

## The Role Of Skillful Leadership In Enhancing The Quality Of Organizational Sustainability: A survey study of the opinions of a sample of administrative leaders at Al-Zawraa General Company

دور القيادة البارعة في تعزيز جودة الاستدامة التنظيمية

بحث استطلاعي لآراء عينة من القيادات الادارية في شركة الزوراء العامة

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### Abstract

The current study aims to understand the role of skillful leadership in enhancing the quality of organizational sustainability and the extent of the success of implementing these two concepts in the industrial sector of Al-Zawraa General Company. The study problem was represented by a set of questions: Does skillful leadership have a statistically significant correlation with organizational sustainability? Is there a significant impact of skillful leadership on the organizational sustainability quality of the company under study? The research community was selected from the industrial sector representing Al-Zawraa General Company in Baghdad Governorate. A research sample of (89) individuals was selected, targeting decision-makers from among the managers in the company under study. The study reached several results, the most important of which are: There is a direct impact of skillful leadership on organizational sustainability at Al-Zawraa General Company.

**Key words:** skillful leadership, quality of organizational sustainability, Al-Zawraa General Company

### المستخلص

يهدف البحث الحالي لمعرفة القيادة البارعة ودورها في تعزيز جودة الاستدامة التنظيمية ومدى نجاح تطبيق هذين المفهومين في القطاع الصناعي لشركة الزوراء العامة، إذ تمثلت مشكلة البحث في مجموعة من التساؤلات وهي: هل القيادة البارعة لها علاقة ارتباط ذات دلالة إحصائية معنوية في جودة الاستدامة التنظيمية، وهل هنالك تأثير ذو دلالة معنوية للقيادة البارعة في الاستدامة التنظيمية للشركة المبحوثة.

تم اختيار مجتمع البحث في القطاع الصناعي الذي يمثل شركة الزوراء العامة في محافظة بغداد. وتم اختيار عينة البحث البالغة (89) فردا والتي استهدفت أصحاب القرار من المدراء في الشركة المبحوثة، وتوصلت الدراسة الى عددا من النتائج، أهمها: هنالك تأثير طردي للقيادة البارعة في الاستدامة التنظيمية في شركة الزوراء العامة.

**المصطلحات الرئيسية للبحث:** القيادة البارعة، جودة الاستدامة التنظيمية، شركة الزوراء العامة

### Introduction

The research tries to shed light on topics of great importance within business organizations (ingenious leadership, organizational sustainability), which have a wide impact and reflection on the development of the reality of contemporary business organizations. To test the impact and relationship between the research variables, Al-Zawra General Company was chosen to represent the field of the applied side because of its importance to the local Iraqi economy and its

requirements to benefit from the capabilities of leaders to contribute to organizational sustainability through the potential of human resources and their development. To achieve the research objectives, the research included four topics starting with the research methodology, followed by the theoretical side, followed by the practical side, and ending with conclusions and recommendations.

## **Chapter1: Research Methodology and Previous Studies**

### **Research problem**

The continuous developments that are taking place lead to challenges facing business organizations, which caused the emergence of several modern concepts needed by factors such as globalization, technological progress, and high competition between organizations, which necessitated the need for a department capable of achieving excellence by exploiting the ingenious leadership in the company to raise the level of organizational sustainability. The following questions stem from the research problem:

1. Do managers apply good leadership in Al-Zawra General Company?
2. Do employees adopt the concepts of organizational sustainability in the completion of their work at Al-Zawra General Company?
3. Is there a correlation between skillful leadership and managers adopting an organizational sustainability philosophy?
4. Is there an impact of skillful leadership in organizational sustainability in Al-Zawra General Company?

