

The Mediating Role of ESG Management in the Relationships Between Team-Oriented Leadership, Employee Engagement, and Organizational Sustainability

Siripong Jeerungsawan¹ and Pornlapas Suwannarat²

¹ Faculty of Business Administration, Kasetsart University, Thailand

² Associate Professor, Faculty of Business Administration, Kasetsart University, Thailand

* Corresponding author. E-mail: Siripong.jea@gmail.com

ABSTRACT

This study examines the impact of team-oriented leadership and employee engagement on organizational sustainability, with a particular focus on the mediating role of Environmental, Social, and Governance (ESG) management. As organizations face increasing pressure to integrate sustainability into their core strategies, effective leadership and employee commitment are essential for achieving long-term resilience and responsible business practices. By analyzing data from the Corporate Business Development (CBD) unit of Central Group, this research explores how leadership styles and employee engagement contribute to sustainable outcomes. Utilizing SPSS for statistical analysis, the study finds that both team-oriented leadership and employee engagement significantly influence organizational sustainability. Moreover, ESG management acts as a partial mediator, reinforcing its role in strengthening the connection between leadership, engagement, and sustainability performance. These findings highlight the importance of adopting collaborative leadership approaches, fostering employee commitment, and embedding ESG principles into organizational frameworks. By providing insights into the interplay of these factors, this research recommends that organizations should strategically exhibit as well as foster the team-oriented leadership practices, actively engage employees, and integrate robust ESG management frameworks to drive long-term sustainability of their firms. By embedding these approaches, companies can strengthen resilience, build stakeholder trust, and secure a competitive edge in a rapidly evolving business environment.

Keywords: Team-Oriented Leadership, Employee Engagement, ESG Management, Organizational Sustainability

© 2025 JSSP: Journal of Social Science Panyapat

Introduction

In the rapidly evolving global economy, organizations must balance competitiveness with sustainability imperatives. Sustainability has become essential, driven by societal expectations, regulations, and strategic needs. Organizational sustainability integrates environmental, social, and economic dimensions, emphasizing long-term value creation beyond financial success (Okpara & Idowu, 2013; Batista & Francisco, 2018). Sustainability management refers to how organizations systematically incorporate

these environmental, social, and governance (ESG) considerations into their operations and decision-making to secure long-term resilience and stakeholder trust (Suwannarat, 2023). Achieving sustainability requires effective leadership and engaged employees. Team-oriented leadership, fostering collaboration and collective responsibility, aligns individual efforts with organizational objectives, supporting sustainability initiatives (Mensah & Qi, 2016). Likewise, employee engagement—emotional and cognitive dedication to organizational goals—enhances productivity, innovation, and resilience, contributing to long-term sustainability (Kular, S. et al., 2008; Markos, S., & Sridevi, M. S., 2010).

However, existing studies often examine leadership, engagement, or ESG practices in isolation and lack an integrated perspective on how these factors jointly drive sustainability. This study addresses this gap by exploring the mediating role of ESG in linking team-oriented leadership and employee engagement to organizational sustainability.

Despite its benefits, integrating sustainability remains a challenge for many organizations, including the Corporate Business Development (CBD) unit of Central Group. Central Group is one of Thailand's largest conglomerates, with businesses spanning retail, property development, and hospitality. Its CBD unit manages key assets such as malls, hotels, and markets, directly contributing to economic and community growth. This study focuses on CBD because its diverse operations require integrating ESG and sustainability practices across multiple sectors. Examining how team-oriented leadership and employee engagement impact sustainability within CBD could provide insights relevant to other multi-industry organizations. However, embedding Environmental, Social, and Governance (ESG) principles into strategic and operational practices presents challenges, particularly in balancing financial performance with social and environmental responsibilities. This study examines how ESG management mediates the relationships between team-oriented leadership, employee engagement, and organizational sustainability. It aims to provide insights that enhance leadership effectiveness, employee commitment, and ESG integration, and to strengthen CBD and similar organizations sustainability performance, resilience, and long-term growth with the creation of win-win situations of all stakeholders.

Research Objectives

1. To examine how team-oriented leadership and employee engagement impact ESG management.
2. To study the direct effects of team-oriented leadership and employee engagement on organizational sustainability.
3. To investigate the mediating role of ESG management in the relationships between team-oriented leadership, employee engagement, and organizational sustainability.

