

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP IN ACHIEVING ORGANIZATIONAL SUSTAINABILITY – AN ANALYTICAL STUDY AT ETIHAD FOOD INDUSTRIES

O IMPACTO DA LIDERANÇA TRANSFORMACIONAL NA OBTENÇÃO DA SUSTENTABILIDADE ORGANIZACIONAL – UM ESTUDO ANALÍTICO NA ETIHAD FOOD INDUSTRIES

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Abstract

The purpose of this research is to analyze Etihad Food Industries Limited as a case study to determine the impact of transformational leadership on the achievement of organizational sustainability. Data was collected from 102 administrative leaders using a standardized questionnaire as part of an adoptive descriptive-analytical and cross-sectional study methodology. In order to confirm that the measuring tool was reliable, Cronbach's alpha coefficients were calculated. These values were based on recognized scales in the literature on sustainable leadership and were all more than the acceptable threshold of 0.70. Descriptive statistics and basic linear regression analysis were used to the data in the statistical analysis that was conducted using SPSS (Version 27) and AMOS V.25. According to the results, the organization practices transformational leadership, with a focus on individual attention being the most prominent aspect. In terms of social sustainability, as opposed to economic and environmental sustainability, the organization also achieved a high degree of sustainability. The results showed that transformational leadership had a substantial beneficial impact on organizational sustainability, explaining a considerable portion of the variation in sustainability outcomes ($\beta = 0.87$, $R^2 = 0.75$, $p < 0.001$). Expanding empirical data on the leadership-sustainability nexus in an under-researched industrial environment in a developing country, the paper presents a theoretical contribution. Managers who want to ensure their companies' longevity via

Resumo

O objetivo desta pesquisa é analisar a Etihad Food Industries Limited como um estudo de caso para determinar o impacto da liderança transformacional na obtenção da sustentabilidade organizacional. Os dados foram coletados junto a 102 líderes administrativos por meio de um questionário padronizado, como parte de uma metodologia de estudo descritivo-analítico e transversal. A fim de confirmar a confiabilidade da ferramenta de medição, foram calculados os coeficientes alfa de Cronbach. Esses valores basearam-se em escalas reconhecidas na literatura sobre liderança sustentável e todos ficaram acima do limiar aceitável de 0,70. Estatísticas descritivas e análise de regressão linear básica foram aplicadas aos dados na análise estatística realizada utilizando o SPSS (Versão 27) e o AMOS V.25. De acordo com os resultados, a organização pratica a liderança transformacional, sendo a atenção individual o aspecto mais proeminente. Em termos de sustentabilidade social, em contraposição à sustentabilidade econômica e ambiental, a organização também alcançou um alto grau de sustentabilidade. Os resultados mostraram que a liderança transformacional teve um impacto benéfico substancial na sustentabilidade organizacional, explicando uma parcela considerável da variação nos resultados de sustentabilidade ($\beta = 0,87$, $R^2 = 0,75$, $p < 0,001$). Ampliando os dados empíricos sobre o nexos entre liderança e sustentabilidade em um ambiente industrial pouco pesquisado em um país em desenvolvimento, o artigo apresenta



transformational leadership practices might find some useful pointers here.

Keywords: Transformational Leadership. Organizational Sustainability. Industrial Organizations. Developing Economies. Food Industry.

uma contribuição teórica. Gestores que desejam garantir a longevidade de suas empresas por meio de práticas de liderança transformacional podem encontrar aqui algumas dicas úteis.

Palavras-chave: Liderança Transformacional. Sustentabilidade Organizacional. Organizações Industriais. Economias em Desenvolvimento. Indústria Alimentícia.

