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Leadership Influence Methods and Their Reflections on Sustainable Development

A Study of the Opinions of a Sample of Administrative Leaders at Al-Hadba University College

1st Dr. Sultan Ahmed Khleaf Alnofal [1], 2nd Shaimaa Muayyad Qasim Al-Obaidi [2]

1. College of Management Technologies, Al-Noor National University, 2. Department of Business Administration Technologies, Mosul Technical Administrative College, Northern Technical University, Iraq

Article Informations

Corresponding author:

Name: Dr. Sultan Ahmed Khleaf Alnofa

Affiliation : College of Management Technologies, Al-Noor National University.

Email:Sultan2025@Alnoor.edu.iq

A B S T R A C T

Abstract. The current study aimed to identify the reflections of leadership influence methods namely,(enthusiasm stimulation, adaptation of work conditions, emotional involvement, and expertise-based influence)—on sustainable development, represented by its dimensions (economic, social, and environmental) The study adopted several hypotheses, the most prominent of which stated that there are no correlation or impact relationships between leadership influence methods and sustainable development at the investigated university A descriptive-analytical approach was employed to test the hypotheses, with a questionnaire as the primary tool for data collection from a random sample of 40 administrative leaders at Al-Hadba University College. Several statistical methods were used for hypothesis testing, relying on SPSS V.26 for analysis .The study reached several conclusions, including the widespread application of various leadership influence methods and the prominent indicators of sustainable development, which collectively contributed to the existence of correlation and impact relationships between them at both the overall and partial levels within Al-Hadba University College.

Introduction:

Sustainable development remains a fundamental requirement for organisations and nations alike. It has placed administrative leaderships before a flood of questions and discussions, necessitating countless reactions and responses. This has required deep contemplation of the dimensions that embody the process of sustainable development, expanding its scope from a narrow and limited concept to a broader and more comprehensive framework. In essence, it should serve as an appropriate continuum for overall quality of life This necessitates that administrative leaderships employ diverse influence methods to activate the dimensions of sustainable development and reinforce their role in this process. Consequently, the key focus of the present study revolves around the following aspects:

Methodology

Research Problem:

Sustainable development is a primary concern for administrative leaderships in organizations, compelling them to seek effective means to ensure its achievement. This challenge demands continuous engagement with its various dimensions, which encompass a wide range of fields, necessitating a comprehensive vision‹Within this context, leadership influence methods are considered a crucial variable in organizing the dynamics of sustainable development. It is a fundamental necessity for the present generation, just as it is a vital requirement for future generations. A clear vision is required to bridge the gap between these generations, ensuring realistic approaches that move beyond uncertainties and reinforce certainty and fairness. Belief in justice must be firmly established, and efforts must be directed towards achieving it ‹accordingly, the research problem of the present study is representation of gap in dimensions of Sustainable Development Found of distance with Applications in the field ,depending of that the research problem with it formulated in the following question:

What are the nature and extent of the reflections imposed by leadership influ ence methods on sustainable development at Al-Hadba University College?

Significance of the Study:

The significance of the present study stems from its ongoing pursuit of a highly dynamic topic, which not only reflects the aspirations of future generations but also addresses the limited number of studies that have examined the relationship between these two variables. Furthermore, the study contributes to knowledge enrichment in both Arab and Iraqi academic libraries, particularly in terms of adaptation, utilisation, and scholarly exploration.

Objectives of the Study:

The study aims to achieve the following objectives:

Providing a theoretical overview of the study variables (leadership influence methods and sustainable development) by drawing upon the contributions of scholars and researchers in this field.

Assessing the reality and effectiveness of leadership influence methods and sustainable development dimensions at Al-Hadba University College .

Identifying the correlation and impact relationship between the study's variables and their corresponding dimensions at the overall organisational level within the university under investigation .

Research Hypotheses:

H1. Leadership influence methods at the investigated organisation are not deter mined by the respondents' answers to the statements that define them.

H2. The respondents' answers to the statements representing the dimensions of sus tainable development do not reflect its actual state at the investigated organisation.

H3. There is no correlation between leadership influence methods and sustainable development at the organisational level of the university.

H4. Leadership influence methods do not impact sustainable development at Al-Hadba University College.

Data Collection and Analysis Methods:

The researchers relied on a questionnaire as the primary tool for collecting data related to the field study. The questionnaire consisted of three sections: The first section focused on personal data related to the study sample٬The second section examined leadership influence methods as the independent variable, represented by the following dimensions:(Enthusiasm stimulation, Adaptation of work conditions, Emotional involvement, Expertise-based, influence The third section focused on sustainable development as the dependent variable, represented by its dimensions:(Economic dimension, Social dimension, Environmental dimension) Each dimension contained a set of statements, with a total of 35 statements included in the questionnaire. Respondents provided answers on a five-point Likert scale ranging from (1 to 5).

