

# Impact Of Organizational Leadership And Strategic Management In Sustainable Business Performance; Moderating Role Of Employee Motivation And Engagement

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## Abstract

**Purpose:** The study aims to identify the dependent variable's relationship and impact on independent variables with the moderator effects. The study is being conducted to determine the relationship between strategic management and organizational leadership with sustainable business performance, with employee engagement and motivation acting as moderators. Similarly, the study measures whether there is any impact of strategic management and organizational leadership on sustainable<sup>1</sup> business performance, with employee motivation and employee engagement acting as moderators or not.

**Methodology:** This study is a quantitative primary study for which the data was collected through online questionnaire surveys over which correlational analysis, validity, and reliability analysis were conducted using the Smart PLS software. The data was collected from 384 respondents to establish well-constructed results.

**Findings:** It has been established that a positive correlation exists between all the variables, meaning that SM and OL are related to SBP with the effects of EE and EM. If the leader motivates their employees and keeps them engaged, this would enhance their leadership skills, resulting in employees achieving their goals and targets and improving business performance. Hence, our four hypotheses were accepted.

**Keywords:** organizational leadership, strategic management, employee motivation, employee engagement.

**Abbreviations:** Organizational Leadership (OL), Strategic Management (SM), Employee Motivation (EM), Employee Engagement (EE), Sustainability Business Performance (SBP), Sustainable Development Goals (SDGs), Leadership Style (LS)

## Introduction

In today's complex and interconnected environment for business, organizations are under growing pressure to adopt sustainability practices that may contribute to the

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planet's and society's well-being, along with benefiting the business's bottom line (Lewandowska et al., 2023). Pursuing sustainable business performance is no longer a niche concern but a critical imperative for organizations seeking to remain relevant and competitive in the long run. At the heart of these endeavors lies the dual challenges of organizational leadership and strategic management (Anas Abudaqa et al., 2024). Effective leadership and strategic management (SM) are required to implement sustainable business practices or achieve sustainability in the long term. The leaders and the managers must possess the skills, visions, and capabilities to develop and implement sustainable strategies that best align with the organization's goals, aims, and mission. Moreover, the leaders must be able to motivate and engage their employees to support these initiatives, fostering a culture of sustainability permeating every aspect of the organization (Lewandowska et al., 2023).

Employee motivation (EM) and engagement (EE) are critical components. When motivated and engaged, employees are more likely to commit to the organization's sustainability goals and take ownership of their roles in achieving them. Conversely, the lack of motivation and employee engagement can lead to a decrease in employee satisfaction and employee turnover and ultimately undermine the organization's sustainability effort (Shahzad et al., 2022). Despite the importance of organizational leadership, SM, EM, and EE in achieving sustainable business performance (SBP), there needs to be more research on the interplay between these factors (Anas Abudaqa et al., 2024). Therefore, this study aims to address the gap by examining the impact of OL and SM on sustainable business performances and exploring the moderating role of EM and EE in this association (Shahzad et al., 2022). Specifically, this study explores the leader's vision, commitment, and actions influencing employee perception of sustainability, motivation, and engagement. Ultimately, these factors have contributed to the sustainability of organizations. By shedding light on these dynamics, this study aims to provide insights to inform effective leadership practices and strategies for achieving the SBP (Shahzad et al., 2022).

Despite the growing recognition of the importance of sustainability, organizations still need to work on integrating environmentally friendly and social considerations in their strategic decision-making process and organizational practices (Shahzad et al., 2022). This can lead to suboptimal business performance, increasing environmental risk, and defaming the organization's reputation. Specifically, the literature suggests that organizational leadership and strategic management practices are critical factors in determining the effectiveness of sustainability initiatives. However, there needs to be a greater understanding of how these factors associate and influence one another to shape sustainable business performances (Lewandowska et al., 2023).

This study provides practical significance to organizations seeking to improve their sustainability performance and achieve long-term success. By identifying the key factors influencing the SBP, organizations can develop targeted strategies to enhance their reputation. Moreover, the study's findings can help make informed policy decisions and present as a guide in developing sustainability standards and reporting frameworks. The study's results can contribute to more sustainable and responsible business practices. The study theoretically contributes by examining the moderating impact of EM and EE and understanding the association between OL, SM, and SP. This

would advance the field of sustainability management by providing a more nuanced understanding of the complex interplay between all these factors and variables. The study would have a social significance for policymakers and organizations in making informed decisions regarding EM and EE in achieving SBP. The findings would guide the development of sustainable practices to improve the environment and social outcomes and contribute to a more equitable and responsible society.