1 INTRODUCTION

Organisations today are facing very dynamic and competitive environments with rapid technological changes, high stakeholder expectation, and enormous pressure in terms of Economic, Social and Environmental prosecutions. Against this backdrop, securing organizational sustainability has transitioned from being optional to strategic. By balancing economic performance with social equity and environmental stewardship, sustainability drives organizations not just for operational continuity but also for long-term value creation. Thus, transformational leadership is one do the most important leaders influence mode available, through a beneficial change in the organizations. Transformational leaders inspire their employees, create a vision of the future, encourage innovation and help to attend to each individual needs that serves to align the sustainable goals their organization targets. Although previous research examined transformational leadership and organizational sustainability independently in depth, integration of these two constructs, particularly in industrial organizations in the developing economy, is under-researched empirically. This has created a research gap, as most empirical evidence to date has been underpinned by service sectors or developed-country instances. The unique nature of the industrial sector in Iraq, which includes food manufacturing companies and all the challenges such as resource scarcity and lifecycle continuity. makes it an important context to study sustainable leadership practices due to the imminent resource scarcity associated with the industrial sector (Pivato et al. Thus, the current study fills this gap by examining transformational leadership and its effect on organizational sustainability among Etihad food Industries, therefore, enhancing not only theoretical knowledge regarding this relationship but also imply practical implications regarding this combination of leadership and sustainability.

2 RESEARCH METHODOLOGY

2.1 Research problem

Current organizations face unprecedented difficulties due to globalisation, increased competition, technology and the needs of a complex range of stakeholders. It is these challenges that render organizational sustainability as a key strategic aim for survival and growth over the long-term. Although the notion of transformational leadership as an influencing factor of organizational change is widely acknowledged nowadays, a great number of organizations especially in the Iraqi industrial sector fail to comprehend the means through which transformational leadership assists leaders to attain organizational sustainability. The main research question that drives this study accordingly is: To what extent does transformational leadership lead to the attainment of organizational sustainability in Etihad Food Industries?

2.2 Importance of the study

There are multiple reasons why this study is important. First, it emphasizes Etihad Food Industries' role as a leading industrial entity that contributes significantly to national food security, economic development, and social welfare. Second, it offers an overview of transformational leadership and its importance in encouraging sustainable practices for the balance of economic behavior with social and environmental obligations. Third, this study contributes to the academic body of knowledge by enabling empirical research based on less-studied industrial contexts within a developing economy.

2.3 Research objectives

The study seeks to achieve the following objectives:

- To examine the impact of transformational leadership on organizational sustainability at Etihad Food Industries Limited.
- To assess the level of practice of transformational leadership dimensions among administrative leaders.

- To measure the level of organizational sustainability through its economic, social, and environmental dimensions.

2.4 Research design and sample

The study adopts a descriptive–analytical and cross-sectional research design. Data were collected using a structured questionnaire distributed to a purposive sample of 102 administrative leaders at Etihad Food Industries. This sampling approach was deemed appropriate given the leadership-focused nature of the study.

2.5 Measurement instrument and reliability

A validated questionnaire was created from previous research on transformational leadership and organizational sustainability [10–13]. The transformational leadership was operationalised by four dimensions of idealized influence, inspirational motivation, intellectual stimulation and individual consideration. The three economic, social, and environmental components were used to assess organizational sustainability.

Reliability of the instruments were evaluated through Cronbach’s alpha coefficients, all of which were higher than 0.70, indicating an acceptable internal consistency and reliability for the purpose of empirical analysis.

2.6 Data analysis techniques

Data were analyzed using SPSS (Version 27). Descriptive statistics (means, standard deviations, and relative importance) were used to describe the study variables, while simple linear regression analysis was employed to test the research hypotheses

3 THEORETICAL FRAMEWORK

3.1 Transformational leadership: concept, importance, dimensions

3.1.1 *The concept of transformational leadership*

(Sami et al, 2024) defined transformational leadership as requiring the motivation of human resources to exert effort beyond expectations, continuously develop their capabilities, and prioritize the organization's interests over their personal interests. Transformational leadership is a cornerstone of organizational development because it brings about positive change that contributes to improved job performance, as well as the necessity of maintaining excellence in the quality of services provided to the public (Qarni, 2025). (Salam et al, 2025) emphasized that transformational leadership encourages human resources to think creatively and re-evaluate prevailing standards, enabling organizations to adapt to changing market conditions, which is essential for achieving and maintaining a competitive advantage.