### **Importance Of The Research**

The importance of research is evident in testing the role played by skillful leadership as a modern management concept in adopting the organizational sustainability philosophy of Al-Zawra General Company, and the importance of research is shown by the following:

1. The need to have skillful leaders in the company who can motivate and support the performance of its employees
2. Aware of the concept of organizational sustainability in Al-Zawra General Company by the skillful leaders
3. The role that organizational sustainability plays in the company to ensure its continuity in the Iraqi market

### **Third / Objective of the research**

The main objective of the research is to measure the impact of ingenious leadership on managers' adoption of organizational sustainability in the completion of the work of Al-Zawra General Company, and it branches out from it :

1. Defining the concept of skillful leadership and the extent of its application in the company
2. Defining the concept of organizational sustainability and the extent of its application in the company
3. Determine the relationship of skillful leadership with organizational sustainability, and what is the nature of this relationship between them

### **Research hypotheses**

Research hypotheses can be developed in the light of an agency study model:

H1-0: No substantive and positive relationship between adept leadership and organizational sustainability in Al-Zawra General Company

H1-1: There is an intrinsic and positive relationship between accomplished leadership and organizational sustainability in Al-Zawra General Company

H2-0: No Substantial Impact of Skillful Leadership in Organizational Sustainability of Al-Zawra General Company

H2-1: There is a substantial impact of skillful leadership in the organizational sustainability of Al-Zawra General Company

### The research model????

The research model includes the research variables, the independent of which is skillful leadership and the subordinate is organizational sustainability, as shown in Figure No. (1) of the study model, as shown below :

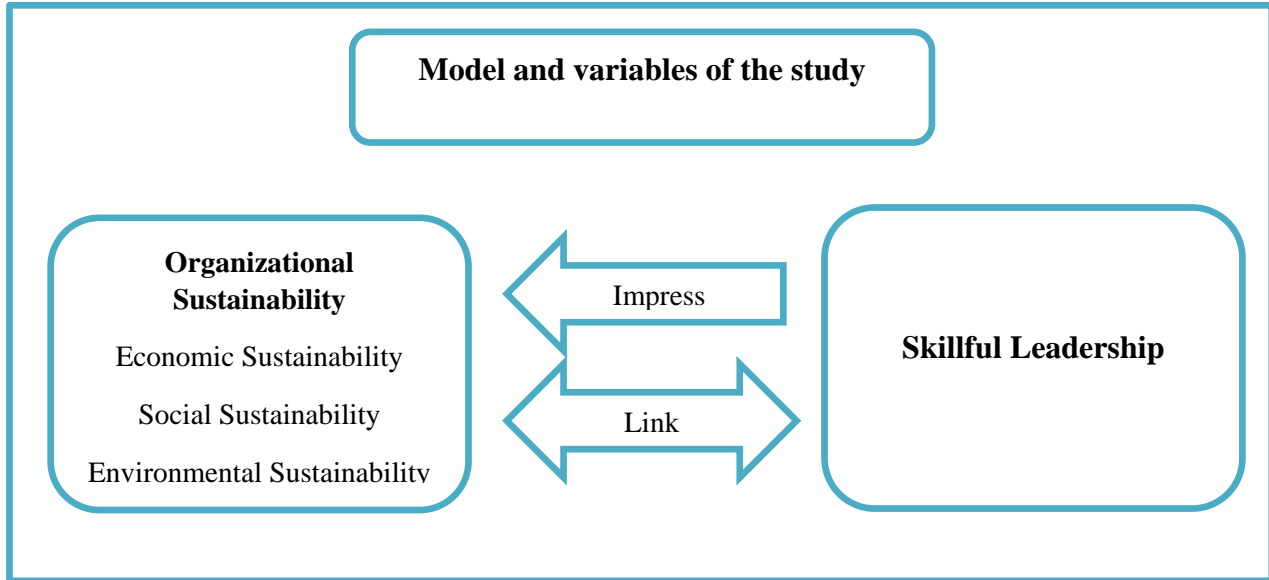


Figure (1-1) Model and variables of the study

### VI. Research Tool

It was adopted in obtaining the research data in the questionnaire form related to the research variables (skillful leadership, organizational sustainability) and it was tested with statistical tests before starting the statistical analysis. Table (1) shows the variable and the scale for which it was taken, as follows:

