

## Review

# Sustainable leadership with authority span on the development of the United Arab Emirates' oil and gas sector

**Ozgur Cengel<sup>1</sup>, Hashem Ali Almashaqbeh<sup>2,\*</sup>**<sup>1</sup> Faculty of Economics and Administrative Sciences, Istanbul Arel University, Istanbul 34500, Turkiye<sup>2</sup> College of Business Administration, American University of Emirates, Dubai 25314, United Arab Emirates**\* Corresponding author:** Hashem Ali Almashaqbeh, [hashem61994@gmail.com](mailto:hashem61994@gmail.com)**CITATION**

Cengel O, Almashaqbeh HA.  
Sustainable leadership with authority span on the development of the United Arab Emirates' oil and gas sector. *Business and Management Theory and Practice*. 2025; 2(1): 3103.  
<https://doi.org/10.54517/bmtp3103>

**ARTICLE INFO**

Received: 26 November 2024

Accepted: 17 January 2025

Available online: 24 January 2025

**COPYRIGHT**

Copyright © 2025 by author(s).  
*Business and Management Theory and Practice* is published by Asia Pacific Academy of Science Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license.  
<https://creativecommons.org/licenses/by/4.0/>

**Abstract:** This study examines sustainable leadership and span of control in the United Arab Emirates (UAE)'s oil and gas industry. Sustainable leadership may boost strategic efficiency, creativity, and operational resilience in geopolitically complex and unstable environments. An optimum span of control permits close supervision without slowing decision-making, notably in its subsidiaries. Results show that sustainable leadership boosts employee engagement and innovation. The review paper shows that the UAE's gas and oil business faces several obstacles due to political instability and global market fluctuations. The UAE must implement sustainable leadership practices to foster industrial innovation, development, and growth.

**Keywords:** sustainable leadership; span of control; organizational development

## 1. Introduction

Since the oil and gas industry is a highly challenging environment, the concept of sustainable leadership is highly relevant when it comes to implementing such practices as 5S, as well as satisfying basic human needs, en route to attaining firm sustainable performance. Introducing sustainable leadership practices within the organization, however, has to harmonize with strategic processes, including the 5S system, to mitigate uncertainty in markets, the scope of the projects, and stakeholders' expectations [1,2]. In this regard, sustainable leadership focuses on communication in the assessment of subordinate strengths and developmental needs for meeting their emotional and mental needs. This creates conditions for constructive changes in performance outcomes. The leadership behavior of adopting change strategies that are transformational involves role modeling and inspiration leading to compatibility and congruence with organizational targets or goals [3,4]. When 5S, for instance, operations management for organizing the workplace is coupled with motivational leadership, then firms gain strengths in operative sustainability. Besides, high qualifications and increased skill levels of the employees strengthen the impact of the sustainable leadership since subordinates may need encouragement and motivation to perform. Global interconnectedness amplifies the relevance of sustainable leadership; applying enhanced communication technologies to produce collaborative change for sustainable performance in the oil and gas sector [5,6].

Authority span, alluding to the number of subordinates directly answering to a manager, likewise assumes a crucial part. A wider span takes into consideration faster decision-making, while a smaller span provides nearer management [7].

The UAE's gas and oil sector presents a unique contextual analysis because of its verifiable and political setting. The National Oil Corporation (NOC) stands as the

prevailing player, using command over all investigation, creation, transportation, and refining activities inside the nation [8]. Working as a state-possessed undertaking, the NOC is represented by a board of directors named by the UAE government. To manage its immense operations, the NOC depends on an organization of subsidiary companies, each having some expertise in a particular part of the oil and gas esteem chain. These subsidiaries' capabilities are under the central management of the NOC, sticking to its mandates. In any case, late political shakiness in the UAE has affected the industry's structure and stream of authority [9].

The style hypothesis recognizes the meaning of explicit fundamental sustainable leadership capacities that go about as enabling impact for a trailblazer act while defining its boundary up with the past furthest reaches of the trailblazer, before that specific display, implying that every person possesses a distinct sustainable leadership style that they are generally happy with. One style cannot be powerful in every situation, much like a one-size-fits-all product. Free enterprise sustainable leadership was just thought to be significant while driving a gathering of significantly gifted and energized people who had phenomenal history, previously [10].

Concurrently, the span of control, which characterizes the number of direct reports a manager handles, is vital in deciding organizational proficiency and effectiveness. In the context of NOC, understanding the ideal span of control can prompt better management rehearses, diminish above costs, and enhance the decision-production process, significant for keeping up with seriousness and operational honesty in the oil sector [11]. This sustainable leadership style is consistently unfavorably corresponded with results [12]. The UAE oil industry faces exceptional challenges in maintaining operational efficiency and integrity. One crucial factor influencing these aspects is the span of control, which alludes to the number of direct reports a manager supervises [13].