3.1.2 *The importance of transformational leadership*

- Transformational leadership is one of the best management styles capable of meeting the challenges of the modern era, given that transformational leaders possess keen insight and the ability to positively influence their human resources and anticipate the future, in order to support ways of success, continuity and survival (Al-Fattouh, 2022).
- This approach supports continuous improvement and development within the organization to keep pace with ongoing changes, both internal and external. This improvement requires leadership to formulate a renewed vision, gain acceptance for this vision from all stakeholders, and provide the necessary resources to bring about this change (Friday, 2023).
- Promoting positive organizational change and improving human resource performance, which is reflected in the quality of their outputs (Kakungulu, 2024).

- It is one of the most effective methods among modern management models, as it not only enables leaders to enhance team spirit and increase human resource motivation, but also promotes sustainable development and creative thinking within the organization (Ibadov & Velizade, 2025).

3.1.3 Dimensions of transformational leadership

Many researchers have identified dimensions of transformational leadership, and among the most frequently mentioned and used in academic literature are:

- **Ideal influence:** Ideal influence refers to leaders who adhere to high ethical standards, have self-confidence, possess high personal abilities, and serve as good role models for their human resources. These qualities influence the behavior of human resources in the workplace because they are seen as role models in the organization (Teoh et al., 2022). (Pratama et al., 2025), believe that an influential leader must have the ability to influence the thoughts, behaviors, and feelings of others due to possessing a special ability or talent. There are four distinctive qualities of an influential leader:
 - Possessing a vision and the ability to articulate that vision clearly.
 - Being adventurous, willing to take personal risks, and prepared to make sacrifices to achieve the vision.
 - Being highly sensitive to the needs of human resources.
 - Having an exceptional and unconventional approach to managing the organization.
- **Inspirational Motivation:** Transformational leadership is a leadership style in which the leader changes the values, interests, beliefs, and attitudes of human resources, motivating them to perform beyond expectations by motivating human resources and setting high expectations that motivate human resources to challenge the status quo, take risks, and continuously strive for improvement and development (Karimi et al, 2023). Transformational leaders must be able to formulate a clear and attractive vision for the future and mobilize human resources around a common goal. This vision is a powerful motivator that inspires human

resources to exceed their expectations and commit to the organization's goals. Leaders rely on persuasive and enthusiastic rhetoric to communicate this vision. This mechanism is essential to enhance the sense of purpose and direct collective efforts towards desired goals (Gupta, 2025).

- **Intellectual stimulation:** Transformational leaders share knowledge, encourage new ideas, and provide support to human resources to think outside the box. Leaders also support human resources to overcome fear of risk and revolutionize routine work methods, leading to a high level of creativity. They motivate them to achieve goals by formulating a vision and a guiding path through intellectual stimulation (Shafi et al., 2020). This dimension reflects the ability of the transformational leader to improve the awareness and interest of human resources in the problems they face and increase their ability to think about solving them in innovative and unconventional ways. The results of this dimension appear through increasing the intellectual capabilities of human resources to understand and analyze problems, and in improving their ability to generate the largest possible number of solutions to the problem (Alsulami et al., 2024).
- **Individual consideration:** Individual consideration relates to the behavior of transformational leaders in training and guiding human resources, highlighting the individual differences among human resources. Human resources feel that leaders are concerned and treat them explicitly in terms of individual considerations. Therefore, the leader must treat each human resource as a person with special skills, needs, and desires (Palupi, 2020). Because transformational leaders are supportive leaders who recognize the individual needs of human resources, they provide them with support and resources and build strong personal relationships with them. As a result of this support, they will feel empowered and build a strong bond with the organization (Kim et al, 2023).