### **Literature Review and Hypothesis Development**

The concept of sustainability has evolved over the decades. The years 1970 and 1980 saw the emergence of environmental concerns, while in 1990, sustainability reporting and accountability initiatives were taken. In the 2000s, companies like Nike and Patagonia implemented regenerative designs to integrate sustainability into their business practices (Dunlap, 2022). By 2010, sustainability became one of the mainstream concerns, and the United Nations adopted the Sustainable Development Goals (SDGs) in 2015. Institutional investors began incorporating these ESG considerations into their decisions and practices (Sun et al., 2020). By 2019, when the COVID-19 pandemic hit the globe, this trend further accelerated, highlighting the importance of business resilience, supply chain transparency, and community engagement.

Organizational leadership is an approach management uses to help employees reach their strategic goals and objectives (Tokar, 2020). However, there has yet to be a consensus on a single definition of organizational leadership. Some scholars view this leadership as a trait that individuals possess, while some see it as a set of behaviors such as visioning and empowerment. This term has been conceptualized as a function of the process that emerges usually from the interaction between the leaders and the followers (Iqbal & Ahmad, 2020).

Despite the numerous definitions and concepts of organizational leadership, several contradictions have emerged in the literature. It has been identified that charismatic theories emphasize the importance of a leader's traits and qualities. In contrast, contingency theories argue that leadership is wholly based on situational factors (Iqbal & Ahmad, 2020). Literature also presents contradictions regarding transformational and transactional leadership. Transformational leadership emphasizes the intellectual stimulation and motivation of individuals.

In contrast, the transactional leadership style (LS) focuses on the relationship exchange between the leaders and the followers (Changar & Atan, 2021). Employee Motivation is the commitment, creativity, and drive the leaders bring to their team to work with them daily (Forson et al., 2021). It has been identified that EM plays a significant role as the moderating variable in association between OL and SM on the one hand and SBP on the other. The moderating role can have positive and negative consequences on SM and OL (Kalogiannidis, 2021). One positive effect of EM on SM and OL is that it enhances strategic alignment. Motivated employees are more likely to achieve the organization's strategic goals and objectives, resulting in increased commitment and EE and leading to business success (Alsuwaidi et al., 2020). Hence, the first hypothesis of the study is given below:

**H1:** There is a positive correlation between Organizational Leadership and Sustainable Business Performance with a moderating role of Employee Motivation and Engagement.

Furthermore, scholars argue that leadership and management are two distinct concepts, while some see them as interchangeable. Also, some others believe that the leader's role and characteristics are the main components that contribute to the success of leadership. In contrast, others believe followers' needs and motivations result in successful leadership and achieving goals and objectives (Iqbal et al., 2020). It has been identified that leadership plays a crucial role in motivating the employees. Effective leadership inspires and motivates employees to achieve organizational goals by setting a clear sense of purpose and goals. It has been identified that behaviors are associated with EE (Sulej & Iqbal, 2022). Leaders who are trustworthy and transparent tend to achieve higher levels of EE. The ones who build strong connections with their employees foster a sense of community and belonging that helps achieve higher EE (Sulej & Iqbal, 2022).

Rabiul and Yean (2021) have also shown a relationship between LS and EM. Autocratic leaders may have lower levels of EM as the employees feel restricted and controlled. At the same time, participative leaders achieve higher levels of EM as they get a sense of involvement in the decision-making process and may work with complete devotion (Rabiul & Yean, 2021). Hence, the literature has concluded that a complex and multifaceted correlation exists between OL EM and EE (Rabiul & Yean, 2021). An effective leader inspires and motivates their employees by recognizing and rewarding them for their contributions, resulting in increased EE and EM that can be beneficial in achieving organizational goals and targets, leading to enhanced SBP. Therefore, this shows that the second hypothesis of the study is generated, i.e.

**H2:** There is no impact of Organizational Leadership on Sustainable Business Performance with a moderating role of Employee Motivation and Engagement

Strategic management is another factor that directly and indirectly impacts sustainable business performance. Strategic management is managing an organization's resources to achieve the business goals and objectives (Henry, 2021). Strategic management plays a significant role in achieving sustainable business performance as it helps set clear goals and efficiently allocate resources to implement strategies to achieve organizational goals (Mio et al., 2021). Research has shown that SM correlates with SBP. Organizations with clear strategies for sustainable activities are more likely to succeed as their initiative is to reduce the negative environmental impact of their activities (Mio et al., 2021). Effective SM also helps organizations adapt to changing circumstances and proactively respond to these challenges and opportunities (Mio et al., 2021).

Furthermore, it has been identified that employee motivation and engagement have a moderating role in the association between SM and SBP. It has been said that when employees feel motivated or are engaged in the decision-making process, they are more likely to remain committed to the goals and values of the organization (Fuertes et al., 2020). Similarly, they would achieve the organization's sustainable goals if

engaged and motivated. Furthermore, this would also lead to increased job satisfaction, improved productivity, and reduced turnover. In contrast, employees may feel demotivated and disengaged; they may not remain committed to the organization and its sustainability goals. Hence, a positive correlation exists (Fuertes et al., 2020). Hence, it has been concluded that SM is essential in achieving SBP. Effective SM involves setting clear goals, properly allocating resources, and implementing strategies to achieve the desired goals. OL also plays a crucial role in achieving the SBP by inspiring and motivating employees differently. Therefore, EM and EE also act as moderating factors in binding a relationship between SM and SBP. Hence, with this being explained, the study generates a third hypothesis.