Study Population and Sample

The study population consisted of administrative leadership at Al-Hadba University College. The study sample was randomly selected, comprising 40 individuals from the university's total administrative leadership staff of 50, meaning the sample represented 80% of the total population.

Study Boundaries

Spatial Boundaries: Al-Hadba University College.
Temporal Boundaries: 2025/03/7- 2024/10/24.
Scientific Boundaries: Leadership Influence Methods and Their Reflections on Sustainable Development.
Human Boundaries: Administrative leadership at Al-Hadba University College.
Study Methodology: The study adopted the descriptive-analytical approach to understand the characteristics of the phenomenon under investigation and provide a clear picture of it through its explanatory dimensions.

Statistical Methods Used

The study employed vari calmethods,including :(Frequencies, Percentages , Arithmetic means, Standard deviation,Response intensity, Correlation coefficient, Regression analysis).

Theoretical Framework

Theoretical Framework of Leadership Influence Methods

Understanding the concept of leadership influence methods requires exploring the intellectual contributions of researchers in this field. [1] referenced the steps established by Allan Cohen and David Bradford in their book Influence Without Authority. These steps include:(Assuming that all parties are potential allies, Clarifying goals and objectives, Understanding the other person's world, Building relationships,. Engaging in reciprocal exchanges Similarly, [2] discussed the approaches and tools used to express leadership influence methods. He emphasised that they serve as means to achieve specific outcomes and can be tangible or intangible, direct or indirect. These methods play a critical role in accessing information and resources while facilitating communication among individuals and organizations Planning for the general methods that govern human thoughts and types of activities while engaging in mental processes that focus on planning, implementation , and evaluation [3] In alignment with the present study's requirements, the operational definition of leadership influence methods is:"A set of methods that embody diplomatic interaction and enthusiasm stimulation within an empathetic participation framework, ensuring the adaptation of work conditions to create a positive work environment and exercising influence through expertise."

3.1.1-The Importance of Leadership Influence Methods

The significance of leadership influence methods is reflected in the following aspects:

Determines social distances, which[4] described as the level of perceived separation between employees. The greater the social distance, the lower the levels of empathy, understanding, and camaraderie. These distances between administrative leadership and employees reveal whether gaps exist between them, regardless of circumstances or surrounding variables.

Identifies points of distinction and uniqueness among leaders, reflecting the extent of closeness or detachment from them. This distinction may stem from personal traits, inherited attributes, wealth, or influential connections. However, as[5] stated, exceptional leadership is marked by the ability to develop others' capabilities and encourage them toward excellence, which necessitates that a leader possesses knowledge, skills, and innovative thinking abilities.

Indicates the level of security each influence method provides for employees, revealing any associated concerns or fears, particularly when applied in the workplace. This awareness helps administrative leadership decide whether to adopt a specific influence method. The broader the sense of security generated by a particular leadership influence method, the stronger the commitment to its application, as it reduces risks and harm while ensuring employees feel protected from obstructive factors. Supporting this, [6]emphasised that employees' sense of security is a crucial organisational focus, as it fosters job satisfaction.

Dimensions of Leadership Influence Methods:

The dimensions of leadership influence methods have been explored by several researchers [7.8.9.10], which paved the way for researchers to select a range of methods in alignment with the aims of the current study and the enlargement of concepts and importance this dimensions in the field as well as it takes the leadership power and influence in the organization research . there for the researchers depending , These dimensions are outlined as follows:

3.2.1 Stimulation of Enthusiasm:

Administrative leaders face a series of varying challenges, both in terms of their nature and causes, placing them in a situation where constant reflection and reassessment are required to avoid these issues and prevent any negative outcomes. One effective approach to dealing with such challenges is through influencing the employees' emotions, stimulating their enthusiasm. This strategy not only helps in addressing the issues but also strengthens their moral capital, ensuring self-efficacy among employees. As a result, they gain the trust of the leadership for the tasks assigned to them. This creates a favourable opportunity for employees to respond positively to these motivations, with a sporting spirit. In this regard, [7] stated that stimulating enthusiasm means an increase in energy and actual activity within the workplace, leading to a willingness to exert effort and face challenges without any misunderstanding or misinterpretation of the situation.

3.2.2 Adapting Work Conditions:

Employees encounter varying conditions in their work environments, differing in intensity and impact. This creates a situation for leaders to rethink how to address these issues, which requires human efforts and financial resources to ensure stability and security for employees regarding the current working conditions. When these conditions improve, employees' contributions exceed expectations, as such circumstances provide psychological and physical comfort for employees, focusing their thinking primarily on work and its requirements. This is especially true when the conditions are adapted according to the employees' preferences, leading them to view administrative leadership as the most effective in serving them. This fosters positive communication between them and enables them to move within an environment of mutual attraction, reducing barriers and overcoming doubts, making them feel closer to one another. In this regard ,[8] affirmed that adapting work conditions makes administrative leadership have a direct and indirect influence on the employees' feelings and behaviors. The best form of leadership emerges when efforts are made to adapt everything in line with employees' needs, desires, and motivations.