3.2 Organizational sustainability: concept, importance, dimensions

3.2.1 The concept of organizational sustainability

(Haessler,2020) explained that organizational sustainability means how organizations achieve a balance between short-term profitability and long-term environmental and social goals, under the influence of senior management and stakeholder integration. (Mauriya, 2025) argued that organizational sustainability means operating in a way that meets the needs of the present without harming future generations. This includes balancing profit, human resources, and the ecosystem through the wise use of resources, waste reduction, and support for social and environmental well-being. (Riatmaja & Azizi, 2025) emphasized that organizational sustainability depends heavily on harmonious relationships with stakeholders, with an emphasis on producing goods using environmentally friendly materials or reducing their carbon footprint.

3.2.2 The importance of organizational sustainability

Organizational sustainability involves balancing economic returns with environmental protection and social development, ensuring the organization's ability to create long-term value for itself and society. Sustainable supply chain management and resource efficiency contribute to operational resilience and excellence (Sari et al., 2020. Khatib & Shuhaiber, 2022). (Hajishirzi, 2022) argues that companies integrating sustainability into their core strategies are more resilient during crises, such as COVID-19, more innovative, and better able to sustain their economic performance. Organizational sustainability enables organizations to balance environmental protection, economic growth, and social justice, thus ensuring the continued prosperity of current and future generations. Furthermore, organizational sustainability is crucial for maintaining organizational effectiveness (Abdulbaqi & Mhaibes, 2024). Therefore, organizational sustainability embodies a strategic framework that guarantees the organization's continuity by aligning its economic objectives with its social and environmental responsibilities. This approach enhances the organization's ability to face challenges and adapt to changing factors. Externally, which helps maintain its

competitive position and ensures its long-term sustainability through wise resource management and enhancing its effectiveness across various activities.

3.2.3 Dimensions of organizational sustainability

The dimensions of organizational sustainability constitute the framework upon which organizations rely to achieve a balance between the requirements of economic growth, social responsibility, and environmental protection. These dimensions embody the integration between financial performance and the social and environmental dimensions, ensuring the organization's continuity and its ability to adapt to changes. Many researchers have proposed different dimensions of organizational sustainability depending on the nature of the organization they are studying. Most of them agreed on the dimensions indicated by John Elkington, the first to propose the idea of the "Triple Rule" (People, Planet, Profit) in 1997 for the dimensions of organizational sustainability currently known as the economic dimension, the social dimension, and the environmental dimension, in his book "Cannibals with Forks: The Triple Bottom Line of 21st Century Business." The dimensions of organizational sustainability are manifested as follows:

- **The economic dimension:** The economic dimension is essentially about the financial performance of the organization and is primarily concerned with value, profitability, and the sustainability of operations over time (Lu et al., 2022). This may entail mainstreaming sustainability into the business processes of the organization including production, purchasing, marketing and logistics (Gleibner et al., 2022). The economic dimension relates the growth of the organization to the overall economic system of the country, since it is necessary to be profitable immediately and to be able to support future generations. This dimension, the economic dimension, not only synchronize the business strategy with the expectation of the stakeholders (Cupertino et al., 2022), Finally, recent empirical evidence indicates that sustainability contributes positively to key financial metrics, like return on asset (ROA) and return on equity (ROE). Making sustainability part of the business strategy will lead to better financial performance at the same time as improving the image of investors and interest groups turning

sustainability into an engine for economic and financial profitability instead of a perplexity (Estébanez, 2025).