Research Methodology

This quantitative study was conducted at the Corporate Business Development (CBD) headquarters. Fieldwork took place between December 2024 and January 2025, following formal approval from CBD's management to distribute questionnaires to employees. The research process is divided into five stages as follows:

1. Population and Sample

The study will collect data from employees in the Corporate Business Development (CBD) unit at Central Group using simple random sampling, ensuring equal probability of selection and minimizing bias. Based on the Krejcie and Morgan Table (Krejcie & Morgan, 1970), a sample size of at least 92 participants is targeted for statistical reliability.

2. Research Instruments

Data will be collected using a structured questionnaire aligned with the study's objectives and relevant literature. The questionnaire consists of five sections: demographic factors, Team-Oriented Leadership, Employee Engagement, ESG Management, and Organizational Sustainability. Sections 2–5 are based on validated frameworks and use a 5-point Likert scale ranging from "Strongly Agree" (5) to "Strongly Disagree" (1). The Likert scale is interpreted as follows: scores 4.21–5.00 indicate "Strongly Agree", scores 3.41–4.20 indicate "Agree", scores 2.61–3.40 indicate "Neutral", scores 1.81–2.60 indicate "Disagree" and scores 1.00–1.80 represent "Strongly Disagree." This instrument ensures structured and reliable data collection.

3. Validation of Research Instruments

The questionnaire's validity and reliability were established through expert review and statistical testing. Content validity was confirmed using the Index of Item Objective Congruence (IOC), with three experts evaluating the items, resulting in IOC scores ranging from 0.67 to 1.00, all exceeding the acceptable threshold of 0.5, thereby ensuring alignment with research objectives. Reliability was assessed through a pilot study involving 30 participants, yielding a Cronbach's Alpha of 0.89, which surpasses the standard cutoff of 0.7, indicating high internal consistency and suitability for full-scale data collection.

4. Data Collection and Analysis

Data collection comprised both primary and secondary sources. Primary data were obtained from 110 employees at the CBD unit through an online questionnaire, distributed via internal email with an invitation explaining the study's purpose. Confidentiality was maintained by ensuring all responses were anonymous and stored securely, accessible only to the researcher. Secondary data were gathered from relevant research articles, journals, and academic papers to support the study's framework and discussions.

5. Statistical Analysis

The study will employ a range of statistical methods to analyze the data and test the hypotheses aligned with each research objective.

5.1 Descriptive statistics will be used to summarize and describe the basic features of the collected data, providing an overview of the sample's demographic characteristics and their responses. This supports the initial understanding of the data relevant to all objectives.

5.2 Inferential statistical:

- Objective 1 (To examine the effect of ESG management on organizational sustainability):

Tested using simple regression to determine the direct effect of ESG management on organizational sustainability.

- Objective 2 & 3 (To analyze the impact of team-oriented leadership and employee engagement on ESG management): Multiple regression analysis will be conducted to assess how these independent variables simultaneously influence ESG management.

- Objective 4 & 5 (To investigate the mediating role of ESG management between team-oriented leadership / employee engagement and organizational sustainability): Mediation analysis based on Baron & Kenny's (1986) approach will be performed, entering ESG management as a mediator. This will clarify the direct and indirect effects of leadership and engagement on sustainability.

These statistical methods were chosen because they are well-suited for examining predictive relationships and testing mediation paths in cross-sectional data. A 95% confidence level ($\alpha = 0.05$) will be applied throughout to ensure statistical rigor. Additionally, control variables such as gender, age, education, and tenure will be included to account for potential confounding effects, enhancing the validity of the results.

The Conceptual Framework

This study's conceptual framework is developed by integrating insights from several established theories and empirical studies. The relationship between leadership, employee engagement, and organizational outcomes is grounded in team-oriented leadership theories (Kezar, 1998; Nelson et al., 2016) and engagement frameworks (Chandani et al., 2016; Markos, S., & Sridevi, M. S., 2010). The role of ESG as a mechanism to drive sustainability aligns with stakeholder theory and empirical work on ESG's impact on long-term performance (Park & Jang, 2021; Zhang & Jin, 2022). The mediation paths are also supported by social exchange theory (Blau, 1964), which suggests that leadership and engagement foster reciprocal behaviors that are channeled through organizational systems such as ESG management to influence sustainability.