3.2.3 Emotional Engagement:

Emotional engagement is one of the influential strategies used by administrative leaders in the workplace, as it represents an emotional response appropriate to a situation. [9] indicates that emotional engagement reflects empathy with employees, meaning that emotional investment has become an essential necessity in the business world. This allows communication between leaders and employees to provide opportunities for expressing their inner thoughts. This is a key driver for leaders to influence employees' emotions. Empathy for any situation in the workplace is an effective way to bring about influence through emotional participation, which satisfies the psychological needs of both sides in the organizational context.

3.2.4 Influence Based on Expertise:

The forms of influence in administrative leadership vary and affect the organizational-environmental field differently. As these forms differ in intensity and acceptance by employees, it is essential to understand their substance both literally and figuratively, not only to ensure compliance and establish work paths but to uncover the nature of the influence they impose and how employees react. The experience gained from the first organizational level is different from that gained at the third level. In support of this view,[10] emphasized that we live in an era of professional and technical experts, as they are the group making decisions in advanced economies. Furthermore, the way in which expertise is passed on reflects the level of engagement and acceptance of the knowledge shared. Awareness and the prevailing cultural level among recipients play a key role in directing their behavioral patterns in the workplace, as this field is full of lessons and insights.

Sustainable Development:

3.3.1 Concept of Sustainable Development:

The concept of sustainable development has gained widespread attention from theorists and researchers, reflecting their diverse perspectives, specializations, and intellectual views. [11] states that sustainable development revolves around utilizing resources needed by individuals in the long term to ensure a secure life for them within the context of the environment. Conversely, [12] asserts that it is a multidimensional process that is comprehensive, continuous, interconnected, and strategic, aiming to optimize the consumption of resources to meet the needs of current and future generations without causing harm. According to[13], sustainable development is defined as international procedures in the field of development and the environment, aimed at achieving the interests and needs of countries, and serves as a conceptual model that affects the future while considering economic, social, and environmental aspects to ensure the improvement of life quality, On the other hand, he pointed out [14]that the ethical criterion for achieving equality between current and future generations is the priority, meaning that development represents the process of implementing sound sustainable paths. Based on the above, this study adopts an operational concept represented by the interaction of a set of dimensions (economic, social, and environmental) that form the foundation for meeting the needs of current generations, while maintaining the credibility of the vision for future generations.

Importance of Sustainable Development:

The importance of sustainable development lies in its role as a developmental philosophy aimed at building a link between what exists and what needs to be done, through the optimal investment of resources, regardless of their types, as well as the methods and approaches that can be activated. This requires attention to environmental components and ensuring their interaction, while taking necessary measures to address any potential issues. While improvements are an essential and effective necessity across all aspects, they must consider the future, even if that involves some uncertainty, as the truth of the future includes aspects of the unknown that must be acknowledged when thinking about future generations, who are still waiting to see how the environment unfolds and what will come from the current generation. [15]

3.3.2 Goals of Sustainable Development:

Organizations and even nations aim to adopt the idea of sustainable development as the main foundation to achieve a set of goals, which can be outlined as follows:[16.17.18]

Deepening Environmental Awareness: Among individuals, organizations, and countries, with the goal of better investment in the available resources, while being mindful of depletion and limitations. This also aims at maintaining opportunities for future generations. Environmental awareness revolves around the existence of a mentality driven by the nature and type of knowledge individuals possess regarding environmental issues, so that voluntary and conscious behavior is adopted. [16]

The Importance of Environmental Awareness and Its Components ,The actual importance of the environment and its components is highlighted by the respect it deserves, as it existed before humanity, and therefore it should receive care, attention, and protection to the extent that the environment becomes friendly to humans.

Revealing the Risks or Consequences Imposed by Environmental Pollution ,This highlights the harms caused by pollution, which triggers awareness and alertness among leadership in organizations regarding waste management and pollution control. The idea of cleaner and more efficient use of economic resources becomes clear, as environmental pollution, as described by [17]، results from human behaviors that cause chemical, physical, and biological disruptions in the ecological balance.

Pointing Out the Difference Between Sustainable Development in Advanced Organizations and Laggard Ones ,This comparison encourages the latter to mobilize all available resources to strengthen the concept of sustainable development and meet its fundamental requirements. This highlights the necessity of benefiting from global experiences in this area, leading to a feeling among individuals working in organizations and even leaders, that the goals of sustainable development cover many aspects, including living with dignity, ensuring health, providing knowledge to people, achieving prosperity, ensuring justice, and forming partnerships. These goals are closely linked to protecting the ecological system for the benefit of society and future generations.[18]

Recognizing the Importance of the Synergy Between Capital and Environmental Strategies ,This synergy serves as a practical entry point to achieve the dimensions of sustainable development. Ensuring Quality of Life for Individuals ,This is done in the context of combating ignorance, poverty, and pollution.

