

The Role of Integrated Leadership Styles in Enhancing Institutional Sustainability: A Systematic Review of Civil Society Organizations in Qatar

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Abstract

This study investigates the extent to which strategic leadership contributes to enhancing institutional sustainability—across economic, social, and environmental dimensions—within civil society organizations in Qatar. Adopting a systematic review methodology, the research analyzed more than twenty Arabic and international studies addressing the relationship between leadership styles and sustainability outcomes. The findings revealed that strategic leadership serves as the foundation for achieving long-term organizational stability, efficient resource utilization, and alignment between institutional goals and community missions. Innovative leadership was identified as a key driver of adaptability and continuous improvement, fostering creativity, participation, and resilience in the face of change. Entrepreneurial leadership, meanwhile, enhanced institutional responsiveness by encouraging initiative-taking, expanding partnerships, and promoting financial independence.

The review further highlighted that integrating these three leadership styles—strategic, innovative, and entrepreneurial—produces more comprehensive and enduring sustainability outcomes than applying any style individually. However, several research gaps were identified, including limited empirical studies in the Gulf region, the absence of integrated analytical models, and the underutilization of modern frameworks such as VUCA for analyzing leadership effectiveness in dynamic environments. Based on these findings, the study proposes an integrated leadership model that connects the three leadership styles to the core dimensions of sustainability, offering a flexible framework applicable to civil society organizations in Qatar and similar contexts.

Keywords

Strategic leadership; Innovative leadership; Entrepreneurial leadership; Institutional sustainability; Civil society organizations

1. Introduction

Leadership plays a crucial role in determining the sustainability and long-term success of institutions. In recent years, the growing global emphasis on sustainable development has highlighted the need for leadership models capable of addressing economic, social, and environmental challenges simultaneously. Within this context, civil society organizations have become vital actors in promoting social progress, community engagement, and sustainable development goals. However, achieving institutional sustainability in these organizations requires effective leadership that combines strategic vision, innovation, and adaptability.

The present study seeks to answer the research question:

To what extent does strategic leadership contribute to enhancing the institutional sustainability dimensions (economic, social, and environmental) within civil society organizations in Qatar?

This question reflects a broader concern about how leadership practices influence the sustainability of organizations operating in dynamic and resource-sensitive environments. Strategic leadership, in particular, is viewed as a key driver of sustainability because it enables organizations to align their goals, resources, and practices with long-term development priorities. At the same time, innovative and entrepreneurial leadership approaches are increasingly recognized as essential for fostering creativity, resilience, and continuous improvement within institutional settings.

In Qatar, civil society organizations play an important complementary role to governmental and private sectors in advancing the Qatar National Vision 2030, which emphasizes human, social, economic, and environmental development. Yet, research examining how leadership contributes to the sustainability of these organizations remains limited. Most existing studies focus on corporate or governmental contexts, leaving a gap in understanding the leadership dynamics unique to civil society institutions.

Therefore, this study adopts a systematic review approach to analyze previous research that explores the link between leadership styles—strategic, innovative, and entrepreneurial—and the three core dimensions of institutional sustainability. By synthesizing findings from Arabic and international literature, the review aims to identify key factors, common patterns, and existing gaps in the field. The ultimate goal is to develop a conceptual understanding of how leadership can strengthen the sustainability of civil society organizations in Qatar and similar socio-economic contexts.

2. Materials and Methods

Systematic review articles are methodological studies that employ database searches to compile research findings, emphasizing objective and theoretical discussions on a particular topic or theme. Unlike narrative reviews, which summarize existing knowledge without a structured methodology that ensures data reproducibility or addresses specific quantitative research questions (Smith et al., 2020), systematic reviews adopt a rigorous approach to evaluating prior studies. Robinson and Lowe (2018) emphasize that conducting a systematic review is crucial for reducing reviewer bias, which could otherwise undermine the reliability and validity of a study.

This paper aims to explore the extent to which strategic leadership contributes to enhancing the institutional sustainability dimensions (economic, social, and environmental) within civil society organizations in Qatar.

A high-quality systematic review follows key stages, including planning, conducting, and reporting the review through a structured and transparent process. This involves comprehensive searches across multiple databases, ensuring that the methodology can be replicated and reproduced by other researchers. A well-defined search strategy allows researchers to address a specific research question effectively (Bramer et al., 2018). However, the limited research on leadership and sustainability in civil society organizations within the Arab world has led to gaps in understanding and a fragmented approach to analyzing the existing literature systematically.

This review is guided by the central research question: To what extent does strategic leadership contribute to enhancing the institutional sustainability dimensions (economic, social, and environmental) within civil society organizations in Qatar? By systematically reviewing prior studies, this research seeks to bridge knowledge gaps and provide deeper insights into the trends, challenges, and opportunities associated with leadership-driven sustainability within the Qatari and broader Arab context. It examines existing initiatives,

organizational practices, and leadership models while assessing their effectiveness in advancing institutional sustainability efforts.