**H3:** There is a strong association between Strategic Management and Sustainable Business Performance with a moderating role of Employee Motivation and Employee Engagement.

As for today, sustainability is the core component of the organization's overall strategies and risk management (Sun et al., 2020). It is defined as incorporating financial benefits, social responsibilities, and environmental protection into the operations of the businesses and management (Goni et al., 2020). Another author defines SBP as the ability of the organization to meet and achieve its goals and objectives while minimizing their negative impact on the environment and society. It also involves balancing the economic, social, and environmental factors to create long-term value for the customers, stakeholders, and broader community (Lăzăroiu et al., 2020). Various factors contribute to SBP, the first being economic viability. This is the organization's ability to generate maximum revenues and profits while maintaining its position in a competitive environment (Lăzăroiu et al., 2020). Another factor is the organization's commitment to promoting the well-being of its employees, communities, and customers. Next, environmental sustainability is another ability of the organization to minimize the negative impact of their activities on the environment. This may include reducing waste, pollution, and emitting carbon (Ch'ng et al., 2021).

In some cases, the organizations must make trade-offs between the social and economic goals. For example, increased profitability can require a reduction in emplacement and comprise social welfare, causing an impact on sustainability goals. While some organizations might prioritize sustainability over economic sustainability, they might narrow down their focus on eco-friendliness rather than comprising the entire sustainability (van Tuin et al., 2020). Another literature states that it should also be ensured that organizations are held responsible for their SBP and actions, for which stronger accountability and governance mechanisms are required and must be practiced regularly. It has also been identified that stakeholder engagement also plays a role in SBP. Still, it can be challenging due to the diverse nature of stakeholders and the differences of interest (van Tuin et al., 2020).

Moreover, if the employees are correctly motivated, there is a higher chance that these employees are more creative and innovative; this can lead to a new generation of ideas and solutions that can help increase business growth. EM also helps create a productive and efficient environment, improving productivity and reducing costs. Last but not least, motivated employees are more likely to change and adapt to changes in

strategies and initiatives; this leads to a more successful transformation (Alsuwaidi et al., 2020).

Employee engagement is an organizational concept that elaborates on the enthusiasm and dedication an employee has or feels toward their job (Saks, 2021). EE is critical in identifying the relationship between SM and OL, as it can moderate the impact of strategic outcomes and leadership. EE can help moderate leadership effectiveness by impacting how leaders execute their strategic plans and strategies (Kaur et al., 2020). EE also helps maintain the alignment between organizational strategy and employees' goals, resulting in increased commitment and dedication and helping in long-term business success. Last but not least, EE helps measure the impact of organizational change on employees, resulting in effective and efficient implementation and reduced resistance (Kaur et al., 2020).

**H4:** There is an impact of Strategic Management on Sustainable Business Performance with a moderating role of Employee Motivation and Employee Engagement

Previously, studies have been conducted on a similar topic, but employee motivation and engagement were taken separately as moderators. Not only this, but since this field is dynamic, it changes over time and may require further research, and the scope needs to be expanded in previous research (Alsuwaidi et al., 2020). The research on similar topics was conducted in the US, India, and Pakistan, but limited studies were conducted in the United Kingdom (Iqbal & Ahmad, 2020). Moreover, the researchers conducted one moderating variable while this study focused on two moderator variables generating better outcomes and results. In addition, the studies conducted were either secondary or qualitative (Kaur et al., 2020). Hence, this study will be primarily quantitative and reach out to 384 respondents to generate better results.

### **Theoretical Framework**

The model of the study supports the theory of self-determination. It emphasizes the importance of autonomy closely related to EM and EE. Employees who feel autonomous are likely to remain motivated and engaged. It further suggests that intrinsic motivation is a crucial driver of EM and EE (Chua & Ayoko, 2019). However, once the employees are demotivated, they may distrust the organization and its strategic plans, leading to decreased commitment and engagement. Not only would this, but demotivated employees would never be creative as they would not be willing to put in more effort, leading to innovation blockage and stagnation of thoughts (Alsuwaidi et al., 2020). Demotivated employees can also reduce productivity and business performance as they would be less productive and inefficient. When talked in context to SBP, employees are motivated by the sense of purpose of fulfillment that is more likely to be engaged in sustainable practices. It also states that employees should be provided with training, resources, and opportunities to maintain sustainability initiatives.