**Table (1) Description of the Measuring Instrument**

Ranking	Variable	Metric
1	Skillful Leadership	Zacher & Rosing,2015
2	Organizational Sustainability	Dyllick & Hockerts,2002

Source: prepared by the researcher according to SPSS

### Research population and sample

Al-Zawraa General Company, one of the companies of the Ministry of Industry and Minerals located in Baghdad – Zaafaraniya, was established in 1988 and works on the manufacture, installation, and operation of equipment in many sectors such as oil, gas, petrochemicals, cement, housing, energy distribution, health, and agriculture, was selected. A sample of managers was selected from the rank of (general manager, assistant general manager, head of department, and division official) because they are more experienced and knowledgeable in their field, as a comprehensive survey of the community was conducted, which numbered (93) managers, and the number of retrieved and valid questionnaires for the questionnaire reached (89) questionnaires.

## Literature Review

1. A study (Abu Zaid,2019), entitled "The Relationship between Ingenious Leadership Behaviors, entrepreneurial Orientation, and Performance: mediating the Role of Social Organizational Capital and Organizational Determinants"

The study aimed to determine the nature of the relationship between ingenious leadership behaviors, entrepreneurial orientation, and performance in light of the mediation of social organizational capital, the age of the organization, and the ownership pattern. It was applied to (37) companies operating in high-tech industries in Egypt. The study sample reached (183) managers. Several statistical methods were used in the program (spss-amos) to test the validity of the model and the quality of the model. The study reached several conclusions, the most important of which are: mediating the components of social organizational capital (trust, harmony) of the relationship.

2. A study (Junwei et al, 2017), entitled " Ambidextrous Leadership and Sustainability-based Project Performance: The Role of Project Culture. Sustainability, 9(12), 2336."

The study aimed to test the impact of ingenious leadership and culture on the performance of the team based on sustainability (sustainable performance) and for an adult sample (217) of project leaders and individuals working on Chinese construction projects. Multiple linear regression analysis as well as the structural equation model sem was used in determining the influence of the mediator on the culture that stimulates ingenuity. The study reached several conclusions, the most important of which are: There is a direct and positive relationship between ingenious leadership and the culture that stimulates ingenuity and performance of the project, in addition to the presence of the influence of the mediator of ingenious leadership in the performance of the project.

3. A study (Al-Hadrawi, et al.,2020), entitled: "The Role of Strategic Awareness in Achieving Organizational Sustainability: An Exploratory Study in the Najaf Cement Factory"

The study aimed to identify the extent of the interest of the study sample (Najaf Cement Factory) in strategic awareness and organizational sustainability, in addition to identifying the role and contribution of strategic awareness in achieving sustainability in the laboratory under study. The study was based on the study tool, which is the questionnaire in data collection, and included (31) paragraphs, and distributed (185) questionnaire forms that the valid for analysis reached (165) employees, and the study reached several conclusions, the most important of which are: The existence of a moral impact to raise strategic awareness as a whole of organizational sustainability.

4. A study (Khalil,2017), entitled "The Role of Talent Management in Achieving Organizational Sustainability through Strategic Renewal: An Analytical Study in Some Colleges of Mustansiriya University"

The study aimed to clarify the role of talent management in achieving organizational sustainability through strategic renewal in the higher education sector in general and at Al-Mustansiriya University in particular. The study community included colleges (general medicine, engineering, science, education) and included (1550) faculty members. A sample of (204) teachers was selected and the sample was intentionally chosen to represent the elite community. The method of personal interviews was used to remove ambiguity from the questionnaire questions, and appropriate statistical means were used. The study reached several conclusions, the most important of which is: The need to retain talents and invest them correctly, as they represent a large, intellectual and strategic return. The competitive advantage lies in talented individuals, in addition to that colleges must invest in talented resources.

5. (Carson & Westerman, 2023) the study, entitled: "The Effectiveness of Organizational Sustainability Messaging to New Hires: An Exploratory Analysis of Signal Cost, Perceived Credibility, and Involvement Intention."