3.1 PRISMA

This systematic review was conducted in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to maximize transparency and reduce bias in study identification, selection, and synthesis (Moher et al., 2009). The review protocol was registered with the International Platform of Registered Systematic Review and Meta-Analysis Protocols (INPLASY; registration number INPLASY202250103).

3.1.1 Resources

A comprehensive electronic search was carried out across Arabic and international bibliographic sources covering the period 2010–2025. Primary databases included Dar Almandumah (Arabic scholarly literature), Scopus, Web of Science (WoS), and Google Scholar. These databases were chosen for their broad disciplinary coverage and their relevance to leadership, organizational management, and sustainability research.

3.1.2 Systematic Review Process

The review followed the standard PRISMA stages: Identification → Screening → Eligibility → Inclusion. The aim was to locate empirical and conceptual studies that examine relationships between leadership styles (strategic, innovative, entrepreneurial) and the three dimensions of institutional sustainability (economic, social, environmental) in civil society or nonprofit contexts.

3.1.1 Identification

More than 1,000 records were identified from Arabic and international sources for the period 2010–2025. Search terms were derived from the central research question — To what extent does strategic leadership contribute to enhancing institutional sustainability dimensions (economic, social, environmental) within civil society organizations in Qatar? — and were expanded using synonyms, related concepts, and thesaurus/look-up steps. Boolean operators, phrase searching, truncation/wildcards, and field codes were used to build comprehensive search strings that were applied consistently across the selected databases.

In July 2025, search strings for Dar Almandumah, Scopus, Web of Science, and Google Scholar were developed after identifying all relevant keywords (see Table 1).

Table 1. The Research Strings

Databases	Keywords Used
Dar Almandumah	"Strategic Leadership" OR "Leadership Styles" OR "Transformational Leadership" OR "Transactional Leadership" OR "Visionary Leadership" OR "Institutional Sustainability" OR "Organizational Sustainability" OR "Civil Society Organizations" OR "Economic Sustainability" OR "Social Sustainability" OR "Environmental Sustainability" OR "Leadership and Sustainability" OR "Sustainable Management Practices" OR "Leadership Effectiveness"
Scopus	"Strategic Leadership" OR "Leadership Styles" OR "Transformational Leadership" OR "Institutional Sustainability" OR "Organizational Sustainability" OR "Civil Society Organizations" OR "Leadership and Sustainability" OR "Sustainable Leadership" OR "Leadership Practices" OR "Sustainability Dimensions"

Web of Science	"Strategic Leadership" OR "Leadership for Sustainability" OR "Organizational Development" OR "Institutional Sustainability" OR "Civil Society Organizations" OR "Economic, Social, and Environmental Sustainability" OR "Leadership and Organizational Performance"
Google Scholar	"Strategic Leadership" OR "Leadership Styles" OR "Institutional Sustainability" OR "Civil Society Organizations" OR "Economic Sustainability" OR "Social Sustainability" OR "Environmental Sustainability" OR "Leadership for Sustainability" OR "Leadership in Nonprofit Organizations"

Scopus and Web of Science were selected due to their extensive multidisciplinary coverage, advanced search capabilities, and rigorous indexing standards, encompassing over 2,000 publishers and providing broad access to studies in leadership, management, and sustainability research.

The search process yielded a total of 94 articles: 35 from *Dar Almandumah*, 25 from *Scopus*, 24 from *Web of Science*, and 10 from *Google Scholar*. These records constituted the initial dataset for screening and evaluation during the systematic literature review process.

3.1.2 Screening

All retrieved records underwent de-duplication and title/abstract screening to remove clearly irrelevant items. During screening, priority was given to studies with a clear focus on civil society or nonprofit organizations and on one or more sustainability dimensions. Non-relevant records were excluded at this stage in order to refine the pool for full-text assessment.

The following criteria were applied:

- Only peer-reviewed journal articles presenting empirical or conceptual research were included, as they provide validated academic data. Systematic reviews, meta-analyses, book chapters, books, and conference papers were excluded.
- Only studies published in English or Arabic were included to maintain contextual and linguistic relevance.
- The review focused exclusively on research examining strategic leadership, organizational management, and sustainability dimensions (economic, social, and environmental) within the civil society or nonprofit sectors.

Applying these criteria resulted in the exclusion of 11 articles (see Table 2), leaving 78 studies eligible for the next stage of the review process.

Table 2. Inclusion and Exclusion Criteria

Criteria	Included Studies	Excluded Studies
Document Type	Empirical or conceptual journal articles	Conference papers, book chapters, books, and dissertations
Language	English and Arabic publications	Non-English and non-Arabic publications
Study Focus	Strategic leadership, organizational sustainability, civil society management, and sustainability dimensions (economic, social, environmental)	Studies unrelated to leadership, sustainability, or civil society organizations

3.1.3 Eligibility

Full texts of the remaining articles were assessed against predefined eligibility criteria. Key

exclusion rules were applied, including the removal of duplicates, studies that did not explicitly link leadership to sustainability outcomes, and non-peer-reviewed materials. Studies were evaluated for methodological clarity and contextual relevance to civil society/nonprofit settings.