## Conceptual Framework

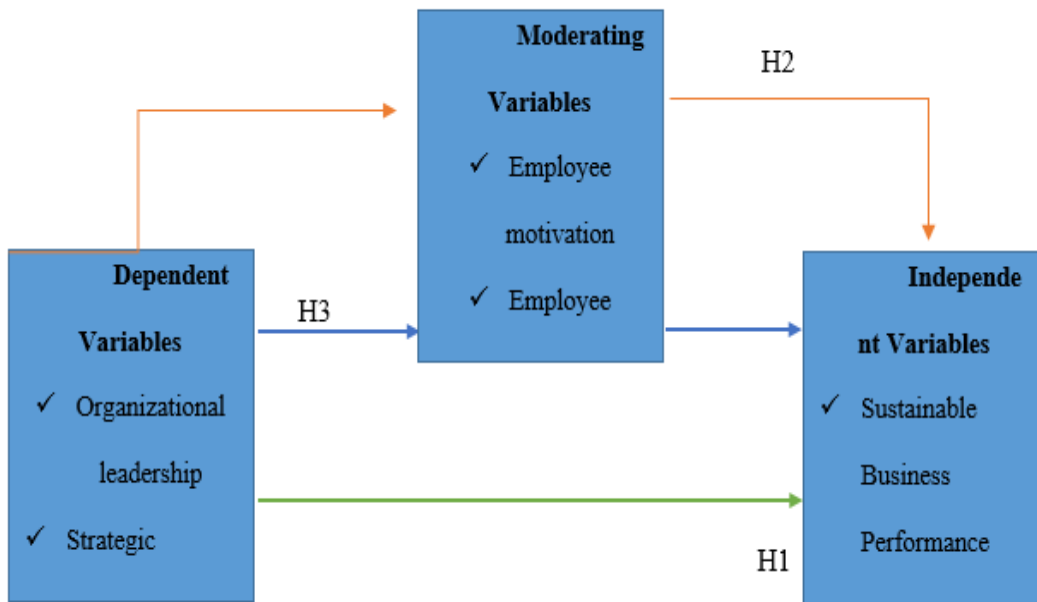


Figure 1: Conceptual Framework

## Methodology

Deductive and inductive approaches are two different types of research approaches. The main difference between these two approaches is their nature. Deductive approaches test the preexisting theory and include generating the hypothesis, while inductive approaches generate new theories and constrict the study's scope via research questions (Sekran & Roger, 2013). Moreover, the deductive approach is about getting specific from a broader perspective, while the inductive approach is going wider from a narrowed perspective. Since the study does not generate any research question and tests the preexisting theory, namely "Self Determination Theory," by generating a hypothesis, this study would use a deductive approach.

Qualitative and quantitative are two different research strategies. The quantitative study usually has results in numerical form and includes data collection in numerical form. The results are generated by analyzing, interpreting, and quantitatively writing reports, while the qualitative study is about data collection in phrases, sentences, and words (Sekran & Roger, 2013). Since this study aims to identify the relationship and measure the impact between Strategic Management, Organizational leadership, Employee Motivation, and Employee Engagement, this is explanatory research (Sekran & Roger, 2013).

This study would have a cross-sectional time horizon as the data was collected once from every respondent in the same setting (Sekran & Roger, 2013). The study's unit of analysis would be "Urban Educated and Digitally Active Consumers" from socio-economic classes A and B in the United Kingdom. This is because the people in Urban and well-developed nations are more likely to be working class, both men and women and are more educated than people in underdeveloped and rural areas; this

ensures the credibility of the results as they would fill the survey with proper understanding and experience (Philip et al., 2017).

The eligibility criteria were also set, defined, and limited to the respondent's age and engagement on social and digital platforms as questionnaires were distributed through these platforms. As per Sekran and Bougie (2013), purposive sampling is the best fit for such studies when the population frame exceeds 1 million and the entire population is hard to reach out to. Therefore, since the study targets a particular type of respondents and population frame, the number has exceeded 1 million, and hence, random non-probability purposive sampling is the best fit for this model.

Based on the eligibility criteria, urban, working-class, and digitally active respondents were selected as elements of the study. The first three questions identify the criteria of respondents for this study. The respondents who failed the eligibility test, i.e., should be above the age bracket of 18 years old and belong to a working class in reputable firms, their responses were terminated, and another set of surveys was conducted to complete the sample frame of 384 respondents. The study's data collection tool is a questionnaire Survey that was adopted through studies and tools by Opoku et al. (2015), Chuang & Liao (2010), Steven (2018), and Alalade & Oguntodu (2015). The data for the study was collected using online mediums, such as questionnaires. It was also ensured that well-established sources were used to develop the measurement scale. The unit of analysis for this study is "Urban Digitally Active and Educated Employees" of the UK. The main question and research gap of this study are concerned with establishing the association between OL, SM, EE, and EM and measuring the impact of moderating variables on dependent variables; hence, co-relational and regression analysis tests were run using Smart PLS software (Sekaran & Bougie, 2013).