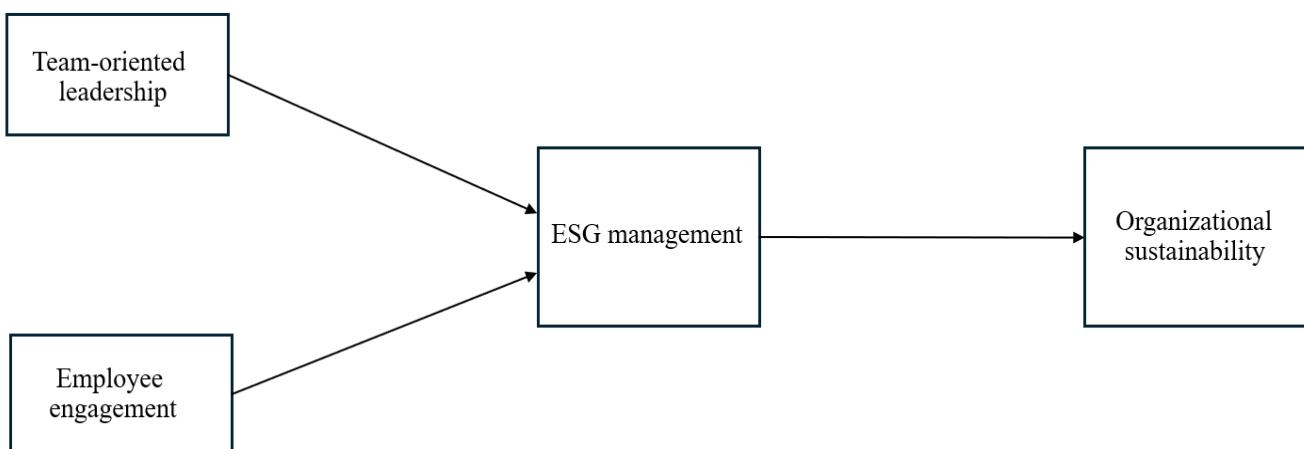


Figure 1 Theoretical Framework Developed based on Kezar (1998), Park & Jang (2021), and Zhang & Jin (2022).

H1: ESG management has a significant effect on organizational sustainability.

H2: Team-oriented leadership has a significant impact on ESG management.

H3: Employee engagement has a significant effect on ESG management.

H4: ESG management mediates the relationship between team-oriented leadership and organizational sustainability.

H5: ESG management mediates the relationship between employee engagement and organizational sustainability.

Research Results

Research findings indicate that:

1. Effect of ESG (Environmental, Social, and Governance) management on organizational sustainability.

Table 1 Result of the regression analysis 1

Model	1	2	3	4	5	6
Independent variable (IV)	Org Sustain	ESG Mgt	ESG Mgt	Org Sustain	ESG Mgt	Org Sustain
Team-Oriented Leadership		0.546***		0.164	0.148	0.051
Employee Engagement			0.681***	0.556***	0.580***	0.115
ESG Management	0.867***					0.760***
Adjusted R ²	0.749	0.291	0.459	0.451	0.466	0.757

Note: Org Sustain = Organizational Sustainability; ESG Mgt = ESG Management

*** p < 0.001, ** p < 0.01, * p < 0.05

Table 1 (Model 1) presents the regression results assessing the impact of ESG management on organizational sustainability. The findings support the hypothesis that ESG management has a significant and positive effect on organizational sustainability. The results indicate that ESG management positively and significantly influences organizational sustainability ($\beta = 0.867$, $p < 0.001$). The regression model explains 74.9% ($R^2 = 0.749$) of the variance in organizational sustainability. This leads to the acceptance of H1.

These findings highlight the critical role of ESG management in strengthening organizational sustainability. By integrating ESG principles into strategic decision-making and operational frameworks, organizations can enhance long-term resilience, sustainable growth, and competitive advantage. Prioritizing ESG initiatives ensures that businesses remain adaptable and accountable in an increasingly sustainability-driven market.

2. To analyze the impact of team-oriented leadership on ESG management.

Table 1 (Model 2) presents the regression results assessing the influence of team-oriented leadership on ESG management. The findings support the hypothesis that team-oriented leadership has a significant and positive effect on ESG management. The results indicate that team-oriented leadership

positively and significantly impacts ESG management ($\beta = 0.546$, $p < 0.001$). The regression model explains 29.1% ($R^2 = 0.291$) of the variance in ESG management. This supports H2.