The human interest in sustainable leadership extends back centuries. Early theories, such as Carlyle Thomas' (1847) "great man theory," emphasized intrinsic characteristics and courageous qualities as prerequisites for sustainable leadership [14]. Carlyle contended that exceptional individuals, born with these qualities, are the driving power behind historical progress. This qualification featured the constraints of the "great man theory," particularly while considering leaders with adverse consequences like Hitler or Napoleon [15]. The effectiveness of each style depends on the situation, team dynamics, and follower characteristics [16,17]. Sustainable leadership has been linked to various positive outcomes, including increased representative engagement and motivation, upgraded creativity and innovation, improved team performance and objective achievement, and the development of future leaders within the team.

This paper dives into these basic points of view, investigating the possibility of sustainable leadership styles, with a specific spotlight on sustainable leadership, power length (scope of control), and how these components interface to impact the progress of the UAE's gas and oil sector. With regards to the UAE's gas and oil sector, with its goals for rejuvenation and development, sustainable leadership presents a compelling way ahead. Transactional sustainable leadership is also relevant, focusing on clear expectations and performance-based rewards. However, the connection between When opposed to sustainable leadership, transactional sustainable leadership typically

has lower employee satisfaction. Transactional sustainable leadership is the reason behind this [18].

The idea of power span, also known as span of control, alludes to the number of direct reports a manager supervises. More extensive spans of control can lead to flatter organizational structures, potentially expediting decision-making processes [19]. However, exceeding an optimal number of direct reports can overwhelm managers, hindering communication and hindering employee development [20]. Managers oversee a few employees, allowing for close supervision and individualized attention. This approach can be particularly advantageous for complex tasks or when onboarding new employees [19]. Managers oversee a larger number of employees, potentially leading to increased efficiency and faster decision-making because of fewer endorsement layers. The UAE's gas and oil sector faces interesting challenges. Political instability and fluctuating global oil prices have created a complex operating environment [21]. Viable, sustainable leadership is paramount for navigating these challenges and ensuring the continued development and improvement of the sector. While research on sustainable leadership styles within the UAE's gas and oil sector is limited, the potential benefits of sustainable leadership are particularly relevant in this specific situation [22]. This research fills in as an important contextual analysis for looking at the expected impact of sustainable leadership and ideal power range on the organization's presentation and obligation to the more extensive UAE's gas and oil sector.

Objectives:

- 1) To evaluate the level of sustainable leadership inside the oil and gas companies of the UAE.
- 2) To conclude the span of authority given to leaders in the oil and gas companies of the UAE.
- 3) To analyze the effect of sustainable leadership and authority span on the organization's functional proficiency and advancement in the oil and gas industry improvement of the UAE.

Research Questions:

- 1) How much does the implementation of sustainable leadership practices by managers inside the UAE's gas and oil sector (as estimated by laid-out measurements) add to its growth and development?
- 2) How does the authority span of a leader (the number of direct reports they make) inside UAE's gas and oil sector influence?

## **2. Literature review**

### **2.1. Sustainable leadership and organizational development**

Iqbal and Piwovar-Sulej [23] examined the mediation effects of employee resilience (ER) on the relationship between sustainable leadership (SL) and employee wellbeing (WB) while environmental turbulence (ET) as a moderator. The above hypothesis testing and measurement model were validated through structural equation modeling with data collected from 593 employees and 373 supervisor respondents from SMEs in China. The results prove that SL has a significant positive relationship with WB, both as a main effect and mediated by ER. Further, the current analysis

suggests that the relationship between SL and WB is amplified under lower levels of ET. This study contributes new knowledge about the combined linkages between SL, ER, ET and employee well-being.

Iqbal and Piwovar-Sulej [24] focused on the role of business and political networking in frugal innovation as moderated by sustainable and transformational leadership. The authors conduct a survey among 256 SME representatives in Pakistan and find that both forms of managerial ties are positively related to frugal innovation. In contrast to transformational leadership, which did not influence this association, sustainable leadership exerted a significant and positive moderating role regarding the relationship between managerial connections and frugal innovation. The results provide relevant theoretical and practical implications for relationship management towards frugal innovation.

Iqbal et al. [25] disentangled whether diversified knowledge sharing mediates the relationship between sustainability-oriented leadership and frugal innovation with the moderation of entrepreneurial bricolage. This study used the survey method, so data was collected from 223 SMEs in Poland and then analyzed using the Partial Least Square Structural Equation Modeling technique. The findings confirm that sustainability-oriented leadership has a positive impact on both frugal functionality and cost, mediated by two distinct types of knowledge sharing: Internal and external, but only external knowledge sharing. This study puts forward that the impact of sustainability-oriented leadership on external knowledge sharing is further enhanced by the use of entrepreneurial bricolage, extending the literature on leadership development and frugal innovation performance.