The correlational analysis indicates how closely each variable is associated with one other. As per Sekaran & Bougie (2013), in the quantitative approach to study, the significance level must be above 0.05; only then does a significant relationship between the two variables exist. Moreover, a P value of the correlation test between 0.7 and above indicates a more substantial relation, and below 0.5 exists a weaker relation. In contrast, between 0.5 and 0.7 exists the average intensity of the relationship. However, the model would stand significant at 0.000 in regression analysis. The validity and reliability of the tool were also checked. Reliability refers to gaining consistency after running the tests multiple times and still getting the same results (Sekaran & Bougie, 2013). However, when the results are tallied and well-rounded accurately within the realistic world based upon reliability, that is known as the validity of data (Sekran & Roger, 2013). Therefore, the validity and reliability were checked using Cronbach's alpha.

The research also has ethical considerations that include maintaining the anonymity of the respondents; therefore, no names were disclosed and asked in the questionnaire surveys. The data was only used strictly for this study. Moreover, the entire study is being cited from reliable and authentic sources, maintaining the credibility of the information. Last but not least, the results were not fabricated in any form or shape.



**Results and Findings**

**Demographic Profile of Respondents**

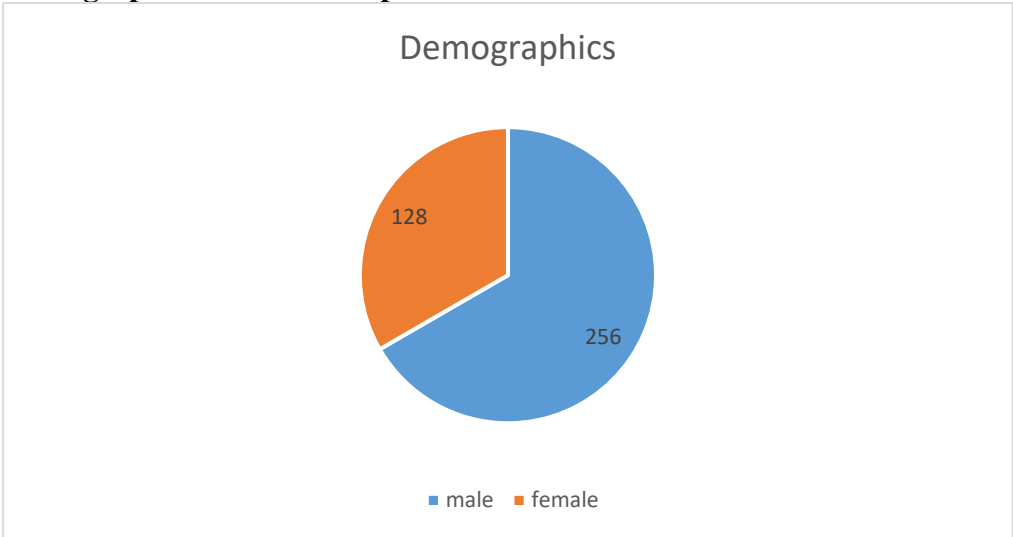


Figure 4.1. Gender Division/ Demographics

Figure 4.1 represents the gender of the respondents who participated in this survey. The total respondents were 384, of which 256 were male, and 128 were female employees with experience working for an organization.