- **The social dimension:** Newer research highlights that the social pillar includes poverty alleviation, community development, welfare, human welfare, human rights, democratic participation, justice, ethics, and quality of life (Helberg 2023) And these are central to the sustainability of organizations—pertaining to the internal (the health and safety of your human capital) and external (participation in society and social justice)—factors (Pal, 2025). So when it comes to social sustainability, especially for larger impacts, interacting with local communities and stakeholders is a must. Social capital, social infrastructure, social justice, and inclusive governance are all significant. The organizations that need to rise to the challenge of building social sustainability and legitimacy (Maddaloni & Sabini, 2022) by making sure decision making processes set diverse perspectives inside each room.
- **Environmental Dimension:** Organizations promote environmental sustainability by adopting environmental management systems, sustainable supply chain management, and participatory decision-making. These efforts focus on conserving resources, reducing greenhouse gas emissions, and developing environmentally friendly products (Abbas, 2020). Environmental sustainability is essential for the long-term viability of organizations and is closely linked to innovation, organizational ethics, stakeholder expectations, and modern trends in environmental conservation (Lazaroiu, 2020). Organizations should also emphasize the importance of integrating circular economy practices, such as recycling, waste reduction, and the use of renewable materials, into their organizational strategy. An organization that adopts green technologies and circular processes not only reduces its environmental footprint but also enhances its competitiveness and stakeholder trust (Yuyang, 2024).

4 RESULTS AND DISCUSSION

4.1 Descriptive analysis

Examining the weighted arithmetic means, relative importance, standard deviations, and coefficients of difference for each item of the study variables, this part seeks to present, evaluate, and interpret the findings of the research sample's replies about the items in the questionnaire form. Results from the survey will be analyzed using statistical measures such as the average, standard deviation, ranking of importance, and direction of response to draw conclusions about the sample's attitudes. The study used a five-point Likert scale to collect data from the sample.

To begin with: The study sample's answers on transformational leadership will be presented, analyzed, and interpreted: The elements of this variable will be handled by calculating standard deviations at both the micro and macro levels, weighted arithmetic means, and relative significance. The results are shown below.:

Table 1

Descriptive Statistics for the Transformational Leadership Variable

Relative importance %	standard deviation	weighted arithmetic mean	Dimensions
68	1.01	3.43	Ideal influence
68	1.03	3.42	Inspirational Motivation
68	1.06	3.41	Intellectual stimulation
73	0.99	3.63	Individual consideration
70	0.98	3.50	Transformational leadership

Source: SPSS V.27 output

A weighted arithmetic mean of 3.50 and a standard deviation of 0.98 place the transformational leadership variable in the high group, as shown in Table (1). With a relative significance of 70%, it's clear that the firm believes in transformative leadership and the methods it employs to get respect from other businesses.

1. The ideal influence dimension had a weighted arithmetic mean of 3.43 (high), a relative significance of 68%, and a standard deviation of 1.01 (minimum). Based on the information provided, it is evident that the dimension is present in the firm being studied.

2. Inspirational Motivation: With a weighted arithmetic mean of 3.42 and a relative relevance of 68% and a standard deviation of 1.03, this dimension is considered strong in terms of relative importance. Based on the facts shown above, it is evident that the dimension is present in the firm being investigated.
3. Mental Challenges: This factor had a weighted arithmetic mean of 3.41, placing it in the high category. its relative relevance reached 68%. and the standard deviation was 1.06. In light of the above, we have determined that the dimension is accessible inside the investigated firm.
4. Focusing on the individual: The dimension had a weighted arithmetic mean of 3.63, placing it in the high group. the relative relevance reached 73%. and the standard deviation was 0.99. Based on the information provided, it is evident that the dimension is accessible inside the firm being investigated.

Confirmatory factor analysis of the transformational leadership variable:

The transformational leadership variable was assessed using twenty statements spanning four sub-dimensions, with five standard items each, as shown in Figure (1). Looking at the normal saturation estimations, we can see that they were higher than the necessary percentage of 0.40. After being led by ten adjustment indicators, the structural conformance indicators went above and above what was needed. The values of (CMIN/DF = 1.575), (CFI = 0.931), (IFI = 0.933), (TLI = 0.911), and (RMSEA = 0.075) make this very obvious. Therefore, the structural model has conformed to the needed level and is within the specified limitations, as shown in Figure (1)..