3.3.3 Dimensions of Sustainable Development:

[Winkler,H,2006,12-11; Mohammed ,M, AlMurad,N.Y.M.,2023, ,105;Yanez,A.R.,Davalos,S.J.W.D, 2014,219;Eltayeb,l.,2011,130]

a. Economic Dimension:

This dimension focuses on the optimal use of resources to ensure their benefit in achieving a certain level of well-being aimed at improving the quality of life for workers in organizations. It emphasizes the importance of utilizing technology to manage economies and shifting consumption patterns to achieve returns that contribute to development and increase individuals' access to services. Sustainable development is driven by forces and actions aimed at creating change. [19]

b. Social Dimension:

This dimension is reflected in the social and human structures within organizations, addressing issues and identifying the tendencies of the individuals involved, with a focus onAchieving social justice and providing job opportunities for all groups and protecting [20] individuals from any problems. It requires mobilizing energies and building relationships in a friendly manner, promoting social partnerships within the organization.[21] This dimension is as important as the economic one and embodies the significance of improving education, culture, health, and ensuring freedom of opportunities.

c) Environmental Dimension:

This dimension emphasizes the necessity of managing natural resources in a way that benefits humanity, requiring the establishment of effective foundations for this within its scope and depth. It aims to align organizational resources with future aspirations while ensuring justice for future generations. The future must be viewed with a perspective spanning decades, while also addressing important issues such as pollution, which threatens natural resources and creates pressure on them, leading to excessive exploitation. This includes safeguarding humanity, water, air, land, and biodiversity to prevent any noticeable degradation. [22]

Section Three: The Field Aspect:

First: Description and Diagnosis of Leadership Influence Methods at Al- Hadba University

4.1.1 Description and Diagnosis of the Dimension of Inspiring Enthusiasm:

The data presented in Table (1) showed that the overall agreement rate of the respondents on this dimension was (95.5%), with a mean of (4.41) and a standard deviation of (0.62), and a response rate of (88.10%). Meanwhile, the overall rate of disagreement among the respondents regarding this dimension was (1.5%).As for the contribution of the phrases translated for this dimension, paragraph (X11) had the highest contribution rate (%100), which carried the content "The administrative leaders in our organization actively praise the contributions of the employees." In contrast, paragraph (X14) had a contribution rate of (92%), representing the least contribution, which focused on "The administrative leaders in our organization praise those with honorable stances."Based on this, the researchers concluded that inspiring enthusiasm among employees by the administrative leaders was a matter that was established and effectively implemented

Table 1. Description and Diagnosis of the Dimension of Arousing Enthusiasm.

Paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance %
	No.	%	No.	%	No.	%	No.	%	No	%			
X11	21	52.50	19	47.50	0	0.00	0	0.00	0	0.00	4.53	0.51	90.50
X12	15	37.50	23	57.50	1	2.50	1	2.50	0	0.00	4.30	0.65	86.00
X13	13	32.50	25	62.50	2	5.00	0	0.00	0	0.00	4.28	0.55	85.50
X14	24	60.00	13	32.50	3	7.50	0	0.00	0	0.00	4.53	0.64	90.50
X15	20	50.00	18	45.00	0	0.00	2	5.00	0	0.00	4.40	0.74	88.00
General Everage	46.50		49.00		3.00		1.50		0.00		4.41	0.62	88.10
Total	95.50				3.00				1.50				

Source: Prepared by the researchers based on the outputs of the (SPSS V.26) program   n=40.

4.1.2 Description and Diagnosis of the Work Environment Adjustment Dimension

The data in Table (2) showed that the overall agreement rate among the respondents regarding this dimension was 90.50%, with a mean of (4.37%) and a standard deviation of (0.66), and a response rate of (87.30%). On the other hand, the overall disagreement rate among the respondents regarding this dimension was 0.50%. As for the contribution of the translated statements for this dimension, statement (X21) had the highest contribution percentage (97.5%) for each, which carried the meaning (the

administrative leadership in our organization identifies the problems faced by employees). In contrast, statement (X25) had a contribution rate of (87.5%), which represented the least contribution and carried the meaning (the administrative leadership in our organization uses the experiences of others to maintain the safety of workers). This led the researchers to conclude that the administrative leadership is working diligently to identify the problems and then think of alternatives to ensure the professional safety of employees.

