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The Effect of Sustainable Leadership in Entrepreneurial Performance: Analytical Research

Sara Hamid Diad *

Department of Public Administration
College of Economics and Administration
University of Baghdad
Baghdad Iraq

essy0977@gmail.com

*Corresponding author

Suhair Adel Hamed

Department of Public Administration
College of Economics and Administration
University of Baghdad
Baghdad Iraq

dr.suhair@coadec.uobaghdad.edu.iq

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Abstract:

The current research aims to test the relationship and effect of sustainable leadership its dimensions (cohesive diversity, organizational justice, employee development, progress and advancement, and work-life balance) as independent variables on entrepreneurial performance with its dimensions (creativity and innovation, reputation, proactiveness, self-evaluation) as dependent variables in the Ministry of Science and Technology. Additionally, the study seeks to identify the levels of availability and utilization of sustainable leadership that are more suitable for the current conditions in the ministry. The research aims to provide a set of recommendations contributing to the enhancement of the practice and adoption of the variables within the researched organization. Adopting a descriptive-analytical approach, the research collected data from 172 respondents representing various positions within the ministry (general manager, assistant general manager, center manager, department manager and section head). The data collection methods included a questionnaire with 48 items, supplemented by personal interviews and field observations as supporting tools. The researcher utilized statistical programs (Excel, SPSS V.28), employing appropriate statistical methods such as normal distribution tests, factor analysis, exploratory and confirmatory analysis, mean, percentage, standard deviation, and relative importance to test the hypotheses. The results indicate that the Ministry of Science and Technology has embraced sustainable leadership practices, demonstrating its inclination toward adopting its dimensions, including organizational justice, cohesive diversity, employee development, progress and advancement, and quality of work life, leading to an improvement in its entrepreneurial performance.

Paper type: Research paper

Keywords: Sustainable Leadership (SL), Entrepreneurial Performance(EP), Ministry of Science and Technology.

1.Introduction :

In recent times, there has been a trend among organizations to employ innovative methods to outperform competitors and achieve excellence in their fields. This is achieved by delivering high performance in their operational areas. One of the key areas that has garnered significant attention from researchers is entrepreneurship, making it a desirable trait for all organizations. By entrepreneurial performance, we mean intellectual, cognitive, and financial growth, and the development of business growth in organizations through investing in opportunities and proactive direction to sustain their activities compared to competing organizations. The sustainability of entrepreneurship relies on the efforts of individuals within the organization who are considered key to its success. This necessitates the need for insights and mechanisms to identify trends and make entrepreneurial decisions. Leadership is considered one of the most effective tools in the workplace, helping to solve various tasks and challenges. Sustainable leadership emerges as a new model that overcomes the administrative challenges faced by traditional leadership. Sustainable leadership plays a crucial role in leading organizations for the better, as it has the ability to achieve comprehensive and sustainable development while preserving natural resources for current and future generations without depletion. It prioritizes the well-being of employees, considering them as assets that require attention. This is in contrast to traditional leadership, which primarily focuses on organizational productivity and financial gains. Sustainable leadership helps create a safe and comfortable environment that influences entrepreneurial performance. By adopting a long-term vision and making fair and just decisions, sustainable leadership enables individuals to unleash their creativity and showcase their skills, meeting the organization's aspirations. This transformation propels the organization from its current state towards a better future, gaining a sustainable reputation.

1.1. Literature review:

There are studies discussed sustainable leadership:

Lee (2017) measured the impact of the five elements of sustainable leadership in the three elements of organizational effectiveness in some American federal agencies. The results indicate that the relative strength of the effects of each element of sustainable leadership varies in its impact on organizational effectiveness. Among the five elements of sustainable leadership, organizational justice and a focus on progress showed the strongest effects. It turns out that diversity management has the least impact on the three aspects of organizational effectiveness. This result suggests that the two elements - organizational justice and a focus on progress - are the most impactful in sustainable leadership..

AL-Zawahreh et al (2018) determined the impact of green management practices in higher education and their role in assessing the level of sustainable leadership at a public university in Jordan. They visualized it as seen by faculty members and adopted the descriptive approach, using a questionnaire to collect data from a sample of 170 participants. The results indicated a high level of sustainable leadership as perceived by faculty members for all elements and factors. In addition, some characteristics such as gender, college, and experience had no effect on the level of sustainable leadership

Nisha et al (2022) focused on the impact of sustainable leadership and core competencies on sustainable competitive advantage in the information technology sector. The study aimed to assess this impact in the mentioned sector with a sample size of 507 employees, and the survey was distributed electronically. The research results revealed several noteworthy findings, describing sustainable leadership as a source of competitive advantage in the researched companies. Additionally, providing opportunities for continuous improvement was identified as a sustainable competitive advantage, considering it a fruitful force to overcome challenges by caring for representatives to generate new ideas from them.

Iyssa (2023) presented a vision that illustrates the extent of the impact of human resource management practices on green organizational performance. The study aimed to understand the role of sustainable leadership in reinforcing green organizational performance practices. The descriptive-analytical approach was adopted for a sample of 298 participants. The results indicate a direct positive impact of sustainable leadership on human resource management practices and a direct impact of these practices on green organizational performance.

There are studies discussed entrepreneurial performance :

Dawood and Ali (2017) presented their study on the impact of entrepreneurial performance in the organization based on green human resource management in the Iraqi Drilling Company. The sample size was 96 employees, and the study aimed to clarify entrepreneurial performance and analyze its impact on enhancing the green human resource management requirements of the organization. The results showed an impact of green human resource management on the entrepreneurial performance of the researched organization. This suggests a strong relationship, where a decline in green human resource management negatively affects entrepreneurial performance, and vice versa.