The critical mission of sustainability is to communicate the organization's sustainability values in a way that leads to new perceptions conducive to employment and engagement. However, factors influencing the impact of sustainability messaging on new hiring perceptions remain unexplored for authors' knowledge. This exploratory study explores these factors using a miniature empirical study design where signal cost and internal and external motivation were manipulated into managing a new virtual presentation to guide the employee. The results indicate that the circumstances in which external motivating factors were observed as the cause of organizational sustainability resulted in higher credibility and engagement intention among respondents. More expensive sustainability messages were detrimental to perceived message credibility and employee engagement intentions.

## **Chapter2: Theoretical framework**

### **First: The Concept of Skillful Leadership**

The theory of skillful leadership discusses the interaction between two integrated leadership behaviors (open and closed behaviors), as (Rosing, 2011) pointed out one leadership may not be appropriate in achieving sustainability to deal with the organizational situation. Effective leadership needs to integrate different types of leadership, which is an organizational dynamic requirement that may be difficult to meet at the same time. Skillful leadership includes three types: open behaviors in instilling the values of exploration, closed behaviors in stimulating and exploiting ideas, and adaptation and flexibility between the two previous behaviors according to the requirements of the situation (Rosing & Zacher, 2015).

Open leadership appears in several practices, such as paying attention to experimentation, taking risks, searching for original solutions, encouraging workers to carry out their work in different ways, giving workers a place for independent thinking, supporting ideas, promoting initiative, creativity, and taking risks, while closed behaviors appear when setting specific and guided actions and steps for work, following up on achieving goals and taking corrective actions (Miron-Spektor et al, 2011).

skillful leadership has been defined as a series of actions aimed at influencing one or several individuals to carry out a set of tasks related to each other and achieve common goals (Coleman, 2016). skillful leadership is the ability of the leader to adopt the simultaneous approach between lockdown behaviors and openness behaviors by discovering and investing the capabilities of workers in high skills and enhancing their capabilities by providing a kind of balance between the administrative behaviors followed by the organization (Andriopoulos & Lewis, 2009).

### **Second: The Importance of Skillful Leadership**

The importance of accomplished leadership is reflected in its ability to raise the level of organizational performance and development by simultaneously following open and closed leadership behaviors, which improve the relationship of employees with management with the institution in general, and provide opportunities for personal creativity, professional growth and employee independence to achieve the objectives of the institution (Zacher & Rosing, 2017).

Many industrial, educational, and service organizations resort to the method of skillful leadership in facing challenges and taking the best methods in managing operations by linking them to the public, private, and future goals of the organization, and achieving high levels of creativity by allowing individuals within the organization to take responsibility and thus obtaining the organization's competitive advantage (Ahlers & Wilms, 2017).

### **Third : Skillful Leadership Behaviors**

Two behaviors of good leadership will be identified :

1. Open leadership behaviors: Open leadership behaviors allow leaders to increase the variability of employees' behavior and reduce homogeneity in their methods and methods of carrying out various tasks. This is done by allowing them to think outside the box, cross borders, experience discipline, obtain new ideas within the work team, and risk following unfamiliar new paths to reach unconventional solutions (Alghamdi, 2018).
2. Closed leadership behaviors: These behaviors contribute to making leaders interested in developing plans, instructions, rules, and following routine procedures, to achieve the highest levels of efficiency to achieve the public and private goals of the organization, without going to any creative methods or ideas (Rosing et al, 2011).

### **Fourth : The Concept of Organizational Sustainability**

Organizational sustainability is represented by organizational activities that proactively seek to contribute to achieving a sustainable balance in social, economic, and environmental aspects, in the long, medium, and short term through the organization's activities, which are operations, production, management, strategy, procurement, evaluation, organizational systems and communications (Lozano, 2015).

Despite the increasing interest in the sustainability of organizations, it still represents a challenge for organizations to improve levels of human and social well-being, reduce environmental impacts, and ensure that organizational goals are effectively achieved (Linnenluecke & Griffiths, 2010).