These findings confirm that team-oriented leadership plays a vital role in shaping ESG management by fostering collaboration, shared goals, and inclusivity within organizations. Organizations that prioritize team-oriented leadership create a culture of collective responsibility, making it easier to implement effective ESG strategies (Putsom et al., 2019a; Naowakhoaksorn et al., 2021; Putsom et al., 2019b). This leadership approach ensures that sustainability goals and ethical governance practices are embedded across all levels of the organization.

3. To assess the effect of employee engagement on ESG management.

Table 1 (Model 3) presents the regression results assessing the influence of employee engagement on ESG management. The findings support the hypothesis that employee engagement has a significant and positive effect on ESG management. The results indicate that employee engagement positively and significantly influences ESG management ($\beta = 0.681$, $p < 0.001$). The regression model explains 45.9% ($R^2 = 0.459$) of the variance in ESG management and this triggers to the H3 acceptance.

These findings reinforce that employee engagement is a key driver of ESG management. Engaged employees, who are emotionally and cognitively committed to their organizations, are more likely to actively participate in sustainability initiatives, uphold ethical practices, and align with ESG goals (Suwannarat et al., 2025). Organizations that cultivate employee engagement can enhance their ESG performance, fostering a culture of responsibility, ethical governance, and proactive sustainability.

4. To investigate the mediating role of ESG management in the relationship between team-oriented leadership and organizational sustainability.

Table 2 Result of the regression analysis 2

Model	7	8
Independent variable (IV)	Org Sustain	Org Sustain
Team-Oriented Leadership	0.545***	
Employee Engagement		0.668***
Adjusted R ²	0.290	0.441

Note: Org Sustain = Organizational Sustainability

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$

The mediating effect of ESG management on the relationship between team-oriented leadership and organizational sustainability was examined using Baron & Kenny's (1986) mediation approach. Firstly, the impact of team-oriented leadership has been investigated. Regarding Table 1 (Model 4), the study cannot find the significant influence of team-oriented leadership ($\beta = 0.164$, $p > 0.05$) on organizational sustainability. Overall, the regression can explain 45.1% (0.451) of the variation of the dependent variable: organizational sustainability.

Secondly, the influence of team-oriented leadership on ESG management was tested. Table 1 (Model 5) shows that team-oriented leadership does not show a significant effect ($\beta = 0.148$, $p > 0.05$). This model explains 46.6% ($R^2 = 0.466$) of the variance in ESG management.

Thirdly, with the approach of Baron & Kenny, team-oriented leadership and ESG management have been simultaneously loaded as independent variables to test their effect on organizational sustainability, this can be seen from table 1 (model 6), only ESG management was found to have a strong and significant positive impact ($\beta_{10} = 0.760$, $p < 0.001$), while team-oriented leadership remained non-significant ($\beta_8 = 0.051$, $p > 0.05$). This result indicates that the presence of ESG management absorbs the explanatory power of team-oriented leadership, suggesting a mediation effect. Therefore, the findings support the mediating role of ESG management in the relationship between team-oriented leadership and organizational sustainability. This underscores the critical role of ESG frameworks in translating leadership behavior into measurable sustainable outcomes.

Regarding Table 2 (Model 7), the results confirm that team-oriented leadership has a significant impact on organizational sustainability ($\beta_{11} = 0.545$, $p < 0.001$). However, when both team-oriented leadership and employee engagement are analyzed together, the effect of team-oriented leadership on organizational sustainability diminishes due to the shared influence of multiple independent variables. Despite this, ESG management plays a full mediating role, acting as a crucial factor in translating leadership practices into sustainable outcomes. This suggests that organizations seeking to enhance sustainability should focus on fostering team-oriented leadership while integrating strong ESG management practices to maximize their sustainability efforts. This leads to the acceptance of H4.

5. To explore the mediating effect of ESG management in the relationship between employee engagement and organizational sustainability.

The mediating effect of ESG management on the relationship between employee engagement and organizational sustainability was examined using Baron & Kenny's (1986) mediation approach. Firstly, the impact of employee engagement has been investigated. Table 1 (Model 4) informs that employee engagement has positively and significantly affected organizational sustainability ($\beta = 0.556$, $p < 0.001$). Overall, the regression can explain 45.1% (0.451) of the variation of the dependent variable: organizational sustainability.