Gao et al (2018) explored the impact of proactive orientation and entrepreneurial strategy on entrepreneurial performance by introducing two key elements: industry pressure and entrepreneurial strategy. The sample consisted of 297 top executives and managers in Chinese manufacturing enterprises. The results revealed a moderate impact of both competitive and cooperative entrepreneurial strategies. Additionally, there was a positive relationship between proactive orientation and entrepreneurial performance through the integration of entrepreneurial and strategic theories..

Shaowei et al (2022) conducted a study with the aim of analyzing predictive factors for entrepreneurial performance among university students, as well as providing constructive proposals to enhance it. The research adopted a descriptive survey approach, and online surveys were distributed to 2200 university students across various Chinese universities. The results indicated that entrepreneurial performance is influenced by various factors, whether at the personal or behavioral level. Personal characteristics, entrepreneurial abilities, and the art of seizing opportunities and making bold decisions were found to impact the annual returns of the institution, which is a measure of entrepreneurial performance for students.

Mohammad et al (2023) worked to test the relationship between transformational leadership and entrepreneurial performance, and sought to further develop the dimensions of transformational leadership in service sector institutions. The study relied on the descriptive analytical approach. The sample reached 298 questionnaires. The most important finding of the study was that there is a partial relationship with a moral effect between the dimensions of transformational leadership. Represented by the ideal influence, individual consideration, motivation and dimensions of entrepreneurial performance, advance planning and the entrepreneurial indicator.

There are also studies linked between: sustainable leadership and entrepreneurial performance.

Mohamed and Aboodi (2021) examined the relationship and impact of sustainable leadership on proactive behavior in a sample of faculty members from private universities. The study adopted a descriptive analytical approach and utilized a questionnaire as a data collection tool, with a sample size of 316. The results revealed a significant positive correlation between sustainable leadership and proactive behavior. This suggests that the more academic institutions embrace the concepts of sustainable leadership, the more likely faculty members are to exhibit proactive behavior in their workplace.

Mohammed et al (2021) assessed the impact of adopting sustainable leadership style and entrepreneurial orientation in Egyptian airline companies on technological innovation, process reengineering, creative performance, and organizational excellence. The study employed a descriptive analytical approach and utilized a questionnaire for data collection, with a sample size of 311 employees. The findings indicated that sustainable leadership and entrepreneurial orientation positively and significantly influence technological innovation, process reengineering, creative performance, and organizational excellence .

The problem in this research lies in the limited application of sustainable leadership standards and the extent of their impact on entrepreneurial performance in Iraqi public organizations, facing numerous challenges. These organizations suffer from restricted adoption and implementation of certain dimensions of sustainable leadership. Additionally, there is a limited involvement of middle leadership in strategic decision-making, and employees experience constraints in organizational justice and the balance between work and personal life. These factors contribute to fostering organizational loyalty and job satisfaction. To address the main research problem and answer the primary question (the effect of sustainable leadership in entrepreneurial performance), it is crucial to assess the availability of these variables within the ministry under investigation and its departments.

Accordingly, a number of questions must be asked, as follows:

1. How available is the sustainable leadership variable in the Ministry of Science and Technology? Which of its dimensions (cohesive diversity, organizational justice, employee development, progress and direction, quality of work life) takes precedence in the performance of the researched ministry in terms of adoption, attention, and implementation.
2. What is the level of availability of entrepreneurial performance in the Ministry of Science and Technology? And which of its dimensions (creativity and innovation, reactivity, reputation, self-assessment) takes precedence in the performance of the researched ministry in terms of adoption, attention, and implementation?
3. Is there a relationship or impact between sustainable leadership and entrepreneurial performance in the Ministry of Science and Technology?

The research objectives are to achieve some fundamental goals, the most important of which are:

1. Attempting to direct the attention of the Ministry of Science and Technology and its departments towards studying the organizational dimensions (sustainable leadership, entrepreneurial performance) and making them more aligned with the required performance in the face of the turbulent organizational environment in Iraq.
2. Prioritizing attention to each dimension of the study variables and assessing the organization's level of interest in these dimensions by determining their availability and the extent to which they are practiced.
3. The historical intellectual contribution and knowledge enrichment in dealing with the study variables aim to benefit from them by the Ministry of Science and Technology.
4. Revealing the cause-and-effect relationship between the study variables.

1. Materials and Methods:

After identifying the research problem to achieve its objectives, a descriptive-analytical approach was adopted in this study. A questionnaire containing research variables was used to collect the required data, with Sustainable Leadership (SL) measured based on a scale developed by (Lee, 2017), and Entrepreneurial Performance (EP) measured based on a scale by (Majeed, 2019). Consequently, scientifically valid results were obtained, which the researcher can rely on to comprehend the current situation through observation and understanding of their content. A detailed and comprehensive description of these results was provided to answer the research questions.

2.1 Research Tools:

The researcher relied on a questionnaire as the primary tool for collecting practical data. A Likert five-point scale was used in this research, as it is one of the most commonly used scales and methods in the fields of management and social sciences due to its precision and clarity. Additionally, various statistical methods were employed.

2.2 Data Analysis Tools:

The current research utilized various statistical methods through ready-to-use programs such as SPSS (Version 28) and Excel for testing. The aim was to test and measure the research hypotheses and find descriptive and inferential statistical values, as well as hypotheses and statistical tools such as Pearson correlation coefficient and simple linear regression.

2.3 The Hypothetical study Framework:

The researcher has developed an illustrative diagram for the research objective. The diagram represents the hypothesized relationship between the dimensions of the research sample and the statement of solutions and goals. Based on the results and a review of the literature on sustainable leadership and entrepreneurial performance, Figure (1) illustrates the hypothetical diagram of the relationship between the variable (sustainable leadership) and the variable (entrepreneurial performance) as follows.

