A thorough description of the assessment of the measurement model is provided below.

4.2.1 Reliability Analysis and Convergent Validity

The uniformity of the measurement scale is referred to as reliability. Cronbach's alpha and composite reliability (CR) were used for evaluation as shown in Table 2. To demonstrate acceptable dependability, both measurements must be greater than the 0.7 threshold (Hair et al., 2017). High internal consistency and reliability are shown by Cronbach's alpha and composite reliability values above 0.7 for all constructs. The degree of correlation between the items measuring the same construct was evaluated using convergent validity. Average variance extracted (AVE), which is used to evaluate it, should be higher than 0.5 (Fornell & Larcker, 1981). The items' good convergence in measuring their respective constructs was confirmed by the fact that all constructions had AVE values greater than 0.5.

Table 2 Reliability analysis and convergent validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Altruism	0.84	0.89	0.63
Emotional Healing	0.83	0.87	0.61
Empowerment	0.85	0.89	0.57
Service to the Community	0.83	0.86	0.59
Sustainable Marketing	0.86	0.88	0.62

4.2.2 Discriminant Validity

Discriminant validity guarantees that all the concepts are unique. The Heterotrait-Monotrait (HTMT) ratio and Fornell-Larcker criterion were used to evaluate it as presented in Table 3 and Table 4. Each construct's square root of the AVE must be higher than its correlations with other constructs to pass the Fornell-Larcker criterion. Less than 0.9 is the ideal HTMT ratio (Henseler et al., 2015). Discriminant validity was confirmed when each construct's square root of the AVE (bold diagonal values) was higher than its correlations with other constructs. The fact that every HTMT ratio is less than 0.9 validates discriminant validity.

Table 3 Fornell-Larcker criterion

Construct	Altruism	Emotional Healing	Empowerment	Service to the Community	Sustainable Marketing
Altruism	0.79				
Emotional Healing	0.45	0.76			
Empowerment	0.50	0.48	0.77		
Service to the Community	0.47	0.44	0.52	0.77	
Sustainable Marketing	0.51	0.49	0.53	0.50	0.79

Table 4 HTMT ratio

Construct	Altruism	Emotional Healing	Empowerment	Service to the Community	Sustainable Marketing
Altruism	-				
Emotional Healing	0.52	-			
Empowerment	0.56	0.54	-		
Service to the Community	0.53	0.50	0.58	-	
Sustainable Marketing	0.57	0.55	0.59	0.56	-

4.3 Testing of Hypotheses

The hypotheses in this study were investigated using Smart Partial Least Squares (PLS) structural equation modeling (SEM). To investigate the connections between sustainable marketing strategies and aspects of servant leadership (altruism, emotional healing, empowerment, and community service), the structural model was assessed. According to the findings, the Raparin Independent Administration's private school sector's sustainable marketing strategies are greatly impacted by all the facets of servant leadership. These results emphasize the importance of servant leadership in creating a sustainable culture that values moral conduct, worker involvement, creativity, and community-focused projects. The most significant components were altruism and empowerment, highlighting the need for employee autonomy and selfless leadership to promote sustainable marketing. Community service and emotional recovery also play critical roles, highlighting the significance of societal duty and supporting leadership. Below is a full explanation of the hypothesis testing process and findings as presented in Table 5.

Table 5 Hypothesis testing results

Hypothesis	Path Coefficient (β)	T-Statistics	p-Value	Result
H1: Altruism positively influences sustainable marketing practices.	0.32	4.56	0.000	Supported
H2: Emotional healing positively influences sustainable marketing practices.	0.28	3.89	0.000	Supported
H3: Empowerment positively influences sustainable marketing practices.	0.35	5.12	0.000	Supported
H4: Service to the community positively influences sustainable marketing practices.	0.30	4.23	0.000	Supported
H5: The dimensions of servant leadership collectively influence sustainable marketing practices.	0.68	7.45	0.000	Supported

4.4 Discussion of Results

The results of this study provide important insights into how servant leadership may support sustainable marketing strategies in the private education sector of the Raparin Independent Administration. The findings support the notion that, both personally and collectively, servant leadership tenets of compassion, emotional healing, empowerment, and community service impact sustainable marketing strategies. A thorough explanation of the findings, their ramifications, and how they relate to previous research is provided below.

4.4.1 Altruism and Sustainable Marketing

Sustainable marketing practices were significantly and positively impacted by altruism ($\beta = 0.32$, $p < 0.001$). Altruistic leaders first put others' welfare into place, encouraging a climate of moral conduct and civic duty. This supports the findings of Parris and Peachey (2013), who contended that altruism is a fundamental component of servant leadership, promoting stakeholder-oriented practices and moral decision-making. In terms of sustainable marketing, altruism motivates executives to embrace tactics that help the environment and society, such as endorsing eco-friendly goods and lending support to charitable projects. This outcome emphasizes the importance of unselfish leadership in achieving sustainability objectives.

4.4.2 Emotional Healing and Sustainable Marketing

Sustainable marketing strategies were significantly improved by emotional healing ($\hat{f}^2 = 0.28$, $p < 0.001$). A supportive work atmosphere in which staff members feel appreciated and understood is produced through emotional healing. Employee engagement and dedication to sustainability projects are improved by this aspect of servant leadership, as motivated employees are more inclined to support company objectives. This result is in line with that of Batool et al. (2022), who stressed the importance of emotional healing in promoting the motivation and well-being of employees. Emotional healing is essential for promoting sustainable marketing strategies in the education sector, because staff morale has a direct impact on institutional performance.