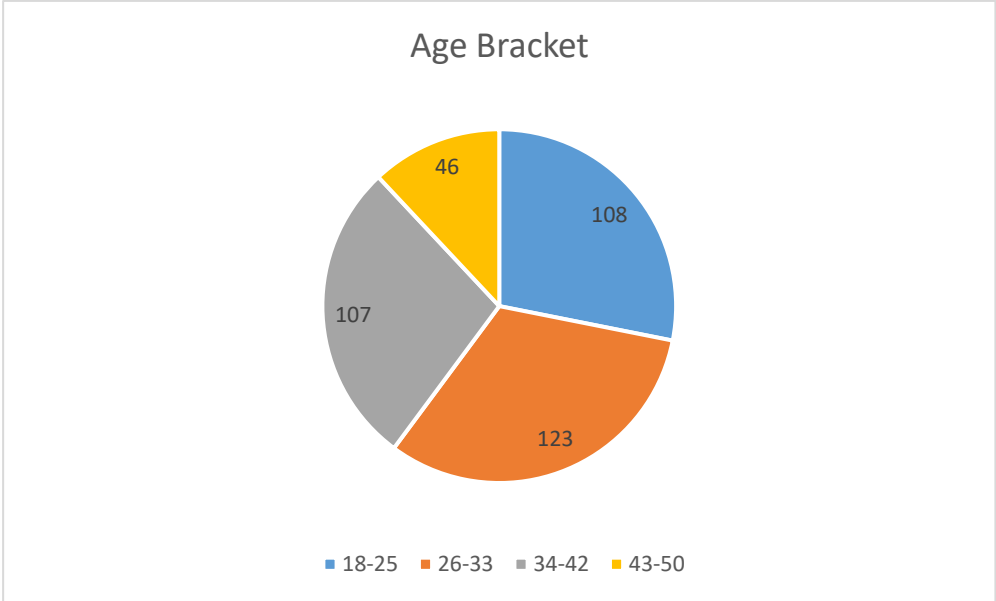


Figure 4.2. Age Bracket

Figure 4.2 indicates the eligibility criteria; all these respondents are above the age bracket of 18. One hundred eight respondents belong to the age bracket of 18-25 years old. One hundred twenty-three respondents were in the age bracket of 26-33 years old, 107 were between 34-42 years old, and the remaining 46 respondents were 43-50. Hence, one criterion for participating in the survey was fulfilled.

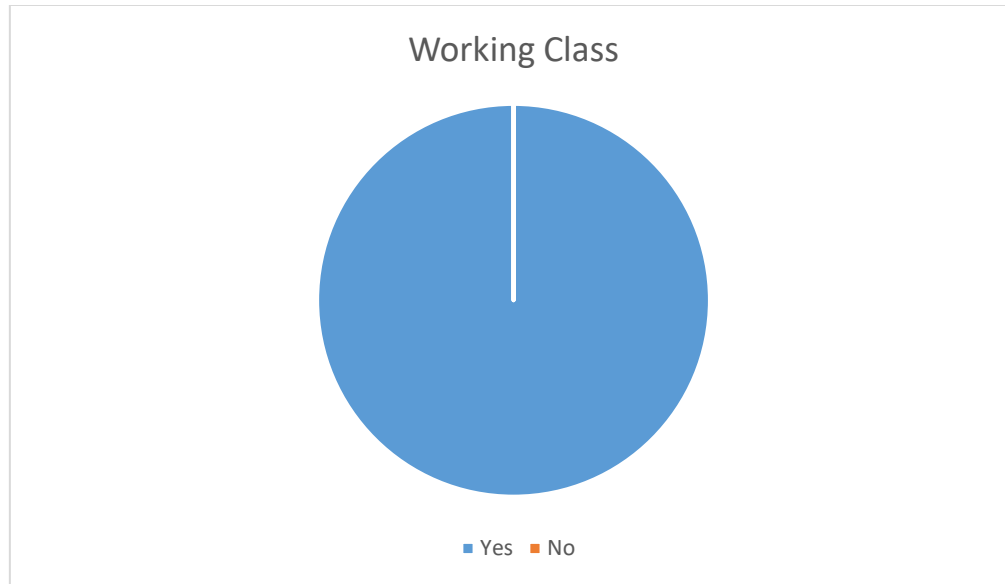


Figure 4.3. Do you work for the organization?

Figure 4.3 fulfills the criteria as 100% of respondents are from the working class and have a background and experience working in organizations. Therefore, they can answer the questions with proper understanding based on their experience.

### Outer Loadings

Table 1: Outer Readings

	EE	EM	OL	SM	SBP	EM x OL	EE x OL	EM x SM	EE x SM
EE1	0.910								
EE2	0.931								
EE3	0.897								
EM1		0.894							
EM2		0.929							
EM3		0.900							
OL1			0.857						
OL2			0.899						
OL3			0.858						
SBP1					0.811				
SBP2					0.818				
SBP3					0.823				
SBP4					0.844				
SM1				0.827					
SM2				0.922					
SM3				0.856					
EE x OL							1.000		

EM x			
SM			1.000
EM x			
OL		1.000	
EE x			
SM			1.000

The above table 4.1. Indicates the outer loading associated with the SM, OL, EE, and EM. Further, it also shows the items chosen for measuring the responses that fit with the variable. Values <0.5 are rejected as they cannot establish any relationship and convey the message of the variables. As per Hair et al. (2012), the benchmark for acceptance is 0.7. As per the table, the construct taken and the variables themselves are accepted as all the values of outer reading are >0.5 and estimated to be at 0.8-0.9 and 1.0.

Hence, it is concluded that SM and OL are both factors that impact SBP, with the moderating role of EE and EM. However, OL tends to have a stronger relationship with a value of 0.87. At the same time, strategic management lacks one unit, 0.86, which impacts SBP, with EE being a moderator having more impact.