Iqbal [26] stated that businesses and companies have today integrated sustainable measures in their business operations due to pressures expected to reduce resource consumption and advocate for environmentally friendly measures. This study utilized a self-administered questionnaire and with the G\*Power analysis, it was shown that a sample size of 43 for five predictors is required. Cronbach's Alpha was used to establish reliability and the Shapiro–Wilk test was used to test normality. Before data analysis, the proposed moderating role of green human resource management (GHRM) on employees green behavior (EGBs) and environmental sustainability was analyzed using Hayes's PROCESS in the SPSS application. The evaluation supported that GHRM has a large effect, especially on environmental agendas; however, additional research is needed in this area.

Piwovar-Sulej and Iqbal [27] established the moderation and mediation effects of this relationship of 5S implementation on FSP via BNS and with SL. Collected data from 211 frontline employees of a Saudi oil and gas company through a three-wave survey and employed PLS-SEM analysis; the current study found that 5S had an indirect positive relationship with FSP by BNS, and this positive impact was moderated by SL. Based on SDC and SL models, as well as the findings and implications presented here, this study offers implications for production and HR managers to obtain higher sustainable performance with 5S under the context of the research and possible avenues for future research.

Leadership always has a significant impact on the organizational performance of the businesses. This section comprises the prior studies that have been carried out by the various scholars in the past to highlight the crucial role of sustainable leadership.

While there are numerous perspectives on leadership documented in the academic community, sustainable leadership happens to be one of the most prevalent and has a significant impact on the achievement of organizational objectives. A study carried out by Piwowar-Sulej and Iqbal [27], the purpose of this investigation is to determine how sustainable leadership affects company performance and how organizational creativity acts as a mediator. According to the study, organizational innovation significantly influences organizational performance. Pakistani businesses require a culture where executives inspire and support staff members who want to become more innovative and capable of steering profitable enterprises. Based on an evaluation of 168 Spanish enterprises, the report provides empirical confirmation of these factors. The findings demonstrate how organizational learning and innovation under sustainable leadership have a favorable impact on organizational performance. Through innovative thinking, learning in organizations has a beneficial, both immediate and lasting effect on the performance of the organization. The performance of organizations is positively impacted by innovative thinking within the organization [28]. Fractional least square regression was utilized to evaluate data from 323 frontline hotel personnel. The findings demonstrate that while commitment somewhat mediates the association between change management and performance at work, identification and engagement entirely moderate the connection among sustainable leadership and organizational citizenship behaviors. The findings show that identification and engagement have a sequential mediation effect on worker productivity. Finally, research demonstrates that a proactive temperament enhances the impact of leadership on motivation and affiliation. For those in the hospitality industry, the research project offers insights into the reasons behind the conditions surrounding workers' work behaviours [29]. In addition, the purpose of this paper is to investigate sustainable leadership about culture in organizations, our all-important variables. Unstructured interviews and questionnaires with a semi-structured design are employed in this study. The Malaysian Airports Holdings Ltd. (MAHB) three levels of executive management provided the information in question. The data is analyzed using combination analysis, interviewer analysis, and quiz analysis. The findings show that transformative leadership and MAIS, which are influenced by corporate culture, have a substantial association. Additionally, there is a strong correlation between corporate culture and MAIS intensity of use [30].

To address some of the study inquiries, two investigations were carried out. 464 employees participated in the initial study, which used an analogous survey. Based on the findings of the initial study, 150 manager-employee pairs were looked at. 150 manager-employee tandems were evaluated after the findings of the preliminary investigation. While administrators assessed the level of organizational support and the entrepreneurial behavior of their staff, individuals were asked to rate the leadership style and level of competitiveness in the workplace. The findings demonstrate that entrepreneurial actions are mediated by the support of organizations in the relationship between transformational and transactional leadership [31].

The ideal leadership style that works for everyone is sustainable leadership. Studies have indicated that sustainable leadership outperforms transactional leadership in a variety of contexts. Though, managers frequently adopt a transactional style of leadership. For this reason, it's critical to give students the chance to exercise

transformational leadership [32]. Numerous writers have attempted to understand how various leadership philosophies affect the innovative behaviors of their staff members [33]. Utilizing a sample of 240 matched middle-level manager and front-line supervisor dyads from a sizable foreign collaboration company in China, this study builds and evaluates a model representing the underlying mechanisms relating sustainable leadership and staff innovation. To simultaneously affect the interaction between revolutionary management and creativity among staff members, we propose that employee creative personality and personal control function as a distinctive psychological mechanism and a crucial border condition. The connections between personal control and innovative management, which in turn handled their joint effect upon worker inventiveness, were further discovered to be mediated by creative personality [34]. Data were gathered from 688 managers employed by conglomerate businesses in both nations, and a two-stage structural equation modeling approach was used for model and hypothesis testing analysis. The results showed that, although Algerian managers were aware of the relationship between CRI and EC, managers in both nations held different opinions about how TL affected EC. Turkish management, meanwhile, were convinced of each component's own efficacy [35].