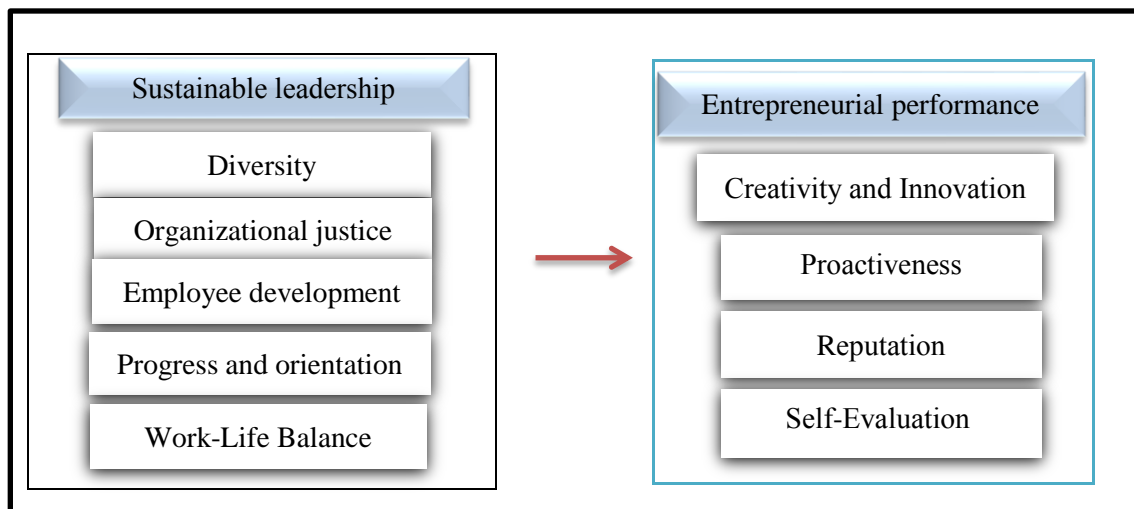


Figure 1: The hypothetical scheme of the research

2.4 Research hypotheses

In its quest to fulfill the research requirements and address the posed questions, this study relied on the following hypotheses:

Main Hypothesis: Sustainable leadership, with its collective dimensions, has a moral impact on entrepreneurial performance, giving rise to the following sub-hypotheses:

- 1- There is a statistically significant moral impact of cohesive diversity on entrepreneurial performance.
- 2- There is a statistically significant moral impact of organizational justice on entrepreneurial performance.
- 3- There is a statistically significant moral impact of employee development on entrepreneurial performance.
- 4- There is a statistically significant moral impact of orientation and progress on entrepreneurial performance.
- 5- There is a statistically significant moral impact of work-life Balance on entrepreneurial performance.

2.5 The research sample and population:

Using the random sampling method, samples were drawn from the research population represented by general managers, deputy general managers, center directors, department managers, and section heads within the departments of the Ministry of Science and Technology. The scientific investigation was conducted, revealing a total population of 310 individuals. The intended random sample was drawn from this group, consisting of 172 individuals.

2.6 The concept of Sustainable Leadership :

Albert went on to propose that rightland capitalism, named after a conference in 1959, alternative philosophy for establishing and promoting sustainable leadership in organizations. Leaders are interested in the sustainability of these organizations and their long-term relationship with stakeholders, not just shareholders (Kantabutra, 2011). With sustainability becoming a crucial trend that alters the demands placed on business leadership in fundamentally different ways, it has created the need for a new type of leadership in organizations (Tideman et al., 2013), for sustainability, sustainable leadership goes hand in hand. Despite the attention to sustainable leadership after the economic crisis in 2009, the DNA of sustainable leadership traces back to the educational environment that focused on the role of leadership in bringing about sustainable change, emerging in the education sector since 2003 (Hallinger and Suriyankietkaew, 2018).

It is defined as an ethical behavior that involves influencing a group of individuals to achieve meaningful results, whether they are environmental or social, that cannot be accomplished without this behavior (Bendell and Little, 2015). It is a comprehensive approach to leadership and management that integrates elements of long-term economic management, environmental management, and human resource management by balancing people, profits, and the environment (Varra and Timolo, 2017). It is also known as leadership capable of meeting current needs by increasing efficiency and performance, promoting employee stability, and balancing individual concerns with financial returns and the work environment (Alkhudair, 2021). It seeks to achieve and surpass temporary profits in accomplishing the necessary work to attain sustainable results and gains for organizations (Azhafa and Mohammed, 2021).

2.6.1 Dimensions of Sustainable leadership:

2.6.1.1 Diversity:

Diversity is a term that represents the nature of social and personal differences among the working human resources within the organization, which has a significant impact on their performance within the organization and their readiness to continue in the future (Simons and Rowland, 2011). The presence of a diverse workforce in an organization contributes to enhancing understanding of the global market and encourages employees to showcase their high capabilities, leading to organizational excellence and improving its service to customers from different backgrounds (Bedi et al., 2014).

2.6.1.2 Organizational Justice:

The importance of organizational justice stems from direct relationship with a set of organizational changes, It is employees' awareness of distributive, procedural and relational justice in the treatment provided by the organization and how this awareness is reflected in the behaviors and actions of employees within the organization (Ali, 2018). Therefore, One of the pillars that organizations strive to become more innovative in their work is treating employees fairly. Achieving innovative behavior is difficult if employees are not treated fairly (Akrama et al, 2020).

2.6.1.3 Employee Development:

Human resources are considered the cornerstone of management in organizations, and they strive diligently to continuously develop and improve them. Ullah et al (2011) defined as the process of building and enhancing effective personalities through learning programs, promoting skills, awareness, leadership ,decision-making proficiency, and problem-solving skills. According to (Yue et al., 2021), it is essential in sustainable organizations that emphasize continuous investment in developing the skills of all employees, not just the elite or administrative staff.