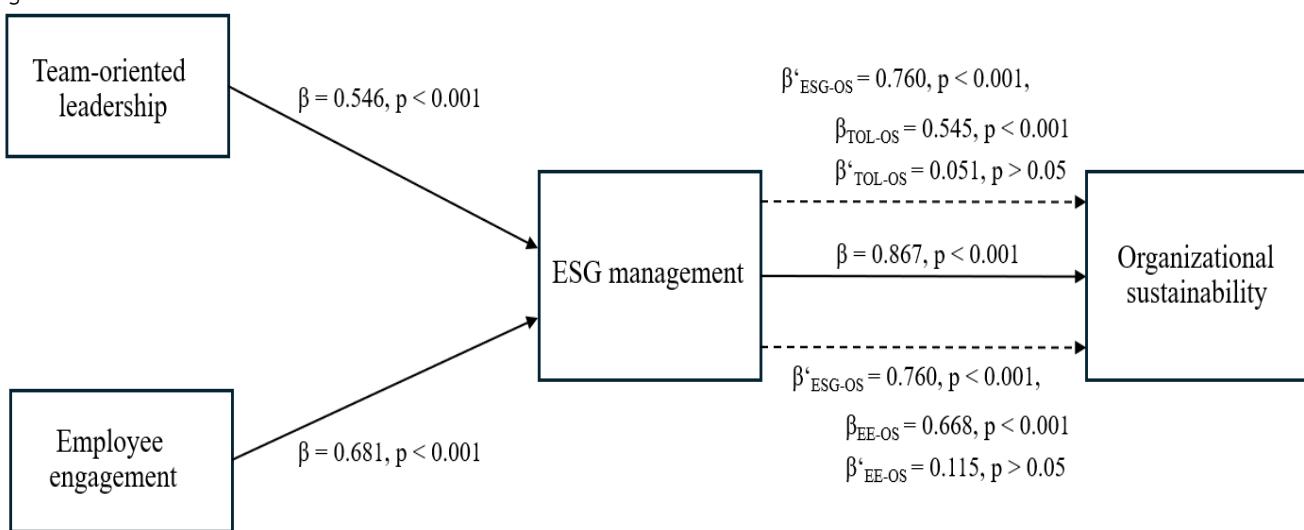
Secondly, the influence of employee engagement on ESG management was tested. Table 1 (Model 5) shows that employee engagement significantly impacts ESG management ($\beta = 0.580$, $p < 0.001$). This model explains 46.6% ($R^2 = 0.466$) of the variance in ESG management.

Thirdly, with the approach of Baron & Kenny, employee engagement and ESG management have been simultaneously loaded as independent variables to test their effect on organizational sustainability, this can be seen from table 1 (model 6). The results indicate that employee engagement no longer significantly influences organizational sustainability when ESG management is included ($\beta_9 = 0.115$, $p > 0.05$). However, ESG management demonstrates a strong and significant impact on organizational sustainability ($\beta_{10} = 0.760$, $p < 0.001$). Hence, from model 6, the influence of employee engagement on organizational sustainability has been changed to non-significant after adding ESG

management to the computation. This suggests that ESG management fully mediates the relationship between engagement and sustainability. Hence, H5 has been supported.

Regarding Table 2 (Model 8), the results confirm that team-oriented leadership and employee engagement each have a significant impact on organizational sustainability ($\beta_{12} = 0.668$, $p < 0.001$). Despite this, ESG management plays a mediating role, acting as a crucial factor in translating employee engagement into sustainable outcomes. This suggests that organizations seeking to enhance sustainability should focus on fostering employee engagement while integrating strong ESG management practices to maximize their sustainability efforts.

Collectively, these results demonstrate that ESG management plays a pivotal role in enhancing organizational sustainability. Team-oriented leadership and employee engagement both significantly influence ESG practices, which in turn drive sustainability outcomes. The mediating analyses reveal that ESG management considerably channels the effects of leadership and engagement toward sustainability, underscoring its role as a critical mechanism. This integrated view offers a comprehensive understanding of how internal leadership and engagement, when aligned with ESG frameworks, contribute to long-term organizational success.



Note: ESG = ESG management, OS = Organizational sustainability, TOL = Team-oriented leadership, EE = Employee engagement

Figure 2 Tested research model with standardized path coefficients (β) and significance levels.

Discussions

This study explored the impacts of team-oriented leadership and employee engagement on organizational sustainability, focusing on the mediating role of ESG management. The findings provide empirical support for all research objectives and confirm the proposed hypotheses through regression and mediation analyses.