In order to understand the relationship between sustainable leadership and staff inventiveness and innovation in the company, this article will look at how creative self-efficacy and physical work settings moderate and mediate their effects. 254 managers from two significant automotive manufacturing facilities in India provided the data. Eighteen percent of the poll respondents responded. A model of structural equations was used for the data analysis. Employee creativity is enhanced by transformational leadership, according to study findings. The authors demonstrate how the actual work setting functions as a moderator and individual creative self-confidence serves as a mediator in the connections between innovative management and one's own imagination [36]. The correlation between change management and financial rewards, in addition to transactional authority and other kinds of incentives, is completely mediated by psychological empowerment. This relationship was found using survey information collected from knowledgeable staff members and their line managers from 260 Chinese enterprises with less than five years of entrepreneurial experience. These results provide a fresh theoretical foundation for the advancement of managerial theory in the future [37].

The purpose of this research is to determine the degree to which personal skills and the competitiveness of private employees in the Karimun district are mediated by sustainable leadership. Seventy-five respondents in all were chosen by random sampling methods. Smart PLS is used in data analysis methodologies, and the study's findings are Competitiveness is directly and significantly impacted by skills, and in a market where businesses are competing, having skilled workers can make them more competitive. The impact of skills on transformational leadership is substantial. A leader with good talents may inspire the team, solve problems, led by example, give clear instructions, and foster positive relationships with his team members. The competitiveness of the business is greatly enhanced by sustainable leadership. Enhancing worker fulfillment, creativity, efficiency, competitiveness, and business reputation are all possible with revolutionary leadership. Competitiveness is directly and significantly impacted by skills through revolutionary management. A company's

reputation can be enhanced, creativity can be fostered, employee satisfaction can rise, productivity can be increased, and overall competitiveness can be strengthened with the use of skills [38]. The purpose of this research is to assess how organizational structure, learning culture, and sustainable leadership affect schools' ability to innovate. Simple random sampling employing electronics was used to gather data from a group of primary school teachers. The study's population consists of teachers at private schools, the exact number of whom is unknown. Electronically, questionnaires were dispersed using a straightforward random sample method. According to the study's findings, sustainable leadership significantly affects organizational structure as well as learning culture. The ability to innovate is significantly impacted by learning culture. The ability to innovate is significantly impacted by organizational structure. The ability to innovate is significantly impacted by the learning culture [39].

## **2.2. Span of control and organizational development**

Span of control is an essential component that has the potential of boosting the organizational development and it has been empirically proven by various prior studies. It has different impacts as per the different industries. According to Lee and Kray [40], who carried out the study in the health care industry? The healthcare supervisor's span of control includes work-related elements, including patient acuity, operational complexity, and previous experience with respect to managers and personnel. Nurse Managers may experience detrimental effects from extended spans of supervisors, including duty overload and burnout. Insufficient stretches of control might lead to low dissatisfaction among professionals and patients.

As per the discovery of Ghita et al. [41], it is predicted and observed that managers who have a greater degree of control tend to give their top performers higher ratings and their lowest performers lower ratings. Another study that has been carried out by Fischer et al. [42] shows that span of control has a significant impact on organizational development. A study carried out by Hensellek et al. [43] that highlights the inter-connectivity of span of control and organizational development. One significant structural component that modifies these correlations is the span of control, which is determined by the number of employees per founder. Interestingly, only at low modest spans of control that is, not at high employee-to-founder ratios does strategic versatility effectively mediate the relationship between organizational development, span of control and leadership [44].

Another study that has been carried out by Fu et al. [45] has highlighted that sustainability and span of control have influenced the organizational development. 41 industrialists participated in unstructured interviews, which the researchers then examined using open-source coding and inferential reasoning. Through the analysis of unstructured interviews and critical scientific literature, a questionnaire was created. 202 industrial companies provided empirical answers. The structural analyses show that enterprises' organizational development is greatly enhanced by the efficient application of span of control.