2.6.1.4 Progress and Advancement:

Organizations strive diligently to achieve progress that allows for change and adaptation, and this cohesive culture brings members of the organization together even in challenging situations (Kantabutra, 2011). It is most important dimensions of sustainable leadership that distinguishes it from other leadership. The sustainable leader paves the way for the next leader by documenting current and future plans and development opportunities (Skarie, 2013). The fundamental aspect that distinguishes sustainable leadership from the traditional concept of leadership (Lee, 2017).

2.6.1.5 Work-Life Balance :

Work-Life balance is the response to individual circumstances, understanding them, and adapting to them with the aim of supporting individuals in fulfilling their responsibilities and achieving their aspirations (Chandra, 2012). Understanding this balance contributes to improving the overall situation of the individual, enhances their status in society, and enriches their personality, positively impacting both professional and personal performance (Sirgy and lee, 2018). It is a cornerstone in the success of many organizations, given its significant role in increasing productivity and meeting employee expectations by fulfilling their needs and desires (Abdulaale, 2019).

2.7 The concept of Entrepreneurial performance :

In recent times, the topic of entrepreneurial performance has gained significant attention from many entrepreneurs. In the dynamic environment, organizations of all sizes and ages face pressures to seek methods that align with rapid changes in the external environment. Achieving leadership in performance requires them to elevate their performance levels to achieve innovation and distinctiveness (Alabdi et al., 2018).

This requires the formulation of complementary and creative strategies in implementation, as well as the use of modern technology and the possession of highly skilled employees (Dawood, 2016) It is defined as the ultimate result of the organization's investment in its resources and its entrepreneurial orientation towards innovation to achieve competitive advantages (Provasnek et al, 2017). Achieving the planned goals goes beyond the level of creativity and innovation, which makes the organization a leader in its field and the focus of other organizations (Dawood and Ali, 2017).Oriarewo et al (2019) clarified that entrepreneurial performance is a multi-dimensional structure that is challenging to measure. Traditional performance measures may not be available, or organizational owners may hesitate to share this information with individuals outside the organization. Entrepreneurial performance achieves a set of entrepreneurial goals for the organization through investment strategies in available opportunities to develop business ideas (Sebikari, 2019). It is the ability of top management to take advantage of all opportunities available in the external environment and control available resources to achieve unprecedented results (Sariwulan et al, 2020)..

2.7.1 Dimensions of Entrepreneurial performance :

2.7.1.1 Creativity and Innovation:

Creative institutions can enhance the value of their products by promoting authenticity and aesthetic elements incorporated into those products. As a result, they maintain their performance and achieve high revenues (Purnomo, 2018). An organization that does not encourage creativity will not be able to stand against competitors. Renewal involves a set of processes that entail introducing new ideas, aiming to create something new or solve a particular problem (Ahlo, 2018). The ability to innovate and renew is considered a vital topic, as they are key to long-term success for organizations, as noted by (Rybarova, 2020).

2.7.1.2 Proactiveness:

A crucial trait for maintaining leadership is acquiring new qualities. It involves a set of proactive measures and activities directed towards the future, taking the initiative in anticipating and initiating changes that the organization deems necessary for its success (Escrig-Tena et al., 2018). Proactivity is searching for opportunities, thinking ahead, and anticipating future demand (Purnomo, 2019). It is the organization's approach to decision-making, leveraging its characteristics and advantages to organize operations as a fundamental strategy for sustaining its business. By adopting a more flexible working approach that requires employees to maintain initiative and challenge themselves (KIM, 2021).

2.7.1.3 Reputation:

Organizations should be visible to the media, differentiate themselves in offering the service or product, and express the authenticity of their activities, to attract the best workforce and investors, thus achieving sustainability (Gurieva and Svystun, 2018). Detailed evaluation by stakeholders of the organization's ability to meet their needs and requirements faster than other competing organizations (Hasnawi and Kariti, 2019). Reputation is a dynamic concept in which the organization's perceptions vary and change with shifts in public opinions based on cognitive and emotional interpretations of information provided at specific moments and under specific conditions (Aboul Fotouh, 2022).

2.7.1.4 Self-Evaluation:

It is a comprehensive internal audit of organizational practices. It involves gathering real data and information from various sources, analyzing them to measure performance according to specific standards, (Ritchie and Dale, 2000). It is a dynamic process that examines the nature and direction of the organization's activities and operations, leading to the identification of strengths and weaknesses. This facilitates decision-making to correct deviations (Majeed and Mohammed, 2019). The Organizations need tools to self-evaluation and improve their performance, and these tools include leadership, human resources, social influence, and citizen satisfaction. (Kalfa and Yetim, 2020).

2.7 The Descriptive analysis of study variables

The descriptive analysis of the study involved the use of statistical methods, including mean calculations, relative importance, and standard deviations, to analyze the study variables. Additionally, data ranking was performed based on difference coefficients. The study encompasses two main variables: sustainable leadership and entrepreneurial performance.

2.7.1 Analysis of the dimensions of the sustainable leadership variable:

1. Diversity : The results in Table (1) show that the independent dimension (cohesive diversity) ranks second, obtaining a high average of (3.70). It garnered relative attention (74%) with a standard deviation of (0.650) and a relative difference coefficient of (17.6%). At the paragraph level (5-1), paragraph (4) (representing the manager of each administrative level in front of senior management) ranked first with a relative difference coefficient of (18%) and relative attention (82.8%). Meanwhile, paragraph (2) (Senior management treating employees with fairness and justice regardless of their cultural and academic backgrounds) ranked last with a relative difference coefficient of (30.5%) and attention (68.3%). Overall, the dimension indicates

the presence of differences in the characteristics and traits of individuals within the ministry, usually associated with strong and cohesive relationships that enhance performance.