The researchers explain it as the practices carried out by the organization that works to maintain and sustain its work and continue to practice its activities effectively and efficiently at the social, environmental, and economic levels.

The researchers will rely on three dimensions of organizational sustainability that are consistent with the objectives of the research:

1. Economic sustainability: There are two approaches to evaluating economic sustainability. The first approach begins with the possibility of business continuity and survival, which is the internal evaluation approach, while the second approach begins with the economic impact that the organization exercises on the economic system and society through the vision of stakeholders, which is the external evaluation approach (Channuwong et al., 2022).
2. Social sustainability: It indicates the awareness of the organization's responsibility for its actions, in addition to the reliable and real commitment in the long term to all commercial activities to stay in the success of the market for a long period, and it aims to positively affect all current relations and future relations with stakeholders in focusing on providing their needs by ensuring their loyalty to the organization (Cella-De-Olivera, 2013).
3. Environmental sustainability: It is concerned with the impact of public environmental policy on the environment, which has a positive impact on technological innovation related to the environment. It was also found that the environment is stricter than regulations and also has a positive impact on research and development expenditures, and has a positive impact on productivity growth at the level of companies in the technologically advanced OECD countries, as strict environmental policies reduce carbon dioxide emissions and reduce the size of GDP (Ozili, 2023).

### **The third section: the practical aspect of the research**

#### **First : Testing the normal distribution of the variable**

The normal distribution of the skillful driving variable is tested using the Komogorove-Simirnov test. The test results are shown in Table (2) and are supported by Figure (2). It is clear from the test results that the value of the calculated significance was (0.200), which is greater than the statistical

significance (0.000), which indicates that the skillful driving variable follows the normal distribution.

**Table (2) The test of the normal distribution of the variable shows the skillful leadership**

Variable	Statistic	df	Sig.
Skillful Leadership	.076	89	0.200

Prepared by researchers based on the outputs of the SPSS program

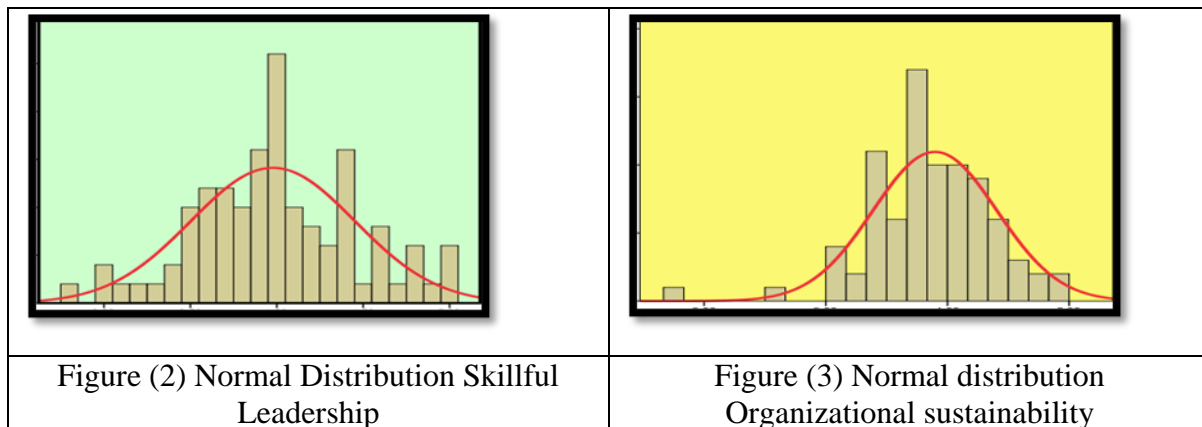
### Second : Testing the normal distribution of the variable Organizational Sustainability

The normal distribution of the organizational sustainability variable is tested using the Komogorove-Simirnov test. The results of the test are shown in Table (3) and are supported by Figure (3). It is clear from the test results that the value of the calculated significance was (0.149), which is greater than the statistical significance (0.000), which indicates that the variable of organizational sustainability follows the normal distribution.