First-line managers' (FLMs') obligations have grown over the past ten years in the field of medicine, encompassing a wider range of duties and roles such as oversight

of employees. The objective of the present research was to assess the FLM's influence over the employee's nurses' compliance with patient protection standards. The research project was performed in Saudi Arabia. The group being studied consisted of 131 nurses on staff and 57 FLMs with assistants who were employed in the previous circumstance. Two methodologies were utilized to gather the necessary data. While there is a negative connection between the perspective of one's own comprehension and SOC, overall there is an advantageous and substantial correlation between self-awareness, SOC, and years of experience. Age, total years of experience, and self-awareness are correlated statistically significantly with how things are done approach. Training courses on span of control and workplace safety regulations ought to be offered by FLM. Regular organizational actions should include periodic reviews of the scope of control [29].

### **3. Methodology**

This forms the background and context for using a descriptive research approach anchored on a review of literature in order to generate a synthesis of existing research findings on the 5S implementation, basic needs satisfaction, sustainable leadership and firm sustainable performance in the oil and gas sector. The sources of literature include peer-reviewed journal articles, industry reports, Scopus, Web of Science, and Google Scholar by searching related keywords such as "5S implementation," "basic needs satisfaction," "sustainable leadership," and "firm sustainable performance" with even more emphasis on the oil and gas industries. In this literature review, the author reviewed 12 studies that met strict inclusion criteria, including recent publication, relevance to sustainable practices and organizational performance, whether empirical or theoretical, to derive themes from which themes identified include effects of 5S implementation on operational efficiency, basic needs satisfaction on employee performance, sustainable leadership traits, and the moderating effects of all on firm performance. This research has limitations arising from the use of secondary data and may not be well updated in the current period, the reviewed papers may not have been done in the best quality and scope in their respective areas of research.

### **4. Findings and discussions**

According to the review, the concept of sustainable leadership plays a major role in enhancing sustainability as well as the growth of the UAE oil and gas sector. Research evidence shows that leaders with an authority span based on sustainability can be useful to manage the challenges of the sector, such as fluctuations in the markets, environmental conditions, and stakeholders' expectations. Green organizational culture must be cultivated by practicing sustainable leadership, as the adoption of green technology is important in managing the carbon footprint of the sector where innovation should be embraced despite having a wanton carbon footprint. In addition, the review also establishes the fact that when basic needs satisfaction is targeted on human well-being and professional development, engagement as well as productivity improves to enable the workforce perform to organisational sustainability standards. Similar results were obtained by Ali et al. [46] and Raza et al. [47].

This discussion points to the need to mobilize the transformational leadership dimensions like communication, empathy and coaching to motivate personnel and enhance the right change. While those executives who assume the responsibility of coaches and positive examples not only enhance the employees' satisfaction while working but also ensure that the sustained organizational strategies correspond to the general goals of sustainability. The study also specifically discusses the importance of the 5S implementation process in improving efficiency and in aligning work processes for increased sustainability. However, the current literature is not devoid of limitations, some of which include the lack of coherent governance structures and systems and a concern for short-term economic gains at the expense of sustainable development of the environment. In view of these, we strongly recommend leadership development intervention that would suit the particular nature of the oil and gas industries as well as proper policies and regulation that would ensure accountability in leadership decisions. By and large, this last section shows that sustainable leadership is a significant factor promoting innovative and efficient processes and protecting the environment in the UAE oil and gas industry. Our results are enclosed by Kement et al. [48], Mansor et al. [49] and Raza and Shaikh [50].

Sustainable leadership plays a crucial role in achieving the sector's sustainability through improving the use of innovative practices in minimizing impacts on the environment. In line with previous literature, there is consensus regarding social innovation as a mediating factor between sustainable leadership and sustainability with a need to incorporate innovation into the sustainable leadership framework. Also, managerial discretion or managerial direction is highlighted as a moderation variable; increased leader autonomy may boost the level of sustainability. But research also points out that managerial direction does not always reinforce the impact of sustainable leadership on social innovation, pointing to the obvious and noble need for well-defined innovation processes and known and favorable organizational culture. The review of the literature indicates that, for the UAE oil and gas sector, there is the need for leadership practices to be consistent with sustainability while promoting innovation. Last of all, the systematic review of the literature points to the significance of sustainable leadership, innovativeness, and the effective application of managerial direction in line with sustainable development to ensure development, on one hand, and sustainability on the other, in the context of the sector. Our findings are aligned with those of Iqbal and Piwowar-Sulej [51,52] and Bayram et al. [53].

## **5. Conclusion**

Sustainable leadership in the UAE's oil and gas sector offers a strategic framework for addressing operational complexities and political challenges. Sustainable leadership significantly enhances employee innovation and engagement, while a well-managed span of control within NOC and similar organizations facilitates efficient decision-making and supports organizational structure. The incorporation of sustainable leadership practices is expected to enhance the resilience of the UAE's oil and gas industry, promote growth within the sector, and stabilize national economic conditions in the face of variable global oil prices and regional instability. This study highlighted methods by which sustainable leadership and optimal authority span can

enhance functional efficiency, cultivate potential leaders, and promote greater sustainability within the UAE's oil and gas sector industry.