Table 1: Presentation and Analysis of Cohesive Diversity Data (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
1	4.14	0.744	0.828	0.180	1
2	3.41	1.042	0.683	0.305	5
3	3.51	0.908	0.702	0.259	3
4	3.70	0.961	0.741	0.259	4
5	3.73	0.891	0.747	0.239	2
Diversity	3.70	0.650	0.740	0.176	second

2.Organizational Justice: The results in Table 2 prioritize the independent variable (organizational justice), as it ranks first in importance. It obtained a high mean of (3.80), with a relative interest of (76%), a standard deviation of (0.603), and a relative difference coefficient of (15.9%). Within the paragraphs appearing under the sequence (10-6), paragraph (8) (Senior management takes decisive measures to prevent prohibited practices such as religious and cultural discrimination) ranked first with a relative difference coefficient of (17.9%) and a relative interest of (81.6%). Meanwhile, paragraph (10) (Senior management ensures consulting their subordinates in making various administrative decisions) ranked fifth with a relative difference coefficient of (28%) and a relative interest of (68.3%). Sample responses unanimously indicated a high perception and sense among employees that they are integral to the ministry and are treated according to its procedures, characterized by ethical standards that impact its outcomes.

Table 2: Presentation and Analysis of Data Organizational Justice Data (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
6	4.00	0.809	0.809	0.202	2
7	3.59	0.972	0.972	0.270	4
8	4.08	0.729	0.729	0.179	1
9	3.90	0.879	0.879	0.226	3
10	3.41	0.954	0.954	0.280	5
Organizational Justice	3.80	0.603	0.603	0.159	the first

3.Employee Development: The results in Table 3 indicate the adoption of the independent variable (employee development) ranking third in importance. It achieved a high mean of (3.61), with a relative interest of (72.2%), a standard deviation of (0.687), and a relative difference coefficient of (19%). Within the paragraphs appearing under the sequence (15-11), paragraph (13) (Senior management places great emphasis on employees by involving them in training programs) ranked first with a relative difference coefficient of (22.2%) and a relative interest of (75.9%). Meanwhile, paragraph (11) (Senior management provides good opportunities for employees to showcase leadership skills) ranked third with a relative difference coefficient of (29.7%) and a relative interest of (69.2%). The researcher found that the ministry relies on efforts to equip its members with the skills they need in the future and encourages them to acquire these skills by providing learning opportunities and training programs in line with the high future vision.

Table 3: Presentation and analysis of data employee development (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
11	3.46	1.028	0.692	0.297	5
12	3.59	0.917	0.717	0.256	4
13	3.80	0.844	0.759	0.222	1
14	3.61	0.888	0.722	0.246	2
15	3.59	0.910	0.717	0.254	3
Employee Development	3.61	0.687	0.722	0.190	third

4. The Orientation and Progress: The results in Table 4 indicate that the independent variable (Orientation and Progress) ranks fourth, with a high mean of (3.58). It is moderately valued at (17.7%), with a standard deviation of (0.707) and a relative difference coefficient of (19.7%). At the paragraph level (19-16), paragraph (16) (Senior management provides guidance and instructions to enhance employee performance) ranked first with a relative difference coefficient of (19.5%) and a relative interest of (75.9%). Meanwhile, the fourth position was secured by paragraph (18) (Senior management provides employees with accurate information to enhance their performance), with a relative difference coefficient of (27.8%) and relative interest from leaders at (68.3%). The researcher found that the ministry prioritizes the administrative function through which sustainable leadership provides constructive feedback and suggestions to address shortcomings in current performance and enhance future progress for those working in it.

Table 4: Presentation and Analysis of Data dimension Orientation and Progress (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
16	3.80	0.741	0.759	0.195	1
17	3.65	0.841	0.730	0.230	2
18	3.41	0.948	0.683	0.278	4
19	3.47	0.958	0.694	0.276	3
Orientation and Progress	3.58	0.707	0.717	0.197	fourth

5. Work-Life Balance: The leadership of the researched organization expressed its orientation towards work quality of life, as shown in Table 5, ranking fifth with a moderate mean of (3.14). The organization moderately values it at (62.9%), which is lower in interest compared to other dimensions. It has a standard deviation of (0.631) and a relative difference coefficient of (20.1%). In the paragraph level (24-20), paragraph (21) (Senior management supports its employees in achieving work-life balance) took the lead with a relative difference coefficient of (27%) and a relative interest of (67.8%). Meanwhile, the last position was secured by paragraph (24) (Employees work overtime outside official working hours) with a relative difference coefficient of (37.7%) and a weak relative interest of (51%). This indicates variation in responses due to the absence of contextual performance among employees or the lack of rewards for staying beyond official working hours. This aligns with the difficulty employees face in obtaining leaves that consider their human aspect .

Table 5: Presentation and Analysis of Data for Work-Life Balance (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
20	3.43	0.937	0.686	0.273	2
21	3.39	0.914	0.678	0.270	1
22	3.40	1.001	0.680	0.294	3
23	2.94	1.041	0.588	0.354	4
24	2.55	0.963	0.510	0.377	5
Life -Work Balance	3.14	0.631	0.629	0.201	Fifth

2.7.2 Analysis of the Dimensions of Entrepreneurial Performance Variable:

1.Creativity and Innovation: The interest in the dimension of "Creativity and Innovation" is evident from the results in Table (6), ranking fourth with a high mean of (3.52), garnering a relative interest of (70.4%). The standard deviation was (0.749), with a relative difference coefficient of (21.3%). In the paragraphs (30-25) range, paragraph (28) stood out, focusing on adopting continuous improvement methods in its work area, with a relative difference coefficient of (21%) and a relative interest of (74.4%). However, paragraph (30), which offers regular material and moral rewards to the creative individuals, ranked lower with a relative difference coefficient of (38.4%) and a relative interest of (59.4%). This was perceived by the researchers as not meeting their aspirations, viewing it from the perspective of inadequate recognition for effort and contribution. The researcher observed a positive impression formed by stakeholders interacting with the Ministry of Science and Technology due to its possession of certain traits such as social responsibility, integrity, honesty, authenticity, and service quality that sustain its distinctiveness, maximize profits, and advantages.