**Table (3) The normal distribution test of the variable shows organizational sustainability**

Variable	Statistic	df	Sig.
Organizational Sustainability	0.082	89	0.149

Prepared by researchers based on the outputs of the SPSS program



### Third : Stability test for study variables

The stability test aims to know the stability of the scale. The researchers used the Cronbach Alpha test, and through the results of Table (4), it is clear that the value of Cronbach Alpha for the scale as a whole is (0.96), while for the skillful leadership variable is (0.86), while the organizational sustainability variable is (0.83). From the previous results, it is clear that the scale has high stability and it is possible to continue to conduct statistical analysis.

**Table (4) Results of the stability test for the research scale**

C	Variable	Paragraphs	Cronbach's Alpha of the Variable	Alpha Cronbach Scale
1	Skillful Leadership	1-14	0.86	0.96
2	Organizational Sustainability	14-29	0.83	

Prepared by researchers based on the outputs of the SPSS program

### Fourth : Analysis and Interpretation of the Skillful Leadership Variant

Table (5) shows the results of the skillful leadership variable of Al-Zawra General Company, as the arithmetic mean of (4.08), a standard deviation of (0.53), and a coefficient of variation of (13.1%), which indicates the high availability of this skillful leadership variable in Al-Zawra General Company.

Table (5) Measures of the variable of adept leadership in its paragraphs

C	Parameter Paragraph Coding	Mean	Standard deviation	Coefficient of variation
1	Q1	4.45	0.71	15.9%
2	Q2	4.35	0.66	15.1%
3	Q3	4.39	0.62	14.0%
4	Q4	4.51	0.66	14.6%
5	Q5	4.08	0.74	18.2%
6	Q6	3.74	0.85	22.6%
7	Q7	4.02	0.72	18.0%
8	Q8	4.17	0.76	18.2%
9	Q9	4.26	0.75	17.5%
10	Q10	3.55	0.85	24.0%
11	Q11	4.09	0.72	17.5%
12	Q12	3.93	0.90	23.0%
13	Q13	3.74	0.89	23.7%
14	Q14	3.84	0.93	24.2%
Total Variant Skillful Leadership		4.08	0.53	13.1%

#### Fifth : Analysis and Interpretation of the Organizational Sustainability Variant

Table (6) shows the results of the organizational sustainability variable of Al-Zawra General Company, as the arithmetic mean of (3.57), a standard deviation of (0.45), and a coefficient of variation of (12.6%), which indicates the high availability of this variable for organizational sustainability in Al-Zawra General Company.

Table (6) Measures of the variable organizational sustainability in its paragraphs

C	Parameter Paragraph Coding	Mean	Standard deviation	Coefficient of variation
15	Q15	4.25	0.73	17.1%
16	Q16	4.42	0.60	13.6%
17	Q17	3.82	0.83	21.8%
18	Q18	3.78	0.93	24 May
19	Q19	3.75	0.93	24.9%
20	Q20	3.66	0.94	25.7%
21	Q21	3.97	0.82	20.6%
22 meters	Q22	4.12	0.74	17.9%
23	Q23	3.55	0.94	26.5%
24	Q24	2.08	0.64	31.0%
25	Q25	3.98	0.80	20.0%
26	Q26	4.11	0.76	18.5%
27	Q27	3.87	0.80	20.7%
28	Q28	2.21	0.67	30.1%
29	Q29	2.03	0.68	33.6%
Total organizational sustainability variable		3.57	0.45	12.6%

**Sixth : Hypothesis Testing: (H1-0: There is no substantial and positive relationship between ingenious leadership and organizational sustainability in Al-Zawra General Company)**



It is clear from Table (7) that the Pearson correlation coefficient value of (0.830) and that the significance of this test reached (0.000), that is, it is a moral function, and that there is a direct and strong correlation between the variable of skillful leadership and the variable of organizational sustainability, meaning that any increase in the variable of skillful leadership will be offset by an increase in the same direction in organizational sustainability.