Figure 1

Confirmatory factor analysis of the transformational leadership scale

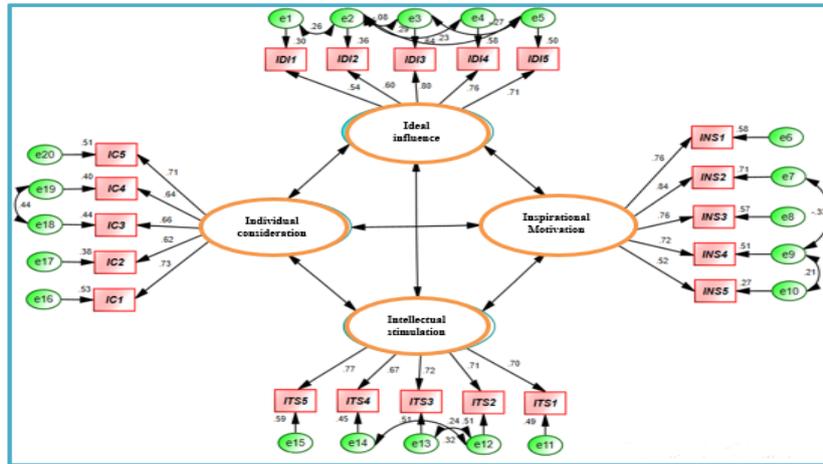


Figure (1) Confirmatory factor analysis of the transformational leadership scale
 Source: Outputs of the Amos V.25 program

Second: Presenting, analyzing, and interpreting the responses of the research sample regarding organizational sustainability: The items of this variable will be addressed by extracting the weighted arithmetic means, relative importance, and calculated standard deviations, whether at the micro or macro level, as shown below:

Table 2

Descriptive Statistics for the Organizational Sustainability Variable

Relative importance %	standard deviation	weighted arithmetic mean	Dimensions
68	1.04	3.42	Economic dimension
73	1.10	3.63	Social dimension
69	1.09	3.45	Environmental dimension
71	1.11	3.53	Organizational sustainability

Source: SPSS V.27 output

According to Table (2), the organizational sustainability variable has a weighted arithmetic mean of 3.53 and a standard deviation of 1.11. This puts it in the high group. The fact that the relative significance obtained (71%), further supports the idea that the corporation aims to achieve organizational sustainability via transformational leadership processes, is encouraging.

1. Economic dimension: With a weighted arithmetic mean of 3.42, this dimension is considered moderate. its relative significance reached 68%. and the standard

deviation was 1.04. Based on the information provided, it is evident that the dimension is present in the firm being studied.

2. 2. The social dimension had a weighted arithmetic mean of 3.63, placing it in the high group. its relative relevance reached 73%. and the standard deviation was 1.10. Based on the facts shown above, it is evident that the dimension is present in the firm being investigated.
3. 3. Environmental dimension: With a weighted arithmetic mean of 3.45, marking it as high, the relative relevance reached 69%, and the standard deviation value was 1.09, this dimension is definitely worth considering. In light of the above, we have determined that the dimension is accessible inside the investigated business..

Confirmatory factor analysis of the organizational sustainability scale:

The organizational sustainability variable was examined using fifteen statements dispersed across three sub-dimensions, with five items per sub-dimension (see Figure (2)). We found that they were more than the necessary percentage of 0.40 when we looked at their normal saturation estimations. Using (6) adjustment indicators as a reference, the structural conformance indicators went above and above what was needed. These values—(CMIN/DF = 1.609), (CFI = 0.943), (IFI = 0.945), (TLI = 0.922), and (RMSEA = 0.078)—make it clear. Figure (2) clearly shows that the structural model has conformed to the needed standards and is within the allowed parameters..