Table 6: Presentation and Analysis of Data Creativity and Innovation (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
25	3.66	0.907	0.731	0.248	4
26	3.51	0.964	0.701	0.275	5
27	3.65	0.841	0.730	0.230	2
28	3.72	0.782	0.744	0.210	1
29	3.60	0.862	0.721	0.239	3
30	2.97	1.142	0.594	0.384	6
Creativity and Innovation	3.52	0.749	0.704	0.213	fourth

2.Reputation: The results in Table (7) indicate that Reputation ranked first in terms of priority, with a high mean of (3.62), garnering a relative interest from the ministry of (72.5%). It exhibited a low standard deviation of (0.660) and a relative difference coefficient of (18.2%). In the paragraphs with sequence numbers (37-31), paragraph (37) stood out, emphasizing coordination between rules, instructions, and creativity requirements, with a relative interest from the ministry of (72%) and a relative difference coefficient of (20.7%). On the other hand, paragraph (31) ranked seventh, aiming to be at the forefront in introducing departments with new specialties contributing to the development of its provided services, with a relative difference coefficient of (29.5%) and a good relative interest of (70.2%). The ministry was found to possess a positive impression formed by stakeholders interacting with it, attributed to a set of traits such as social responsibility, integrity, honesty, authenticity, and service quality that ensure the sustainability, distinctiveness, maximization of profits, and benefits of the organization .

Table 7: Presentation and Analysis of Data Creativity and Innovation (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
31	3.51	1.034	0.702	0.295	7
32	3.66	0.826	0.731	0.226	4
33	3.56	0.839	0.713	0.235	6
34	3.68	0.793	0.736	0.215	3
35	3.58	0.830	0.716	0.232	5
36	3.79	0.811	0.758	0.214	2
37	3.60	0.747	0.720	0.207	1
Reputation	3.62	0.660	0.725	0.182	first

3. Reactiveness: The results from Table (8) reveal that the Ministry places a high emphasis on the dimension of Proactiveness, ranking second with a high calculated mean of (3.63). The dimension garnered a good relative interest from the ministry at (72.7%), with a standard deviation of (0.696) and a relative difference coefficient of (19.2%). Within the paragraphs with sequence numbers (42-38), paragraph (42) emphasizing continuous development and effective assimilation of modern learning initiatives ranked first, with a relative difference coefficient of (18.1%) and an interest level of (74.9%). On the other hand, the last position was occupied by paragraph (38), seeking to be at the forefront in introducing departments with new specialties contributing to the development of its provided services, with a relative interest of (72.9%) and a relative difference coefficient of (25.6%). Additionally, the researcher found that the ministry possesses a set of measures and practices that enhance its business activities and contribute to strengthening its competitive position, such as seeking new opportunities and predicting future needs through the ability to respond quickly and execute effectively.

Table 8: Presentation and Analysis of Data Reactiveness (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	Difference Coefficient	Priority
38	3.65	0.935	0.729	0.256	5
39	3.65	0.875	0.730	0.240	3
40	3.58	0.787	0.715	0.220	2
41	3.55	0.881	0.709	0.248	4
42	3.74	0.679	0.749	0.181	1
Reactiveness	3.63	0.696	0.727	0.192	second

4. Self-Evaluation: The results from Table (9) indicate a focus on the dimension of Self-Assessment, ranking third with a high mean of (3.58). The dimension is relatively well-regarded by the ministry at (71.7%), with a standard deviation of (0.705) and a relative difference coefficient of (19.7%). Within the paragraphs with sequence numbers (48-43), paragraph (43), which applies clear standards and criteria to improve work, ranked first with a relative difference coefficient of (21.2%) and a relative interest of (74.2%). Meanwhile, paragraph (46), where senior management awards employees with rewarding bonuses for outstanding performance in the annual evaluation, ranked sixth with a relative difference coefficient of (44.5%) and a moderate relative interest of (57.8%), falling short of their aspirations. The researcher noted that the ministry has a process in place where its activities and operations are reviewed and evaluated by comparing performance results with a set of adopted criteria and indicators. This process allows the ministry to assess its current status and develop a suitable strategy for improving its management.

Table 9: Presentation and Analysis of Data Self-Assessment: (n=172)

Paragraphs	Mean	Standard Deviation	Relative Importance	fference Di Coefficient	Priority
43	3.71	0.785	0.742	0.212	1
44	3.69	0.969	0.738	0.263	5
45	3.73	0.823	0.747	0.220	2
46	2.89	1.286	0.578	0.445	6
47	3.78	0.908	0.757	0.240	4
48	3.70	0.818	0.740	0.221	3
Evaluation-Self	3.58	0.705	0.717	0.197	third

Through all the details of the descriptive statistics for the research variables on sustainable leadership and entrepreneurial performance, it became evident that sustainable leadership, the independent variable investigated through its dimensions (diversity and cohesion, organizational justice, employee development,

orientation and progress, and work-life quality) across (24) items and through the responses of (172) participants, had the lowest relative difference coefficient among the study variables (15%). This indicates a consensus within the sample on practicing this variable, ranking it first by the studied organization. The overall mean for the studied organization was high (3.56), suggesting that the organization possesses a new managerial perspective. This perspective aims to develop individuals, support work, and achieve better results by adopting a clear vision and sustainable long-term directions. The organization utilizes innovative solutions to solve problems, improve resource utilization, and ensure sustainability for current and future generations. Furthermore, the standard deviation of (0.536) confirms a consensus among individuals in their evaluations of this variable, with good homogeneity in the sample responses. Additionally, there is a good relative interest (71.3%) in this context.