## **6. Policy recommendations and limitations**

Effective, sustainable leadership with an authority span is central to the growth of the UAE oil and gas industry. On the basis of the critical analysis of prior research, several suggestions can therefore be made towards improving leadership effectiveness and sectoral sustainability. First, there is the need to design leadership development programs that are aligned to sustainability to prepare leaders who are ready to manage organizations based on sustainable development concepts that take cognizance of economic growth together with environmental responsibilities; second, enhancing a culture of innovation through the adoption of sustainable technologies/operations can enhance operations efficiency while minimizing the effects on the natural environment; third, the communication and satisfying of basic employee needs can be used to increase workforce communication and hence improve organizational performance and productivity. Overall, proper governance structures and specifically accountability methodologies create a coherent picture of the work to be done and deliverables regarding long-term sustainability goals. Nonetheless, this study has the following limitations arising from the use of secondary data: False or outdated information, failure to capture modern industry or leadership trends or practices among others. In addition, the framework's external validity or global generalizability might be limited since this study highlights the UAE oil and gas sector context and is based on a set of selected interviews and case studies. Within these areas, additional research might be useful in the form of empirical investigations that compare the present recommendations with real-world applications for achieving sustainable development. Furthermore, future researchers could incorporate primary data collection methods such as surveys, interviews, or questionnaires in future research. Doing so would not only enrich the study but also contribute significantly to the body of knowledge on sustainable leadership and span of control in the UAE oil and gas sector.

**Conflict of interest:** The authors declare no conflict of interest.

## **References**

1. Cai X, Khan NA, Egorova O. Transactional leadership matters in green creative behaviour through workplace learning and green knowledge management: moderating role of social network sites use. *Personnel Review*. 2023; 53(2): 317-335. doi: 10.1108/pr-12-2020-0894
2. Caligiuri PM, Dragoni L. Global leadership development. In: *The Routledge Companion to International Human Resource Management*. Routledge; 2014.
3. Raza A, Alavi AB, Asif L. Sustainability and financial performance in the banking industry of the United Arab Emirates. *Discover Sustainability*. 2024; 5(1). doi: 10.1007/s43621-024-00414-z
4. Rojak JA, Munir M. The Relationship between Leadership Styles and Human Resource Management Practices. *International Journal of Service Science, Management, Engineering, and Technology*. 2023.
5. Meirinhos G, Cardoso A, Neves M, et al. Leadership Styles, Motivation, Communication and Reward Systems in Business Performance. *Journal of Risk and Financial Management*. 2023; 16(2): 70. doi: 10.3390/jrfm16020070