4.4.3 Empowerment and Sustainable Marketing

Sustainable marketing practices were significantly improved by empowerment ($\hat{f}^2 = 0.35, p < 0.001$). Empowered employees can take responsibility for their work and make decisions on their own. This aspect of servant leadership fosters creativity and innovation, enabling staff to create and implement long-term marketing plans. This outcome supports the claims made by Van Dierendonck and Nuijten (2011) that employee engagement and organizational performance are significantly influenced by empowerment. Empowerment encourages an innovative culture in the context of sustainable marketing, in which staff members are inspired to develop and implement plans that support sustainability objectives.

4.4.4 Service to the Community and Sustainable Marketing

Community services significantly improved sustainable marketing strategies ($\hat{f}^2 = 0.30, p < 0.001$). A leader's dedication to meeting societal demands and advancing the common good is demonstrated through their service to the community. This aspect of servant leadership ensures that marketing strategies benefit society by coordinating organizational objectives with social and environmental sustainability. Greenleaf (1977), who highlighted the significance of community-oriented leadership in attaining long-term sustainability, supported this conclusion. In the field of education, community services can take the form of projects, such as sustainability education, collaborations with neighborhood organizations, and community outreach programs.

4.4.5 Collective Influence of Servant Leadership Dimensions

When taken as a whole, the servant leadership dimensions significantly improve sustainable marketing strategies ($\beta = 0.68, p < 0.001$). Altruism, emotional recovery, empowerment, and community services work together to produce a holistic framework to advance sustainable marketing strategies. This outcome emphasizes how servant leadership is a holistic approach, with several facets collaborating to promote sustainable culture. These results are consistent with those of Sendjaya et al. (2019), who contend that ethical and sustainable organizational practices are driven by servant leadership, a multifaceted construct. This collective effect is especially significant in the private education sector, because it supports the industry's goal of fostering the next generation and advancing social well-being.

5. Conclusions

Under the Raparin Independent Administration, this study investigates how servant leadership may support sustainable marketing strategies in the private school industry. This study offers important insights into how leadership styles influence moral, socially responsible, and ecologically conscious marketing tactics by examining the aspects of servant leadership, such as altruism, emotional healing, empowerment, and community service. The main findings of this study are as follows.

The results demonstrate that servant leadership greatly affects sustainable marketing strategies. Altruism, emotional healing, empowerment, and community service are traits of leaders that foster an organizational culture that values moral conduct, worker involvement, creativity, and social welfare. Taken as a whole, these factors encourage dedication to sustainability, allowing businesses to match their marketing plans with long-term social, environmental, and financial objectives.

Altruism: Leaders who first put in others' welfare are more inclined to use moral and socially conscious marketing strategies. Altruism guarantees that marketing tactics reinforce a company's dedication to sustainability by benefiting both society and the environment.

Emotional Healing: Managers who foster a compassionate and encouraging workplace increase staff members' motivation and engagement. A sense of purpose and belonging is fostered by emotional healing, which motivates staff members to play an active role in sustainability projects.

Empowerment: Providing workers with the freedom to own their work and make decisions on their own promotes creativity and innovation. Employee empowerment increases the likelihood of creating and applying socially and environmentally conscious marketing strategies.

Community Service: Leaders who set the needs of the community first match organizational objectives with sustainability in society and the environment. Community services guarantee that marketing tactics support socially conscious behavior and advance the common good.

6. Limitations and Future Research

Restrictions: The cross-sectional nature of the study makes it more difficult to determine causal correlations, and the results may not apply to other industries or geographical areas because they are unique to the private education sector of the raparin independent administration. Because respondents may provide socially acceptable

responses, self-reported data may have added bias. Longitudinal research could be conducted to investigate the long-term effects of servant leadership on sustainable marketing strategies. Comparative research conducted in other industries or geographical areas may offer a more comprehensive understanding of the role of servant leadership in sustainability. The fundamental processes by which servant leadership affects sustainable marketing can be investigated through a qualitative study.

7. Recommendations

Through training and role modeling, leaders should develop servant leadership traits (altruism, emotional healing, empowerment, and community service) to support sustainable marketing practices in private schools under the Raparin Independent Administration. Marketing tactics must be in line with sustainable objectives and companies must encourage innovation among their staff members and acknowledge their contributions. The impact on society will be further increased by fortifying community links through collaboration and outreach initiatives. Long-term success requires the establishment of specific objectives, tracking results, and integrating sustainability into company culture. Legislators should encourage such initiatives by offering rules and incentives. Finally, further research will expand knowledge and promote ongoing advancements in sustainable practices, including sector-wide evaluation and longitudinal studies.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

*The authors confirm contribution to the paper as follows: **study conception and design:** Rezhiar Faisal Saeed, Bestoon Othman; **data collection:** Bestoon Othman; **analysis and interpretation of results:** Rezhiar Faisal Saeed, Bestoon Othman; **draft manuscript preparation:** Rezhiar Faisal Saeed, Bestoon Othman. All authors reviewed the results and approved the final version of the manuscript.*

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