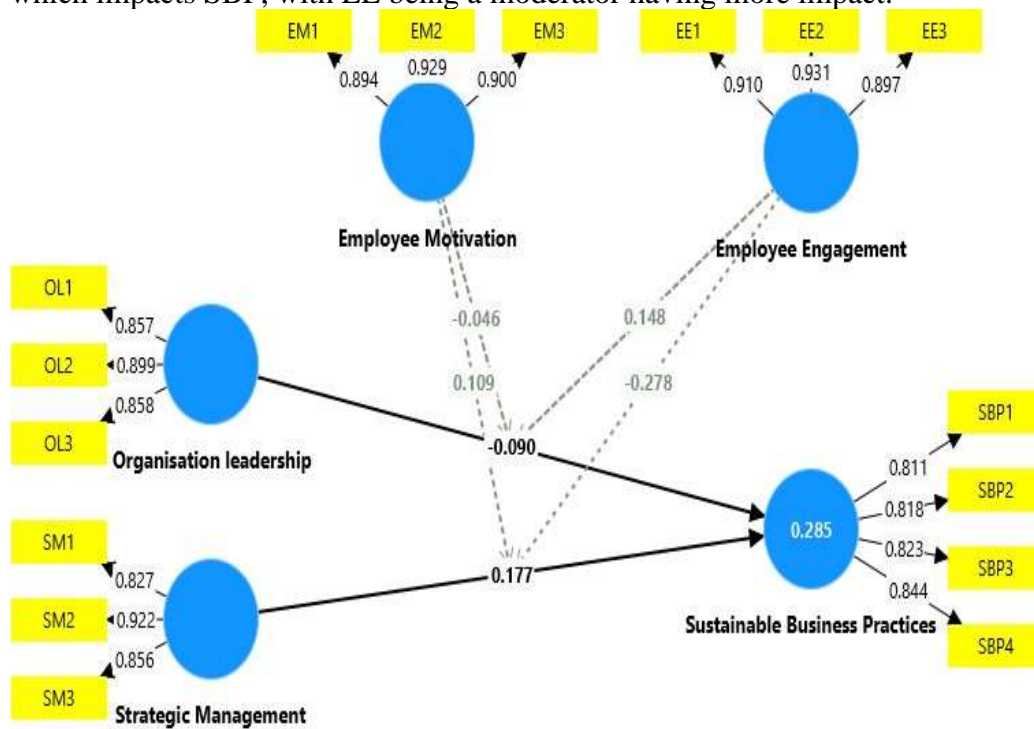


Figure 2: Measurement model reflecting outer loadings and R-Squared

### Quality Criteria through R-Square

**Table 2: Adjusted R Square**

	R-square	R-square adjusted
Sustainable Business Practices	0.285	0.270

The table above reads variables together, explaining a variance of 0.27, 27% in the independent variable. This indicates that the data fits the model as the quality criteria for R-Square suggests that the R-square is accepted at 0.25 or 25%. Hence, this proves that the model and the construct are accepted (Hair et al., 2012).

### **Construct Reliability and Convergent Validity.**

**Table 3: Construct Reliability**

	Cronbach's alpha
Employee Engagement	0.900
Employee Motivation	0.893
Organization leadership	0.842
Strategic Management	0.838
Sustainable Business Practices	0.844

The table 4.3. Shows the reliability of the tool (questionnaire) and its construction. Reliability above 0.5 and nearer to 0.7 indicates solid and good reliability, ensuring the tool is well constructed. Therefore, the reliability of the construct is more than 0.5 and above 0.7, indicating that the robust construction of tools helps generate better outcomes. Out of all these variables, the reliability of the construct of EE is the strongest.

**Table 4: Construct Validity**

	Average variance extracted (AVE)
Employee Engagement	0.833
Employee Motivation	0.824
Organization leadership	0.759
Strategic Management	0.756
Sustainable Business Practices	0.679

The validity of each construct is  $>0.5$  and nearer to 0.7, indicating that the tool used best fits the model of the study, is reliable with the topic, and ensures that the loaded item represents the variable. The value benchmark for the average variance is 0.5 for all the variables, as Hair et al. (2012) explained. For measuring Cronbach's alpha, the value needs to be 0.7, as it is supported by the study of Yaacob et al. (2021). Hence, the reliability is measured through the value of Cronbach's Alpha, and AVE measures validity; therefore, both are strong.

**P-Value and T-Statistics**

**Table 5: Significance**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Employee Engagement	0.937	0.937	0.009	105.558	0.000
Employee Motivation	0.934	0.933	0.009	104.163	0.000
Organization leadership	0.904	0.903	0.011	81.733	0.000
Strategic Management	0.903	0.901	0.011	80.164	0.000
Sustainable Business Practices	0.894	0.893	0.012	74.415	0.000

The table above indicates the significance of the study models. The p-values for all the variables are 0.000, indicating that the observed differences between the original sample values and the means are statistically significant. In other words, it is doubtful that these changes would occur by chance.

The T-statistic values range from 74.415 to 105.558, indicating all these variables are highly associated and correlated; therefore, the first and the third hypotheses are accepted. The higher the T-statistic value, the more extreme the observed difference is compared to what would be expected by chance alone.