6. Pellegrini EK, Scandura TA, Jayaraman V. Cross-Cultural Generalizability of Paternalistic Leadership: An Expansion of Leader-Member Exchange Theory. *Group & Organization Management*. 2010; 35(4): 391-420. doi: 10.1177/1059601110378456
7. Krell N, Davenport F, Harrison L, et al. Using real-time mobile phone data to characterize the relationships between small-scale farmers' planting dates and socio-environmental factors. *Climate Risk Management*. 2022; 35: 100396. doi: 10.1016/j.crm.2022.100396
8. Antignac M, Diop IB, Macquart de Terline D, et al. Socioeconomic Status and Hypertension Control in Sub-Saharan Africa. *Hypertension*. 2018; 71(4): 577-584. doi: 10.1161/hypertensionaha.117.10512
9. Guetta M. The oil curse in UAE: Resource dependence, political settlements, and economic diversification. *The Journal of Modern African Studies*. 2018.
10. Naja WAR, Ahmad UN ungku. The Impact of Strategic Leadership Styles on Financial Performance in Libyan Oil and Gas Industry. *Journal of Law and Sustainable Development*. 2024; 12(2): e3302. doi: 10.55908/sdgs.v12i2.3302
11. Kark R, D. T. Barthel A, Buengeler C. Leadership theories through the eyes of she: a gendered and feminist analysis of the development of leadership theories. *A Research Agenda for Gender and Leadership*; 2023.
12. Barltrop R. Oil and Gas in a New Libyan Era. *Oxford Institute for Energy Studies*; 2019. doi: 10.26889/9781784671303
13. Abushrenta MMA. Challenges and opportunities of adopting IFRSs in UAE: the case of UAE's gas and oil sector. *Nottingham Trent University (United Kingdom)*; 2022.
14. Carlyle T. Past and present. *Oxford University Press*; 2023.
15. Ummatin BNU, Mutmainnah I, Marwiyah S. Analysis of Soekarno's Leadership Style as President of Indonesia Using the Great-Man Theory Approach (Indonesian). *Sospoli Institute Journal*. 2024.
16. McLaughlin CP, Kunk-Czaplicki JA. Leadership: Theory and Practice by Peter G. Northouse. *Journal of College Student Development*. 2020; 61(2): 260-261. doi: 10.1353/csd.2020.0023
17. Khan IU, Amin RU, Saif N. Individualized Consideration and Idealized influence of transformational Leadership: Mediating Role of Inspirational Motivation and Intellectual stimulation. *International Journal of Leadership in Education*. 2022. doi: 10.1080/13603124.2022.2076286
18. Young HR, Glerum DR, Joseph DL, et al. A Meta-Analysis of Transactional Leadership and Follower Performance: Double-Edged Effects of LMX and Empowerment. *Journal of Management*. 2020; 47(5): 1255-1280. doi: 10.1177/0149206320908646
19. Benson AJ, McGregor AJ, Martin LJ, et al. The rank dynamics of integrating new members: The process of hierarchical crafting. *Sport, Exercise, and Performance Psychology*. 2023; 12(1): 72-88. doi: 10.1037/spy0000315
20. Cappelli P. Why Management Has Gotten Worse and The Leadership Issues Behind That. *Leader To Leader*. 2024; 2024(112): 96-102. doi: 10.1002/ltl.20807
21. Sandbakken C. The limits to democracy posed by oil rentier states: The cases of Algeria, Nigeria and Libya. *Democratization*. 2006; 13(1): 135-152. doi: 10.1080/13510340500378464
22. Behnasawy M, Zeyadah M, Deedah A, et al. Soil heavy metal pollution and the associated toxicity risk assessment in Ajdabiya and Zueitina, Libya. *Scientific Journal for Damietta Faculty of Science*. 2024; 14(1): 16-20. doi: 10.21608/sjdfs.2024.248818.1145
23. Iqbal Q, Piwowar-Sulej K. Sustainable Leadership, Environmental Turbulence, Resilience, and Employees' Wellbeing in SMEs. *Frontiers in Psychology*. 2022; 13. doi: 10.3389/fpsyg.2022.939389
24. Iqbal Q, Piwowar-Sulej K. Frugal innovation embedded in business and political ties: transformational versus sustainable leadership. *Asian Business & Management*. 2023; 22(5): 2225-2248. doi: 10.1057/s41291-023-00248-z
25. Iqbal Q, Piwowar-Sulej K, Kallmuenzer A. Sustainable development through frugal innovation: the role of leadership, entrepreneurial bricolage and knowledge diversity. *Review of Managerial Science*; 2024. doi: 10.1007/s11846-024-00764-y
26. Iqbal Q. The Era of Environmental Sustainability: Ensuring That Sustainability Stands on Human Resource Management. *Global Business Review*. 2018; 21(2): 377-391. doi: 10.1177/0972150918778967
27. Piwowar-Sulej K, Iqbal Q. 5S implementation, basic needs satisfaction, sustainable leadership and firm sustainable performance: Empirical evidence from the oil and gas industry. *Journal of Cleaner Production*. 2024; 484: 144354. doi: 10.1016/j.jclepro.2024.144354