Table 2. Description and Diagnosis of the Work Environment Adjustment Dimension

Paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance%
	No.	%	No.	%	No.	%	No.	%	No	%			
X21	19	47.50	20	50.00	1	2.50	0	0.00	0	0.00	4.45	0.55	89.00
X22	14	35.00	22	55.00	4	10.00	0	0.00	0	0.00	4.25	0.63	85.00
X23	19	47.50	15	37.50	5	12.50	1	2.50	0	0.00	4.30	0.79	86.00
X24	22	55.00	15	37.50	3	7.50	0	0.00	0	0.00	4.48	0.64	89.50
X25	19	47.50	16	40.00	5	12.50	0	0.00	0	0.00	4.35	0.70	87.00
General Everage	46.50		44.00		9.00		0.50		0.00		4.37	0.66	87.30
Total	90.50				9.00				0.50				

Source: Prepared by the researchers based on the outputs of the (SPSS V.26) program, n=40.

4.1.3 Description and Diagnosis of the Emotional Participation Dimension

The data in Table (3) revealed that the overall agreement rate of the respondents on this dimension was 86%, with a mean of 4.19% and a standard deviation of 0.67%, and a response rate of 83.80%. On the other hand, the overall disagreement rate of the respondents on this dimension was 0.50%. As for the contribution of the translated statements for this dimension, the two statements (X34, X31) had the highest contribution rate (92.5%) for each of them, which carried the meaning of "The administrative leaders in our organization show empathy towards employees in a tangible manner and also work to solve the problems they face." In contrast, statement (X33) had the lowest contribution rate (72.5%), which conveyed the meaning of "The administrative leaders in our organization consider the psychological state of the employees and note their emotional reactions." Based on the above, it can be concluded that the administrative leaders care about the psychological state of the employees and understand their positions in the context of deep empathy and the application of protocol rules.

Table 3. Description and Diagnosis of the Emotional Participation Dimension

Paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance%
	No.	%	No.	%	No.	%	No.	%	No	%			
X31	15	37.50	22	55.00	3	7.50	0	0.00	0	0.00	4.30	0.61	86.00
X32	11	27.50	23	57.50	6	15.00	0	0.00	0	0.00	4.13	0.65	82.50
X33	12	30.00	17	42.50	10	25.00	1	2.50	0	0.00	4.00	0.82	80.00
X34	14	35.00	23	57.50	3	7.50	0	0.00	0	0.00	4.28	0.60	85.50
X35	15	37.50	20	50.00	5	12.50	0	0.00	0	0.00	4.25	0.67	85.00

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General Everage	33.50	52.50	13.50	0.50	0.00	4.19	0.67	83.80
Total		33.50		13.50		0.50

Source: Prepared by the researchers based on the outputs of the SPSS Program (V.26) n=40.

4.1.4 Description and Diagnosis of the Dimension of Influence Based on Experience

The data in Table (4) indicated that the overall agreement rate among the respondents regarding this dimension was (73%) with a mean of (4.29%) and a standard deviation of (0.61%) and a response rate of (85.70%). Meanwhile, the overall disagreement rate among the respondents regarding this dimension was (0.00%). As for the contribution of the translated statements for this dimension, paragraph (X44) had the highest contribution percentage (95%), which carried the content "The administrative leadership in our organization is guided by previous experiences and considers them the foundation for success." In contrast, paragraph (X42) had a contribution percentage of (85%), which was the least contributing, carrying the meaning "The administrative leadership in our organization emotionally influences employees to ensure the correctness of the paths." This led the researchers to conclude that the administrative leadership invests its capabilities for the benefit of the work, defining its course based on knowledge and experience.

Table 4. Description and Diagnosis of the Dimension of Influence Based on Experience

paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance %
	No.	%	No.	%	No.	%	No.	%	No	%			
X41	20	50.00	16	40.00	4	10.00	0	0.00	0	0.00	4.40	0.67	88.00
X42	8	20.00	26	65.00	6	15.00	0	0.00	0	0.00	4.05	0.60	81.00
X43	15	37.50	22	55.00	3	7.50	0	0.00	0	0.00	4.30	0.61	86.00
X44	17	42.50	21	52.50	2	5.00	0	0.00	0	0.00	4.38	0.59	87.50
X45	15	37.50	22	55.00	3	7.50	0	0.00	0	0.00	4.30	0.61	86.00
General Everage	37.50		35.50		9.00		0.00		0.00		24.29	0.61	85.70
Total	91.00				9.00				0.00				

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=40.

As for the relative importance of the dimensions of leadership influence styles at the level of the surveyed organization, the researchers found that "inspiring enthusiasm" took priority in relative importance compared to the other dimensions. On the other hand, "emotional engagement" received a lower relative importance, which means that motivational calls and energizing the spirit played a significant role among the employees at the level of the surveyed organization.

Table 5. Ranking of Relative Importance of Leadership Influence Styles Dimensions at the Level of the Surveyed Organization

No.	Dimensions	Arithmetic Mean	Standard Deviation	Relative Importance %	Ranking
1	Motivating Enthusiasm	4.41	0.62	88.10	1
2	Adapting Work Conditions	4.37	0.66	87.30	2
3	Emotional Engagement	4.19	0.67	83.80	4

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| 4 | Expertise-Based Influence | 4.29 | 0.61 | 85.70 | 3 |

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=40.