Figure 2

Confirmatory factor analysis of the organizational Sustainability scale

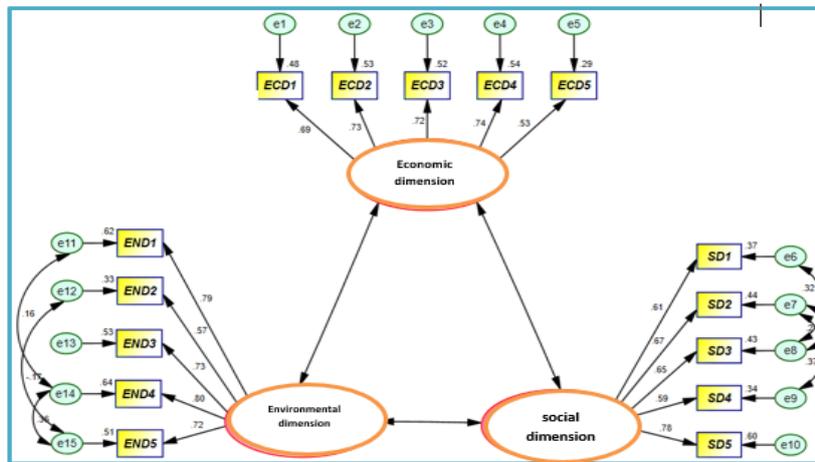


Figure (2) Confirmatory factor analysis of the organizational sustainability scale
 Source: Amos V.25 program outputs

4.2 Testing the study's hypothesis regarding the relationship between transformational leadership and organizational sustainability

(Transformational leadership has a statistically significant impact on organizational sustainability). This led to four sub-hypotheses:

1. There is a statistically significant effect of Ideal influence on organizational sustainability in its dimensions.
2. There is a statistically significant effect of inspirational motivation on organizational sustainability in its dimensions.
3. There is a statistically significant effect of intellectual stimulation on organizational sustainability in its dimensions.
4. There is a statistically significant effect of individual considerations on organizational sustainability in its dimensions.

Table 3

Estimating the simple linear regression relationship between transformational leadership and organizational sustainability

Organizational Sustainability						dependent variable
Sig.	F	Sig.	T	R ²	β	independent variable
0.000	11.31	0.000	5.45	0.75	0.87	Transformational leadership
0.000	10.32	0.000	4.93	0.74	0.88	Ideal influence
0.000	8.25	0.000	3.99	0.72	0.86	Inspirational Motivation
0.000	6.35	0.000	3.53	0.53	0.85	Intellectual stimulation
0.000	6.81	0.000	3.35	0.40	0.73	Individual consideration

Source: SPSS V.27 output

Table 6 shows that the transformational leadership variable's regression coefficient on organizational sustainability was 0.87. This indicates that an 87% increase in organizational sustainability can be achieved with a one-unit change in transformational leadership. The effect is statistically significant with a calculated t-value of 5.45, which is significant at the 0.000 level. Interestingly, 75% of the variation in organizational sustainability can be explained by changes in transformational leadership, while 25% can be explained by variables outside the scope of this study. These results

corroborate previous research that has shown transformational leadership to be an effective strategy for building resilient organizations, engaging stakeholders, and encouraging innovation. This study's substantial effect could be because leadership styles have a direct impact on operational efficiency, staff dedication, and sustainable resource usage in an industrial environment. Given that the computed F-value of 11.31 is statistically significant at the 0.000 level, we can conclude that the estimated model is generally significant. Accordingly, we accept the second main hypothesis, which asserts that transformational leadership has a statistically significant effect on organizational sustainability.

The following becomes evident when referring to Table (6) and attempting to demonstrate the correctness of the sub-hypotheses derived from the second primary hypothesis:

The primary hypothesis is: Each of the Ideal's dimensions has a statistically significant impact on the long-term viability of an organization.:

- The organizational sustainability variable will rise by 88% if the dimension increases by one unit, according to the regression coefficient of 0.88. The impact was substantial, as shown by the computed value of t of 4.93, which is significant at the 0.000 level.
- The dimension explains 74% of the changes in organizational sustainability, with the remaining 26% attributable to variables not accounted for in the present model, as shown by the coefficient of determination (R²) value of about 0.74.
- We see that the estimated model is significant in general, as the computed value of (F) of 10.32) is significant at the level of (0.000).