28. García-Morales VJ, Jiménez-Barrionuevo MM, Gutiérrez-Gutiérrez L. Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*. 2012; 65(7): 1040-1050. doi: 10.1016/j.jbusres.2011.03.005
29. Buil I, Martínez E, Matute J. Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*. 2019; 77: 64-75. doi: 10.1016/j.ijhm.2018.06.014
30. Jati MKK, Hassan S, Harman MH, et al. Sustainable leadership and organizational culture: A case of MAHB. *Procedia Economics and Finance*. 2015; 31: 425-435. doi: 10.1016/S2212-5671(15)01217-4
31. Klein G. Transformational and transactional leadership, organizational support and environmental competition intensity as antecedents of intrapreneurial behaviors. *European Research on Management and Business Economics*. 2023; 29(2): 100215. doi: 10.1016/j.iedeen.2023.100215
32. Hamdani MR. Learning how to be a transformational leader through a skill-building, role-play exercise. *The International Journal of Management Education*. 2018; 16(1): 26-36. doi: 10.1016/j.ijme.2017.11.003
33. Jyoti J, Dev M. The impact of transformational leadership on employee creativity: the role of learning orientation. *Journal of Asia Business Studies*. 2015; 9(1): 78-98. doi: 10.1108/jabs-03-2014-0022
34. Tse HHM, To ML, Chiu WCK. When and why does transformational leadership influence employee creativity? The roles of personal control and creative personality. *Human Resource Management*. 2017; 57(1): 145-157. doi: 10.1002/hrm.21855
35. Kasımoğlu M, Ammari D. Transformational leadership and employee creativity across cultures. *Journal of Management Development*. 2020; 39(4): 475-498. doi: 10.1108/jmd-05-2019-0153
36. Chaubey A, Sahoo CK, Khatri N. Relationship of transformational leadership with employee creativity and organizational innovation. *Journal of Strategy and Management*. 2019; 12(1): 61-82. doi: 10.1108/jsma-07-2018-0075
37. Ma X, Jiang W. Transformational Leadership, Transactional Leadership, and Employee Creativity in Entrepreneurial Firms. *The Journal of Applied Behavioral Science*. 2018; 54(3): 302-324. doi: 10.1177/0021886318764346
38. Tegor T, Johannes J, Jaya RIK, et al. Skill, Transformational Leadership, and Competitiveness: Relationships in A Love Triangle. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*. 2023; 7(2): 422-434. doi: 10.33650/al-tanzim.v7i2.5053
39. Purwanto A, Fahmi K, Sulaiman A. Linking of sustainable leadership, learning culture, organizational structure and school innovation capacity: CB SEM AMOS analysis. *Journal of Information Systems and Management (JISMA)*. 2023.
40. Lee M, Kray LJ. A gender gap in managerial span of control: Implications for the gender pay gap. *Organizational Behavior and Human Decision Processes*. 2021; 167: 1-17. doi: 10.1016/j.obhdp.2021.06.001
41. Ghita RS, Maas VS. The Effects of Span of Control and Temporal Disaggregation of Performance Reports on Discretionary Performance Evaluations. *Journal of Management Accounting Research*. 2024; 36(1): 139-156. doi: 10.2308/jmar-2022-066
42. Fischer M, Imgrund F, Janiesch C, et al. Strategy archetypes for digital transformation: Defining meta objectives using business process management. *Information & Management*. 2020; 57(5): 103262. doi: 10.1016/j.im.2019.103262
43. Hensellek S, Kleine-Stegemann L, Kollmann T. Entrepreneurial leadership, strategic flexibility, and venture performance: Does founders' span of control matter?. *Journal of Business Research*. 2023; 157: 113544. doi: 10.1016/j.jbusres.2022.113544
44. Rasul I, Rogger D, Williams MJ. Management, Organizational Performance, and Task Clarity: Evidence from Ghana's Civil Service. *Journal of Public Administration Research and Theory*. 2020; 31(2): 259-277. doi: 10.1093/jopart/muaa034
45. Fu Q, Abdul Rahman AA, Jiang H, et al. Sustainable Supply Chain and Business Performance: The Impact of Strategy, Network Design, Information Systems, and Organizational Structure. *Sustainability*. 2022; 14(3): 1080. doi: 10.3390/su14031080
46. Ali M, Seraj M, Türüç F, et al. Do banking sector development, economic growth, and clean energy consumption scale up green finance investment for a sustainable environment in South Asia: evidence for newly developed RALS co-integration. *Environmental Science and Pollution Research*. 2023; 30(25): 67891-67906. doi: 10.1007/s11356-023-27023-z
47. Raza A, Ali M, Tursoy T, et al. Evaluating the Scandinavian economy's transition to a sustainable environment. Fresh evidence from newly developed CS-ARDL approach. *Resources Policy*. 2024; 89: 104566. doi: 10.1016/j.resourpol.2023.104566
48. Kement Ü, Zeybek B, Soylu S, et al. The effect of transformational leadership on restaurant employees on trust, altruistic intention and organizational commitment: the moderation effect of surface acting. *European Business Review*. 2024; 36(5): 613-638. doi: 10.1108/eb-05-2023-0169

49. Mansor M, Shaikh AUH, Raza A. Descriptive Model Based Studies on Tqm Practices & Performance Management Practices. In: *Business Models: A Study of Turkish Sme's*. Grassroots; 2022.
50. Raza A, Shaikh AUH. A Exploring the Nexus of Financial Incentives and Employee Motivation in Financial Sector: A study of Pakistan. *Journal of Managerial Sciences*. 2024.
51. Iqbal Q, Piwovar-Sulej K. Sustainable leadership in higher education institutions: social innovation as a mechanism. *International Journal of Sustainability in Higher Education*. 2021; 23(8): 1-20. doi: 10.1108/ijshe-04-2021-0162
52. Iqbal Q, Piwovar-Sulej K. Organizational citizenship behavior for the environment decoded: sustainable leaders, green organizational climate and person-organization fit. *Baltic Journal of Management*. 2023; 18(3): 300-316. doi: 10.1108/bjm-09-2021-0347
53. Bayram GE, Abbasi AR, Raza A, et al. The U-shaped relationship between corruption and international tourism demand: A gravity model approach. *Turyzm/Tourism*. 2024; 34(1): 97-108. doi: 10.18778/0867-5856.34.1.09