Second: Description and Diagnosis of Sustainable Development at the level of Al-Hadba University.

4.2.1 Description and Diagnosis of the Economic Dimension:

The data from Table (6) indicated that the overall agreement rate of the respondents on this dimension was (85.00%) with an arithmetic mean of (4.26%) and a standard deviation of (0.75%) and a response rate of (85.20%). In contrast, the overall disagreement rate of the respondents on this dimension was (1.50%). As for the contribution of the translated statements for this dimension, the statement (Y12, Y11) had the highest contribution rate of (82.50%) and carried the content: "The administrative leadership in our organization focuses on the best use of its limited resources and works to manage the economic systems effectively." On the other hand, statement (Y14), which had a contribution rate of (82.50%), represented the least contribution and carried the meaning: "The administrative leadership in our organization focuses on utilizing technology for the benefit of work, with attention to the achieved returns." In line with the above, the researchers concluded that the administrative leadership showed interest in the well-being of employees, employing technology, and attempting to change consumption patterns among individuals through the best use of resources and a serious effort to manage economic systems effectively.

Table 6. Description and Diagnosis of the Economic Dimension

paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance%
	No.	%	No.	%	No.	%	No.	%	No.	%			
Y11	19	47.50	16	40.00	5	12.50	0	0.00	0	0.00	4.35	0.70	87.00
Y12	16	40.00	19	47.50	4	10.00	1	2.50	0	0.00	4.25	0.74	85.00
Y13	16	40.00	17	42.50	6	15.00	1	2.50	0	0.00	4.20	0.79	84.00
Y14	18	45.00	15	37.50	7	17.50	0	0.00	0	0.00	4.28	0.75	85.50
Y15	16	40.00	18	45.00	5	12.50	1	2.50	0	0.00	4.23	0.77	84.50
General Everage		42.50		42.50		13.50		1.50		0.00	4.26	0.75	85.20
Total		85.00				13.50				1.50			

Source: Prepared by the researchers based on the outputs of the (SPSS V.26) program n=40

4.2.2 Description and Diagnosis of the Social Dimension

The data from Table (7) revealed that the overall agreement rate among the respondents on this dimension was (86%) with a mean of (4.23), a standard deviation of (0.70), and a response rate of (84.60%), while the overall disagreement rate among the respondents on this dimension was (0.50%). Regarding the contribution of the statements translated for this dimension, statement (Y24) had the highest contribution percentage (90%), which conveyed the meaning: "The administrative leadership in our organization shows genuine concern for protecting employees from any risks." In contrast, statements (Y22, Y21) had a contribution rate of (82.50%), which represents the lowest contribution. Their content focused on: "The administrative leadership in our organization shows genuine concern for addressing the issues resulting from the redundancy in the number of employees and the social trends of the employees." Based on the above, the researchers concluded that the administrative

leadership in the studied organization seeks to provide protection to employees from risks, as well as ensure justice for them, while also demonstrating a serious intention to build social relationships and address any issues arising from employee redundancy.

Table 7. Description and Diagnosis of the Social Dimension.

paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance%
	No.	%	No.	%	No.	%	No.	%	No.	%			
Y21	19	47.50	15	37.50	6	15.00	0	0.00	0	0.00	4.33	0.73	86.50
Y22	16	40.00	16	40.00	8	20.00	0	0.00	0	0.00	4.20	0.76	84.00
Y23	13	32.50	22	55.00	5	12.50	0	0.00	0	0.00	4.20	0.65	84.00
Y24	14	35.00	22	55.00	3	7.50	1	2.50	0	0.00	4.23	0.70	84.50
Y25	13	32.50	22	55.00	5	12.50	0	0.00	0	0.00	4.20	0.65	84.00
General Everage	37.50		48.50		13.50		0.50		0.00		4.23	0.70	84.60
Total	86.00				13.50				0.50				

Source: Prepared by the researchers based on the outputs of the (SPSS V.26) program, n=40.

4.2.3 Description and Diagnosis of the Environmental Dimension

 The data in Table (8) explained that the overall agreement rate of the respondents regarding this dimension was (76.50%) with a mean of (4.11), a standard deviation of (0.80), and a response rate of (82.10%), while the overall disagreement rate of the respondents regarding this dimension was (2.00%). As for the contribution of the translated statements for this dimension, the statement (Y31) had the highest contribution rate (87.50%), which conveyed the content (The administrative leadership in our organization builds the pillars of sustainable development in a tangible way). In contrast, the statements (Y32, Y33, Y35) had a contribution rate of (72.5%), and their content was focused on (The administrative leadership in the organization strives to balance the available resources with future aspirations for the benefit of both current and future generations, considering the trade-offs between resources in service of sustainability). Consistent with this, the researchers found that the administrative leadership's focus on the environmental dimension within the organization was active, as the interaction between capital funds for the benefit of sustainable development became evident, thus building its supporting foundations for future generations' rights. In conclusion, the dimensions of sustainable development within the organization were effectively and tangibly available.