The dependent variable for the current study is entrepreneurial performance, which was investigated through four dimensions (creativity and innovation, reputation, proactiveness, self-assessment) across 24 items and through the responses of 172 middle-level leaders in the researched organization. It achieved a high mean of 3.59, indicating a level of performance that positions the ministry ahead of its competitors in its field of operation. This performance leads the ministry to achieve remarkable results by adopting strategies that stimulate competitiveness and motivation among its employees to increase their productivity through the utilization of creativity, innovation, continuous improvement, and seizing exceptional opportunities in the work environment in a proactive manner. Additionally, the standard deviation of entrepreneurial performance (0.639) suggests good homogeneity with very little dispersion in the sample responses regarding this variable. Moreover, there is a good relative interest (71.8%), as well as a relative difference coefficient (17.8%). As shown in the table(10)

Table 10: Descriptive Analysis Results for Variables (Sustainable Leadership and Entrepreneurial Performance)

Variables	Mean	Standard Deviation	Relative %Importance	Difference %Coefficient	Priority
Sustainable Leadership	3.56	0.536	15	71.3	first
Entrepreneurial Performance	3.59	0.639	17.8	71.8	scound

2.8 Testing and interpreting hypotheses about the impact of sustainable leadership on entrepreneurial performance:

The table (Table 11), created using the SPSS program, presents the relevant results of testing the impact of sustainable leadership on entrepreneurial performance. The following are the results:

1. The results from Table 11 indicate that the computed value of the model's F-statistic (76.872) at a significance level of (0.000) exceeds the tabulated value (3.896) at a significance level of (0.05) with degrees of freedom (171). This suggests the model's statistical significance and its acceptance statistically, supporting the overall acceptance of the hypothesis.
2. It has been revealed that the interpretation coefficient value (0.698), and the corrected interpretation coefficient (0.689), indicate that the dimensions of sustainable leadership collectively (diversity and cohesion, organizational justice, employee development, orientation and progress, work-life quality) were able to explain approximately 68.9% of the variations occurring in entrepreneurial performance. The remaining percentage (31.1%) is attributed to other variables that were not included in the tested model. This underscores the model's strength and its reliability in explaining the phenomenon of entrepreneurial performance in the researched organization.
3. There was a positive impact found for the dimension of diversity and cohesion with a magnitude of (0.199) and a computed value of (T) (3.587). Additionally, the dimension of organizational justice had a positive impact with a magnitude of (0.167) and a computed value of (T) (2.488) at a probability value of (0.014). The dimension of employee development also showed a positive impact with a magnitude of (0.265) and a computed value of (T) (3.618). Furthermore, there was an impact in the model for the dimension of orientation and progress with a magnitude of (0.154) at a significance level of (0.027) and a computed value of (T) (2.895). Finally, the dimension of work-life balance had an impact with a magnitude of (0.206) and a computed value of (T) (3.758). The computed (T) values exceeded the tabulated values (1.974) at a degree of freedom (171).
4. The Ministry of Science and Technology's resorting to effectively employ the model, with a percentage of (100%), has been shown to contribute to improving its entrepreneurial performance. The ministry turns to this model as a scenario and an option when seeking to elevate its level. Considering all the presented results, the main hypothesis (that sustainable leadership, with its dimensions collectively, has a significant moral impact on entrepreneurial performance) and its sub-hypotheses are accepted, according to the following equation. According to the following equation:

EntrepreneurialPerformance(Y)=0.064+0.199×(DiversityandCohesion)+0.167×(OrganizationalJustice)+0.265×(EmployeeDevelopment)+0.154×(Orientation and Progress)+0.206×(Work–Life balance)

Table 11: analyzes the impact of sustainable leadership with its dimensions collectively on Entrepreneurial Performance (n=172).

Independent variable sustainable leadership	Entrepreneurial Performance						
	A	B	² R	² AJ R	T	P	F
Diversity	0.064	0.199	0.698	0.689	3.587	0.000	76.872
Organizational Justice		0.167			2.488	0.014	
Employee Development		0.265			3.618	0.000	
Orientation and Progress		0.154			2.233	0.027	
Life Balance-Work		0.206			3.758	0.000	

3 . Discussion of Results :

1- The ministry adopted a new administrative perspective where the leader aims to develop individuals, support work, and achieve better results through clear vision, long-term sustainable directions, and innovative problem-solving solutions. The relatively high standard deviation (0.536) indicates consensus among individuals in their evaluations of this variable, good homogeneity in sample responses, and a relatively high interest (71.3%).

2- The ministry leaned towards adopting cohesive diversity as the second priority, with a high average (3.70) and a good relative interest (74%). The standard deviation (0.650) and a relative difference factor (17.6%) suggest variations in the characteristics of individuals within the surveyed ministry, and their correlation with strong and cohesive relationships that enhance its performance.

3- Organizational justice was the first priority for the ministry, achieving excellent results with a high average (3.80) and a relatively high interest percentage (76%). Responses indicated agreement with a standard deviation of (0.603) and a relative difference factor of (15.9%), demonstrating consensus on the high perception and feeling of employees being part of the ministry and being treated according to its procedures

4- The ministry relied on efforts to provide employees with opportunities for future development, as reflected in the high average (3.61) for employee development. There is a good relative interest (72.2%) with a standard deviation of (0.687) and a relative difference factor (19%) in providing learning opportunities and training programs aligned with the future vision.

5- The future orientation and progress for employees, enhancing sustainable leadership, showed high results with a score of (3.58) and a relative interest of (17.7%) being good. The standard deviation was (0.707) with a relative difference factor of (19.7%), indicating the ministry's interest in the administrative function through which sustainable leaders provide constructive feedback for addressing shortcomings in current and future performance

6- The ministry adopted work-life balance with a moderate average (3.14) and moderate relative interest (62.9%), ranking lower in interest compared to other dimensions. The standard deviation was (0.631) with a relative difference factor of (20.1%), supporting senior management in achieving balance in employees' professional lives.