Hence, it is established that there exists a strong positive correlation between the variables in the PLS regression model and ensuring that SM and OL impact SBP with EM and EE as moderators. Accepting the second and fourth hypotheses.

**Conclusion**

It has been concluded that all four hypotheses are accepted, which means the study shows a strong positive correlation between the variables with the T-statistics values ranging from 74.415 to 105.558. This means there is a correlation between Strategic Management and Organizational Leadership with Sustainable Business Performance, out of which organizational leadership is closer to sustainable business performance as the T-statistic is 81.733. At the same time, the SM was 1 unit less closely related and estimated to be at the value of 80.164. It has also been established that the moderator factors, namely Employee Engagement and Employee Motivation, are also related to SBP, with values of 105.588 and 104.163, indicating employee engagement is more closely related to SBP. Once the relationship is established, it is evident that these variables would impact one another, meaning that organizational leadership and strategic management impact employee motivation and engagement, which would automatically impact the sustainable business performance of the company. Last but

not least, the model of the study is valid and significant, standing at the value of 0.000, with the outer reading to be read at  $>0.5$  and estimates to be at 0.8-0.9 and 1.0.

### Limitations and Future Direction

The scope of the study is limited to two dependent variables (organizational leadership and strategic leadership) and one dependent variable (sustainable business performance), with two moderating variables, namely employee engagement and employee motivation. The scope of the study has also been limited to 384 digitally active respondents who belong to the working class. This is because the data would be collected through online questionnaire surveys for which digitally active respondents are required. Since it involves variables such as SM, EM, and EE, the respondents must have working experience in organizations to answer the questions. Last but not least, the geographical scope of the study would be limited to the United Kingdom only.

A similar study can be conducted in different countries such as India, Pakistan, or China with changes in population size. A similar study can also be conducted using secondary qualitative methods, different software such as SPSS, and different techniques such as regression analysis and t-tests. Last but not least, a similar study can also be conducted using different variables, such as employee loyalty, which still has a lot of research scope and can also take multiple variables to generate more nuanced results.

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## Appendix: Questionnaire

### 1. Gender

- Male
- Female

### 2. Age

- 18-25
- 26-33
- 34-41
- 42-50

### 3. Are you currently employed or working in any organization?

- Yes
- No

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

### Section 1: Organizational Leadership (Opoku et al., 2015)

1. I go beyond self-interest for the good of the organization.
2. I have overcome the barriers to reaching organizational goals.
3. I consider the moral and ethical consequences.
4. I keep track of all my mistakes.
5. One can expect to receive when performance goals are achieved.
6. I welcome others to challenge my ideas and strategies.
7. I focus on what we need to do as an organization.
8. I help others to develop their strength.

### Section 2: Strategic Management (Chuang & LiAO, 2010)

1. Your firm's objectives are driven by customer satisfaction.
2. Your firm has a solid commitment to serving customer needs.
3. Your firm's competitive strategy is based on thoroughly understanding your customer needs.
4. Your firm's business strategies are driven by increasing value for customers.
5. Customer satisfaction is assessed at least once every three months.
6. Close attention is given to after-sales service in your firm.



7. Salespeople within your organization share information on competitors.
8. Your firm responds rapidly to competitors 'actions.

**Section 3: Employee Motivation and Engagement (Steven, 2018)**

1. I feel inspired to meet my work goals.
2. I am completely involved in my work.
3. I am excited to come to work. The workday goes by quickly because I am often engaged.
4. I am dedicated to doing my best each workday.
5. I am entirely focused on my job duties when I am at work.
6. My fellow organizational members adapt to challenging situations quickly
7. My fellow organizational members always keep going during tough times
8. Organizational members proactively identify future opportunities and challenges.
9. Organizational members take the initiative to assist others when they need assistance.
10. Organizational members are willing to take on new tasks when needed.

**Section 4: Moderating Role of Employee Motivation and Engagement (Alalade, Oguntodu 2015)**

1. Motivation is essential in the banking industry
2. Fat salaries are the best tools to motivate employees
3. Well-motivated employees have positive attitudes toward work
4. Even without motivation, some employees would still perform well
5. Christmas, Easter, Salah, End of the year parties are reasonable and helps encourage employees
6. It is worthwhile to reward good work and excellence
7. I am satisfied with my current salary
8. I enjoy going to work and performing at my best
9. I am motivated enough to go the extra miles to delight our customers
10. I feel secure in my job
11. If I get a better paid job, I would leave my present job
12. Motivation brings about success in an organization
13. Employee's motivation is effective in achieving higher productivity
14. I find opportunities for advancement in this organization
15. I am satisfied with the communication between staff and the management
16. I feel a sense of pride in doing my job
17. I like the people I work with
18. I am motivated to work late at the office
19. I have a sense of belonging in my place of work