The results revealed that ESG management has a strong positive and statistically significant effect on organizational sustainability. This aligns with Adams & Larrinaga-González (2007), who emphasized the role of ESG as a mechanism to improve accountability and long-term value creation in organizations. ESG management, as practiced by the CBD unit of Central Group, contributed significantly to sustainable outcomes, as evidenced by the high coefficient of determination ($R^2 = 0.749$). This suggests that

integrating ESG frameworks into strategy not only enhances operational efficiency but also supports environmental and social responsibility.

The analysis confirmed that team-oriented leadership significantly impacts ESG management. Leaders who foster collaboration, trust, and shared responsibility enable ESG principles to be implemented more effectively. These findings echo insights from Great West Casualty Company (2023); Manzoor et al., (2023); Yıldız et al., (2014), which identified traits such as inclusiveness and empowerment as critical to cultivating sustainable behaviors across teams. Furthermore, the regression results ($\beta = 0.546$, $p < 0.001$) underscore the importance of team-oriented leadership in establishing a cultural foundation that supports ESG integration.

This study also found that employee engagement significantly affects ESG management. This reinforces prior evidence by Chandani et al. (2016), who identified employee engagement as being shaped by leadership, empowerment, and alignment with organizational values, all of which are crucial for ESG implementation. The regression coefficient ($\beta = 0.681$) reflects the role of emotionally and cognitively committed employees in advancing ethical governance and sustainability practices within organizations.

Additionally, the research objectives focused on the mediating effect of ESG management in the relationship between both team-oriented leadership and employee engagement with organizational sustainability. The results confirmed that ESG management serves as a mediator between team-oriented leadership and sustainability. This means that while leadership practices independently promote sustainability, their influence becomes more impactful when ESG frameworks are present. The analytical method followed Baron & Kenny's (1986) mediation approach, which showed that the direct effect of leadership on sustainability became statistically insignificant when ESG management was introduced. Similarly, ESG management mediates the relationship between employee engagement and sustainability. The findings indicate that engagement alone positively influences sustainability; however, the inclusion of ESG management changed this impact. This reflects the arguments by Roblek, V., et al. (2020), who emphasized that employee-driven initiatives can only produce systemic sustainability when supported by structured governance models like ESG.

Collectively, the findings from this study respond directly to all five research objectives. They highlight ESG management as a strategic linchpin—not just a supporting practice—for translating leadership and engagement into long-term sustainability outcomes. In practice, this suggests that companies seeking to achieve balanced growth must go beyond merely cultivating good leadership and committed employees—they must also embed ESG principles into all organizational layers to ensure alignment with evolving social, environmental, and economic expectations.

These findings carry important practical and policy implications. Organizations, particularly those managing diverse assets like Central Group's CBD, should formalize ESG frameworks as part of leadership development and employee engagement policies. Team-oriented leadership training should explicitly integrate ESG goals, ensuring leaders promote collaborative, accountable cultures that support sustainability. Likewise, engagement initiatives should connect individual roles to ESG targets, reinforcing employees' contributions to long-term organizational and societal value. By embedding ESG metrics into

performance evaluations and strategic planning, organizations can more effectively translate leadership and engagement efforts into sustained environmental, social, and economic outcomes.

Originality and Body of Knowledge



Figure 3 Synergy for Organizational Sustainability

This study advances the understanding of how team-oriented leadership, employee engagement, and ESG management collectively drive organizational sustainability, while offering fresh empirical insights within a unique organizational context. Specifically, it tests and extends leadership theories (Kezar, 1998; Nelson et al., 2016) by empirically demonstrating that team-oriented leadership fosters collaboration, trust, and accountability, which in turn significantly influence ESG outcomes and sustainability performance. It further enhances the employee engagement framework proposed by Chandani et al. (2016) by showing engagement as a critical pathway through which leadership translates into ESG practices and ultimately sustainability.

Moreover, this research expands the ESG management literature (Park & Jang, 2021; Zhang & Jin, 2022) by explicitly confirming ESG's mediating role, clarifying how the environmental, social, and governance pillars serve as strategic channels that connect leadership and engagement efforts to long-term organizational growth. This empirical validation strengthens theoretical models that advocate ESG as an integrative mechanism for achieving sustainable competitive advantage.

Importantly, the originality of this study is amplified by its organizational profiling: it centers on the Corporate Business Development (CBD) unit of Central Group—one of Thailand's largest

conglomerates, managing a diverse portfolio of assets such as shopping malls, hotels, and markets. By examining how leadership, engagement, and ESG practices function within this complex, multi-asset environment, the research provides critical contributions beyond typical single-sector studies. It highlights how ESG frameworks operate as cohesive mechanisms aligning sustainability strategies across varied business units. Thus, this study not only builds on but also challenges and refines existing theories by demonstrating their applicability and interplay in a multifaceted corporate setting, offering valuable guidance for organizations navigating similar diversified structures.