Analysis of the results in Table (6) shows acceptance of the alternative hypothesis which states (There is a statistically significant effect of the Ideal influence on organizational sustainability in its dimensions).

Second sub-hypothesis: There is a statistically significant effect of inspirational motivation on organizational sustainability in its dimensions:

- The regression coefficient was 0.86, meaning that if the dimension changes by one unit, the organizational sustainability variable will increase by 86%. This

effect was significant because the calculated t-value of 3.99 was significant at the 0.000 level.

- The coefficient of determination (R^2) was approximately 0.72, indicating that the dimension explains 72% of the changes in organizational sustainability. The remaining 28% is attributed to other factors not included in the current model.
- The calculated F-value of 8.25 was significant at the 0.000 level, thus confirming that the estimated model is generally significant.

Analysis of the results in Table (6) shows acceptance of the alternative hypothesis which states (There is a statistically significant effect of inspirational motivation on organizational sustainability in its dimensions).

Third sub-hypothesis: There is a statistically significant effect of intellectual stimulation on organizational sustainability in its dimensions:

- The regression coefficient was 0.85, which indicates that an 85% rise in the organizational sustainability variable will occur for every one unit change in the dimension. At the 0.000 level of significance, the computed t-value of 3.53 indicated that this impact was noteworthy.
- The fact that the dimension explains 53% of the variations in organizational sustainability is supported by the coefficient of determination (R^2), which was about 0.53. Other variables not accounted for by the present model account for the remaining 47%.
- Confirming the generally significant estimated model, the 6.35 F-value was found to be significant at the 0.000 level..

Analysis of the results in Table (6) confirms the acceptance of the alternative hypothesis which states (There is a statistically significant effect of intellectual stimulation on organizational sustainability in its dimensions).

Fourth sub-hypothesis: Individual considerations have a statistically significant impact on organizational sustainability in its dimensions:

- If the dimension is changed by one unit, the organizational sustainability variable will rise by 73%, according to the regression coefficient of 0.73. At the (0.000) level of significance, the computed t-value of (3.35) indicated that this impact was noteworthy.

- The fact that the dimension explains 40% of the variations in organizational sustainability is shown by the coefficient of determination (R^2), which was about 0.40. Other variables not accounted for by the present model account for the remaining 60%.
- The overall importance of the estimated model was confirmed by the computed F-value of 6.81, which was significant at the (0.000) level..

The analysis of the results in Table (6) supports the alternative hypothesis, which states that (individual considerations have a statistically significant effect on organizational sustainability).

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

1. The study demonstrated that transformational leadership has a significant and direct impact on achieving organizational sustainability, contributing to the explanation of a large proportion of the changes observed in this variable.
2. The dimensions of transformational leadership showed varying levels of influence on organizational sustainability, with the idealist dimension exhibiting the strongest impact, while the individual considerations dimension had the lowest relative impact.
3. The results confirm that achieving organizational sustainability requires adopting flexible leadership styles capable of driving sustainable change, rather than relying solely on traditional operational procedures.

5.2 Recommendations

1. Focusing the use of transformational leadership principles FOR THE COMPANY more on elements around future vision and motivation when attempting to encourage employees to change for the better.

2. Promoting environmental projects and growing environmental practices to alleviate the ecological footprint of operations.
3. Promotes creative thinking and provides some intellectual stimulation to its employees which contributes to innovation and increases competitiveness.
4. Suggesting future research with more organizational factors included or interested in applying the research model to other sectors, thus contribute to the scientific knowledge of the link between transformational leadership and organizational sustainability.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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