**Table (7) Pearson correlation coefficient for the relationship between skillful leadership and organizational sustainability**

Variable	Skillful Leadership		
	Correlation coefficient	Sig.	Sample individuals number
Organizational Sustainability	830.	0,000	89

From the previous results, we conclude that the hypothesis that states (H1-0: There is no substantive and positive relationship between skillful leadership and organizational sustainability in Al-Zawra General Company) is unacceptable, in the sense of accepting the alternative hypothesis that states: (H1-1: There is a substantive and positive relationship between skillful leadership and organizational sustainability in Al-Zawra General Company)

**Seventh : Hypothesis Testing: (H2-0: There is no substantial impact of adept leadership in the organizational sustainability of Al Zawra General Company)**

It is clear from Table (8) that the value of ( $F= 192.067$ ) is statistically significant because the significance of the test reached (0.000), which is smaller than the significant value (0.05). This indicates that there is an impact of the skillful leadership variable on the variable organizational sustainability. As for the value of the coefficient of determination ( $R^2$ ), which reached (0.688), that is, skillful leadership explains the variation in the variable organizational sustainability, and the remaining percentage is (0.312) due to other factors that did not enter into the study model.

The regression equation for the impact of adept leadership on organizational sustainability can be represented as follows :

$$\text{Organizational Sustainability} = 0.716 + 0.700 (\text{Adept Leadership})$$

Also, the fixed value ( $\alpha=0.716$ ), indicates when the value of skillful leadership is zero, the value of the variable organizational sustainability will not be less than this value. As for the regression coefficient ( $\beta=0.700$ ), which indicates when adding one value, skillful leadership, the dependent variable organizational sustainability will increase by the same amount. The value of the test(t) calculated for the coefficient ( $\beta$ ) reached (13.859) and the morale of it reached (0.000), which is smaller than the morale (0.05), which indicates that skillful leadership has a fundamental impact on the dependent variable organizational sustainability.

**Table (8) The impact of adept leadership on organizational sustainability**

Variable	Skillful Leadership					
	Model Parameters		Calculated T	Sig.	R2	F
	$\alpha$	0.716	446	0.001	0.688	192
Organizational Sustainability	B	700	859	0,000		

From the previous results, we conclude that the hypothesis that states (H2-0: There is no substantial impact of skillful leadership in the organizational sustainability of Al-Zawra General Company) is

unacceptable, in the sense of accepting the alternative hypothesis that states: (H2-1: There is a substantial impact of skillful leadership in the organizational sustainability of Al-Zawra General Company)

## Conclusions and recommendations

### Conclusions

1. It is clear that Al-Zawra General Company is working to apply skillful leadership in the company as it is one of the important concepts that contribute to the development and improvement of the skills of its employees to achieve sustainability.
2. Organizational sustainability was not at the required level and it was less than the skillful leadership available in Al-Zawra General Company.
3. Skillful leadership has a clear, influential, and positive role in organizational sustainability at Al-Zawra General Company.
4. There is a clear weakness in the company's interest in reducing water consumption and the lack of recycling methods for used water.
5. It is clear that the company suffers from weakness in the marketing, advertising, and promotion of its products in modern ways and methods to show its products to the citizens.
6. The process of selecting employees in the company is not subject to clear foundations, but there is a vague process about that.

### Second, recommendations:

1. The company needs to clarify the recruitment and appointment processes through a statement of needs based on its organizational structure in addition to developing plans using the information and data available in its planning department
2. The use of modern promotion, advertising, and marketing methods such as the use of web networks and YouTube channels, which are now followed by most people in addition to traditional advertising and propaganda.
3. Allocate financial resources to establish technologies used in water recycling processes to benefit from them and reduce water use to preserve this important wealth.
4. Spreading awareness about the importance of the concept of organizational sustainability through the establishment of workshops and specialized seminars on it and the establishment of training programs that contribute to the sustainability of the company.

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