Conclusions

This study addressed its objectives by empirically examining how team-oriented leadership and employee engagement influence organizational sustainability, both directly and through the mediating role of ESG management. The findings confirm that:

- ESG management has a significant positive effect on organizational sustainability, highlighting its role as a strategic mechanism for achieving long-term resilience.
- Team-oriented leadership and employee engagement significantly drive ESG management, demonstrating that collaborative leadership and engaged employees are essential for embedding ESG practices.
- ESG management fully mediates the relationships between both team-oriented leadership and employee engagement with organizational sustainability, indicating that these leadership and engagement effects on sustainability are realized through structured ESG frameworks.

Overall, this study underscores the importance of integrating leadership, engagement, and ESG strategies to strengthen organizational sustainability, offering practical insights for organizations aiming to build robust, sustainable futures.

Recommendations

1. Policymaking Recommendations

1.1 Embed ESG Management as a Strategic Mediator: This study confirms that ESG management fully mediates the impact of team-oriented leadership and employee engagement on sustainability. To leverage this, organizations should integrate ESG goals into corporate strategy by embedding them into departmental scorecards, performance appraisals, and annual planning cycles. Establishing cross-functional ESG committees and regular ESG progress reviews can ensure that leadership and engagement efforts systematically drive sustainability outcomes.

1.2 Strengthen Team-Oriented Leadership with ESG Focus: Given the significant link between team-oriented leadership and ESG management, organizations should design leadership development programs that emphasize collaborative problem-solving and shared accountability in ESG initiatives. This could include ESG-focused leadership workshops, mentorship schemes pairing managers with ESG project leads, and incorporating ESG success stories into leadership communications to reinforce expected behaviors.

1.3 Align Employee Engagement Strategies with ESG Goals: Since employee engagement directly influences ESG management, HR policies should actively involve employees in ESG initiatives.

This can be achieved by launching employee-led sustainability projects, offering incentives for ESG contributions (like recognition programs or ESG-linked bonuses), and integrating ESG topics into onboarding and training. Clear communication about how individual roles support ESG objectives will also deepen employees' sense of purpose and strengthen organizational sustainability.

2. Recommendations for Future Research

2.1 Analyze the Individual Impact of ESG Components: Future research should break down ESG into its environmental, social, and governance dimensions to analyze their distinct effects on organizational sustainability. This disaggregated approach can reveal which component has the most influence in specific organizational contexts and how each is shaped by leadership and engagement strategies.

2.2 Conduct Longitudinal Studies to Track Change Over Time: A longitudinal design would allow researchers to study how changes in team-oriented leadership and employee engagement affect ESG practices and sustainability outcomes over months or years. This can provide more nuanced insights into causality, the durability of relationships, and the time frame within which organizational changes translate into measurable sustainability outcomes.

2.3 Explore the Role of Organizational Culture as a Moderator: Future studies should explore how organizational culture moderates the relationship between leadership, employee engagement, ESG management, and sustainability. For example, a culture that prioritizes innovation may strengthen the impact of ESG-driven strategies, while a risk-averse culture might hinder their implementation. Understanding this dynamic would help tailor ESG strategies to specific organizational environments.

2.4 Expand Beyond a Single Organizational Context: As this study was limited to the Corporate Business Development (CBD) unit of Central Group, future research should consider multiple organizations across different sectors or geographies. This broader scope would help validate and refine these findings, ensuring they are applicable across varied organizational settings and informing more generalizable ESG and sustainability strategies.

References

Adams, C. A., & Larrinaga-González, C. (2007). Engaging with organizations in pursuit of improved sustainability accounting and performance. *Accounting, Auditing & Accountability Journal*, 20(3), 333-355.

Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.

Batista, A. A. D. S., & Francisco, A. C. D. (2018). Organizational sustainability practices: A study of the firms listed by the corporate sustainability index. *Sustainability*, 10(1), 226.

Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2), 193.

Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. *Indian Journal of Science and Technology*, 9(15), 1-7.

Great West Casualty Company (2023). *Me or We? Traits of a team-oriented leader*. Retrieved from <https://blog.gwccnet.com/blog/traits-of-a-team-oriented-leader>.