7- The ministry worked to achieve a leading position in its field by employing creativity, innovation, continuous improvement, and seizing exceptional opportunities proactively. The standard deviation of entrepreneurial performance (0.639) indicates good homogeneity with very little dispersion, a good relative interest (71.8%), and a relative difference factor of (17.8%).

8- The leaders focused on creativity and innovation with a moderately high average (3.52) and good relative interest (70.4%). The standard deviation was (0.749) and a relative difference factor of (21.3%). There was a noticeable increase in adopting continuous improvement methods in its operations, with a weak interest in periodically providing financial and moral rewards for creative employees.

9- The ministry possessed proactive measures and practices that enhance its activities, obtaining a high calculated average (3.63) and a good relative interest (72.7%). The standard deviation for the dimension was (0.696) with a relative difference factor of (19.2%). This indicates a proactive approach, seeking new opportunities, and predicting future needs by responding quickly and effectively, enhancing its competitive position.

10- The current research distinguishes itself from other previous studies in that it brings together variables that have not been previously addressed, to the best of the researcher's knowledge, within a single model. It serves as a complementary addition to research efforts. Additionally, the results reveal the organizational justice dimension ranking first among the sustaining leadership dimensions, and the reputation dimension ranking first among the dimensions of entrepreneurial performance. This not only contributes as a valuable addition to existing research but also emphasizes the significance of organizational justice and reputation in leadership and entrepreneurial performance dimensions.

4. Conclusions:

1.The Ministry of Science and Technology's commitment to adopting diversity and cohesion is evident, leading its managers to represent their employees at every administrative level before the senior management. This has enabled the ministry to treat its employees with justice and fairness, regardless of their cultural and scientific backgrounds. Additionally, a high level of organizational justice is applied as a result of its senior management adopting stringent measures that have prevented some prohibited practices, such as religious, national, and cultural discrimination.

2.The Ministry of Science and Technology has demonstrated a high level of interest in the development of its employees, especially as its senior management places significant emphasis on their well-being. This is achieved by involving them in training programs that enhance their skills and experience. Additionally, the ministry adopts a proactive approach to progress, with its senior management providing guidance and directives to improve the performance of its employees. They are also provided with accurate information to elevate both individual and collective performance levels.

3.The Ministry of Science and Technology has adopted innovation and renewal at a high level, enhancing its entrepreneurial performance by focusing on continuous improvement methods in the workplace. Moreover, it regularly provides both material and moral rewards to creative individuals, a practice that has not always satisfied the majority of its current leadership. The ministry has maintained a good organizational reputation, further promoting its entrepreneurial performance by ensuring coordination between rules, instructions, and creative requirements. It has embraced proactivity as a central pillar to enhance its entrepreneurial performance, resulting from continuous emphasis on development and a keen embrace of modern learning initiatives,

4.The Ministry of Science and Technology has shown significant interest in its entrepreneurial performance. Accordingly, it has employed sustainable leadership practices to enhance performance through employee development work-life Balance, diversity, cohesion, organizational justice, and a disciplined approach to progress and direction, ultimately activating the model to improve its leadership performance.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير القيادة المستدامة في الاداء الريادي - بحث تحليلي

سهير عادل حامد
جامعة بغداد / كلية الادارة والاقتصاد / قسم الإدارة العامة
العراق / بغداد
dr.suhair@coadec.uobaghdad.edu.iq

سارة حامد ذياب
جامعة بغداد / كلية الادارة والاقتصاد / قسم الإدارة العامة
العراق / بغداد
essy0977@gmail.com

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هذا العمل مرخص تحت اتفاقية المشاع الابداعي نُسب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0
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مستخلص البحث:

يهدف البحث الحالي الى التحقق من تأثير القيادة المستدامة بأبعادها (التنوع المتماسك ، العدالة التنظيمية ، تطوير الموظفين ، التقدم والتطور ، توازن الحياة والعمل) كمتغير مستقل مع الاداء الريادي بأبعاده (الابداع والتجديد ، السمعة ، الاستباقية ، التقييم الذاتي) كمتغير مستجيب، في وزارة العلوم والتكنولوجيا ، تسعى الدراسة إلى التعرف على مستويات توافر واستخدام القيادة المستدامة الأكثر ملاءمة للظروف الحالية في الوزارة. ويهدف البحث إلى تقديم مجموعة من التوصيات التي تساهم في تعزيز ممارسة وتبني المتغيرات داخل المنظمة المبحوثة، وانطلاقاً من أهمية موضوع البحث للمجتمع وللمنظمة المبحوثة وافرادها ، اعتمد المنهج الوصفي التحليلي في انجاز البحث الحالي وجمعت البيانات من (172) مستجيب تمثلت عينة البحث (مدير عام، معاون مدير عام، مدير قسم ، مسؤول شعبة) ، باعتماد الاستبانة التي تضمنت (48) فقرة ورفدها بالمقابلات الشخصية، والمشاهدات الميدانية كأدوات مساعدة في تعزيزها. وقد وظفت الباحثة البرامج الاحصائية (Excel, SPSS V.28) مع اعتمادها ابرز الاساليب الاحصائية الملائمة (اختبار التوزيع الطبيعي، والتحليل العاملي، الاستكشافي والتوكيدي، والوسط الحسابي، والنسب المئوية، والانحراف المعياري، والاهمية النسبية، لاختبار فرضياته. وقد اظهرت ابرز النتائج ان وزارة العلوم والتكنولوجيا وضفت ممارسات القيادة المستدامة اذ تبين توجيهها الى تبني ابعادها وعلى التوالي (العدالة التنظيمية، التنوع المتماسك، تطوير الموظفين، التوجه والتقدم ، توازن الحياة والعمل) في تحسن ادائها الريادي.

نوع البحث : ورقة بحثية.

المصطلحات الرئيسية للبحث: القيادة المستدامة (LS)، الاداء الريادي(EP)، وزارة العلوم والتكنولوجيا