Table 8. Description and Diagnosis of the Environmental Dimension

Paragraph	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Arithmetic Mean	Standard Deviation	Relative Importance%
	No.	%	No.	%	No.	%	No.	%	No	%			
Y31	16	40.00	19	47.50	5	12.50	0	0.00	0	0.00	4.28	0.68	85.50
Y32	9	22.50	20	50.00	10	25.00	1	2.50	0	0.00	3.93	0.76	78.50
Y33	16	40.00	13	32.50	9	22.50	2	5.00	0	0.00	4.08	0.92	81.50
Y34	15	37.50	16	40.00	9	22.50	0	0.00	0	0.00	4.15	0.77	83.00
Y35	16	40.00	13	32.50	10	25.00	1	2.50	0	0.00	4.10	0.87	82.00
General Everage		36.00		40.50		21.50		2.00		0.00	4.11	0.80	82.10
Total		76.50				21.50				2.00			

Source: Prepared by the researchers based on the outputs of the (SPSS V.26) program, n=40.

As for the relative importance of the dimensions of sustainable development, the economic dimension received a higher relative importance than the other dimensions (social and environmental). This means that the economic dimension was the driving force behind sustainable development. Supporting this view are several economic theories (such as the theory of inclusion and market analysis theory), which contributed to promoting this dimension and prioritising it.

Table 9. shows the ranking of the importance of the dimensions of sustainable development at the surveyed organization.

No.	Dimensions	Arithmetic Mean	Standard Deviation	Relative Importance %	Ranking
1	Economic Dimension	4.26	0.75	85.20	1
2	Social Dimension	4.23	0.70	84.60	2
3	Environmental Dimension	4.11	0.80	82.10	3

Source: Prepared by the researchers based on the outputs of the program (SPSS V.26) n=40.

Section Fourth: Testing the Study Hypotheses.

First: Correlation Relationships

The content of this section reflects the test of correlation relationships between the independent variable (leadership influence methods) and the dependent variable (sustainable development) at the overall level. It is based on the following main hypothesis:

The main hypothesis states: There is no significant correlation between leadership influence methods and sustainable development at a statistical significance level of (0.05 ≤ α) from the perspective of the administrative leadership sample at Al-Hadba University.

The results in Table (10) indicate a positive and significant correlation between **leadership influence methods and sustainable development**, as reflected in the correlation coefficient value of (0.727). This relationship is significant based on the p-value, which is (0.00), less than (0.05).

This leads us to reject the null hypothesis and accept the alternative hypothesis, which states:There is a significant positive correlation between the combined leadership influence methods and sustainable development, and this relationship is significant at the (0.05 > α) level.

Table 10. The Relationship Between Combined Leadership Influence Methods and Sustainable Development

Independent Variable	Direction of the relationship	Dependent variable	Correlation value	The probability value P-value
Leadership influence methods	⟷	Sustainable development	0.727	0.000

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=40.

Secondly: Correlation relationships between the dimensions of leadership influence methods (individually) and sustainable development at the level of the surveyed organization.

This relationship was tested based on the hypothesis that there is no statistically significant correlation between individual leadership influence methods and sustainable development at a significance level of (0.05≤ α) from the perspective of the administrative leadership sample at Al-Hadba University.

It was found that the relationship between "adapting work conditions" and sustainable development was the strongest, with a correlation coefficient of (0.685), while the relationship between "motivating enthusiasm" and sustainable development had a lower correlation coefficient value of (0.323).

This indicates to the researchers that the strength of the correlation between each dimension of leadership influence methods and sustainable development varied and almost represented a real, existing fact.

Table 11. The Relationship Between Individual Leadership Influence Methods and Sustainable Development

Independent	Direction of	Dependent	Correlation	The probability value

Variable	the relationship	variable	value	P-value
Inspiring enthusiasm	←——→		0.323	0.042
Adapting working conditions	←——→	Sustainable development	0.685	0.000
Emotional participation	←——→		0.539	0.000
Influence based on expertise	←——→		0.588	0.000

Source: Prepared by the researchers based on the outputs of the (SPSS V.26) program, n=40.

Third: Relationships of Influence

The process of determining the relationships of influence that leadership influence styles have on sustainable development at the level of the surveyed organisation is based on the hypothesis which states:

There is no significant influence of leadership influence styles on sustainable development at a statistical significance level of $(0.05 \leq \alpha)$ from the perspective of a sample of administrative leaders at Al-Hadba University.

The coefficient of determination (R-Square) value indicated that (53%) of the changes in (sustainable development) were caused by (leadership influence styles), and the remaining percentage (48%) is attributed to other variables not included in the regression model. In other words, we can say that leadership influence styles explain (52%) of the changes occurring in sustainable development.