Kezar, A. (1998). Trying Transformations: Implementing Team-Oriented Forms of Leadership. *New directions for institutional research*, 25(4), 57-72.

Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610.

Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). *Employee engagement: A literature review*. Retrieved from https://d1wqxts1xzle7.cloudfront.net/65329200/employee_engagent_3-libre.pdf?1609702503=&response-content-disposition=inline%3B+filename%3DEmployee_Engagement_A_Literature_Review.pdf&Expires=1755620879&Signature=W5tt90tMdLtodSni6Culii~BpFFhIVROEpAU4ZH3hXwJ8wNMd7Ju3aw4VzWzG4eIENBRnCuokcsep2QrWennnuGaETJmSEgwp9c9nz6uO1Y5mdcvolUhKPoZ-4k8Qy4ykukJa0CwxOO2xXxwNtsO9dOnh4pkENlQcPrl6F--kKk-72DZyY5~x1ULMRkuxyjF2vANkij-YBx1yBppkxw62P2kPCZhvdN0BM0prM9D6MZmRIC~RhnyQ~l9FZpQ9JNtqVk~wxGEbCzXvNolLKWgt-s36NaCkP0~W9EDL~uRpAzhRjFp8ly96msoaA7UJpLwOu2sT-pe5oHHLy1qRPGbg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA

Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22(140), 1-55

Manzoor, A., Zhang, B., & Ma, H. (2023). Knowledge-oriented leadership in powering team performance and sustainable competitive advantages through innovation: Evidence from higher education institutions. *Sustainability*, 15(20), 14715.

Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), 89.

Mensah, Y. M., & Qi, Y. (2016). Preferred leadership styles, culture, and government fiscal transparency: An international analysis. *Advances in Economics and Business*, 4(6), 273-290.

Naowakhoaksorn, P., Suwannarat, P., Pratoom, K., & Pataraarechachai, V. (2021). Mediating Role of Knowledge Management Capability on the Relationship between Knowledge-Oriented Leadership and Organizational Innovativeness in Public Organizations. *Executive Journal*, 41(2), 17-36.

Nelson, M. W., Proell, C. A., & Randel, A. E. (2016). Team-oriented leadership and auditors' willingness to raise audit issues. *The Accounting Review*, 91(6), 1781-1805.

Okpara, J. O., & Idowu, S. O. (2013). Corporate social responsibility: A review of the concept and analysis of the business case for corporate social responsibility in the twenty-first century. In Okpara, J. O., & Idowu, S. O. (Eds.). *Corporate Social Responsibility: Challenges, Opportunities and Strategies for 21st Century Leaders* (pp. 3-15). London: Springer.

Park, S. R., & Jang, J. Y. (2021). The impact of ESG management on investment decision: Institutional investors' perceptions of country-specific ESG criteria. *International Journal of Financial Studies*, 9(3), 48.

Putsom, W., Suwannarat, P., & Songsriote, N. (2019a). The Effect of Entrepreneurial Leadership, Value Creation and Automotive Parts Manufacturing Businesses Performance in Thailand. *Human Resource and Organization Development Journal*, 11(2), 1-33.

_____. (2019b). Scale Development for Measuring Entrepreneurial Leadership Competencies. *Human Behavior, Development and Society*, 20(3), 29-40.

Roblek, V., Bach, M. P., Meško, M., & Kresal, F. (2020). Corporate social responsibility and challenges for corporate sustainability in first part of the 21st century. *Cambio. Rivista sulle trasformazioni sociali*, 10(19), 31-46.

Suwannarat, P. (2023). The moderating role of trust in influencing the effectiveness of export incentives of exporters in the ASEAN. *Journal of Asia Business Studies*, 17(2), 279-307.

Suwannarat, P., Untachai, S., Piewdang, S., Rattanapun, S., Waisarayutt, C., & Wiwatpiyawong, R. (2025). A Comparative Study of the Impact of Service Climate on Employee Commitment in the Greater Mekong Subregion. *International Journal of Asian Business and Information Management*, 16(1), 1-20.

Yıldız, S., Baştürk, F., & Boz, İ. T. (2014). The effect of leadership and innovativeness on business performance. *Procedia-Social and Behavioral Sciences*, 150, 785-793.

Zhang, C., & Jin, S. (2022). What drives sustainable development of enterprises? Focusing on ESG management and green technology innovation. *Sustainability*, 14(18), 11695.