This is supported by the regression coefficient value (Estimate(β)) which reached (1.052), and this effect is statistically significant as indicated by the p-value, which is (0.000), less than (0.05). The same result is also reflected in the calculated t-value (tCal), which is (6.524), greater than the tabulated t-value (tTab) of (1.96).

Table 12. The Impact of Combined Leadership Influence Strategies on Sustainable Development

Independent Variable	Effect Direction	Dependent variable	Standard coefficient Estimate(β)	Standard error of structured stabilization	Coefficient Determination R-square	Calculated value	P-value
Leadership Influence Methods	——→	Sustainable development	1.052	0.161	0.52	6.524	0.000

Tabular value (1.96 = tTab)

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=40

Fourth: The impact relationships between individual leadership influence styles and sustainable development at the level of the surveyed organization

The process of identifying this relationship was based on the hypothesis that there is no statistically significant impact of individual leadership influence styles on sustainable development at a statistical significance level of $(0.05 \leq \alpha)$ from the perspective of the sample of administrative leadership at Al-Hadba University.

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The results revealed that the value of Estimate (β) for expertise-based influence was 0.153, meaning that a change of one unit in expertise-based influence results in a change of 0.153 in sustainable development. This value represents the highest Estimate (β) compared to other dimensions, indicating that expertise-based influence has

the greatest contribution to the impact in comparison with the other dimensions.

Table 13. The Impact of Individual Leadership Influence Styles on Sustainable Development at the Level of the Surveyed Organization

Independent Variable	Effect Direction	Dependent variable	Standard coefficient Estimate(β)	Standard error of structured stabilization	Coefficient Determination R-square	Calculated value	P-value
Excitement	⟶		0.096	0.135		0.712	0.481
Adapting							0.003
work	⟶		0.430	0.134		3.210	
conditions							
Emotional	⟶	Sustainable development			0.58		0.400
participation			0.125	0.146		0.852	
Expertise−							0.018
based	⟶		0.378	0.153		2.475	
influence							

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program

Section Fifth: Conclusions, Suggestions, and Implementation Mechanisms

First: Conclusions

The field study results led to several conclusions, which are summarized as follows:

1. Adoption of Various Leadership Influence Methods: The administrative leadership of the organization under study has adopted different influence methods, enabling them to cope with work conditions and its demands. This is based on the fact that these methods have psychological and social impacts on the employees, who represent the living nucleus of organizations. The focus is on an important matter: leadership without employees is futile and worthless.

Specific Influence Methods Adoption: The administrative leadership at the organization under study tends to adopt specific influence methods (such as energizing enthusiasm and adapting work conditions) compared to other methods. This indicates that real-world experience and field practice have contributed to the leadership's preference for one influence method over others.

Impact of Leadership Influence Methods on Sustainable Development: Leadership influence methods have an impact on sustainable development. Activating these methods positively represents a breakthrough in the field of sustainable development. In other words, the effectiveness of these methods ensures valuable contributions to sustainable development.

Sustainable Development's Dependency on Leadership Influence Methods: Sustainable development is subject to the influence of leadership methods, and this impact is clearly visible. This means that the type of influence method, how it is adopted, and its subsequent application determine the type and strength of the effect, which was evident in the current study.

Second: Suggestions and Implementation Mechanisms

Based on the conclusions, the researchers have reached several suggestions and mechanisms for their implementation, which are summarized as follows:

1. Expansion of Leadership Influence Methods: There is a need to expand the dimensions of leadership influence methods, moving from a narrow and restricted circle to a broader and more inclusive one (i.e., diversifying and multiplying influence methods). This should align with events, situations, and circumstances. This requires that administrative leadership adopt soft influence methods with a diplomatic nature, while also paying attention to hard influence methods when necessary.

Introduction of New Dimensions of Sustainable Development: It is necessary to introduce new dimensions of sustainable development beyond what has been addressed by authors and theorists in this field. Most studies have focused on the social, economic, and environmental dimensions. Therefore, we suggest adding other dimensions such as the ethical, technical, and legislative dimensions, in line with the movement of circumstances.

Strengthening the Relationship Between Leadership Influence Methods and Sustainable Development: Efforts should be made to strengthen the relationship between leadership influence methods and sustainable development, making them move in tandem and demonstrating the importance of these methods in the field of sustainable development. This will encourage administrative leadership to deepen their understanding of the interconnectedness between them (leadership influence methods and sustainable development) and how each is vital for the other.

Acknowledging the Role of Leadership Influence Methods in Sustainable Development: It is essential to acknowledge that sustainable development is subject to the leadership influence methods adopted by administrative leaders in the workplace, which determines the nature of the influence and reveals its strength. This requires administrative leadership to adopt a mechanism stating that "sustainable development has no value, importance, or place without the leadership's influence actions".

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