Following the above steps, 21 studies met the inclusion criteria and were retained for final synthesis. These included Arabic and international studies covering empirical and conceptual work. The included studies were organized into four thematic categories: Strategic Leadership, Innovative Leadership, Entrepreneurial Leadership, and Integrative/Combined Leadership.

3.1.4 Quality Assessment

To safeguard methodological rigor, two independent reviewers with expertise in leadership and sustainability appraised the eligible studies. Assessment criteria prioritized methodological robustness, clarity of theoretical grounding, and reliability of reported data. Discrepancies between reviewers were resolved through discussion. Only studies meeting the quality thresholds were carried forward to synthesis, resulting in the final set of 21 included studies.

3.1.5 Data Extraction and Analysis

Data from the included studies were extracted into a structured matrix capturing authorship, context, methodology, leadership focus, sustainability dimension(s) examined, and principal findings. An integrative synthesis approach was applied to combine findings from qualitative, quantitative, and mixed-methods studies. Thematic analysis was then used to identify recurring patterns and to group results into the four leadership categories noted above. Findings were summarized to highlight convergences, divergences, and gaps in the literature relevant to institutional sustainability in civil society organizations.

A PRISMA flow diagram summarizing the identification, screening, eligibility, and inclusion steps is provided in Figure 1.

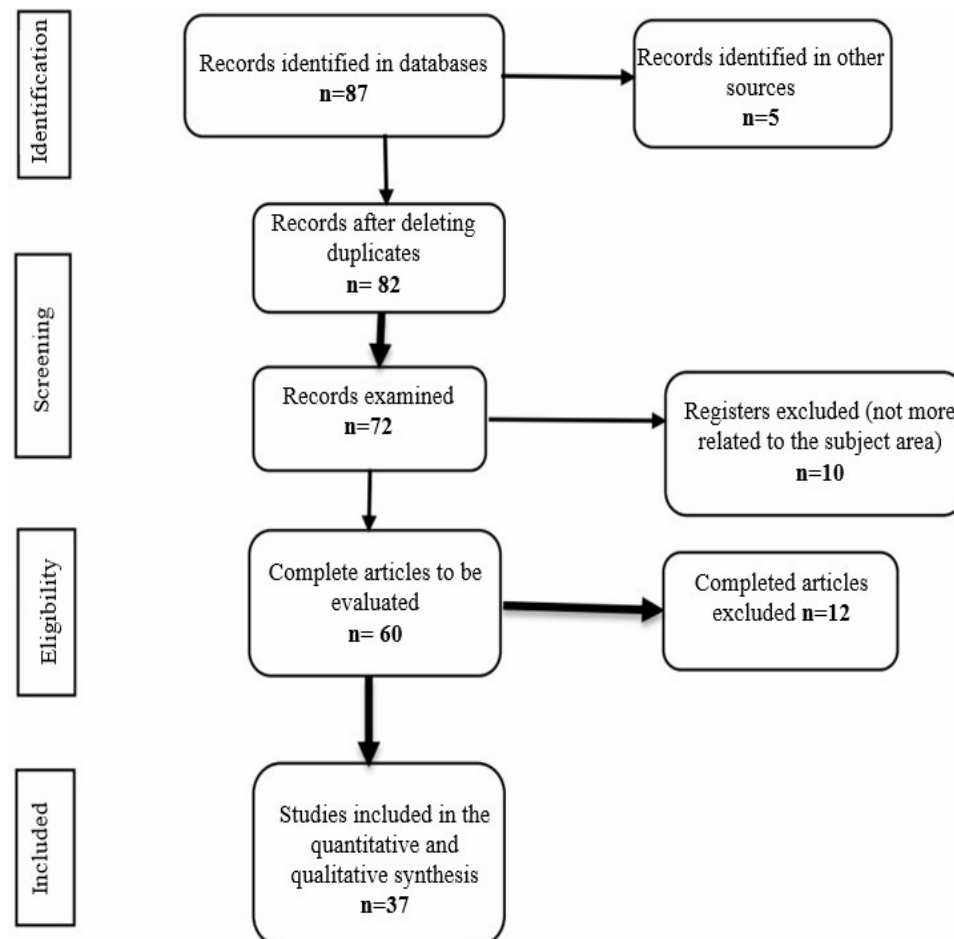


Figure 1: PRISMA systematic review process

Table 3 (Researched Article)

Author(s) and Year	Study Context / Sample	Methodology	Leadership Type	Main Focus / Variables	Key Findings Related to Sustainability
Tjahjadi et al. (2023)	Indonesia – Corporate sector	Quantitative / SEM	Strategic & Entrepreneurial	Resource efficiency, flexibility	Strategic leadership enhances financial and resource sustainability; entrepreneurial mindset supports adaptive strategies.
Weerawardena et al. (2010)	Australia – Non-profit organizations	Analytical / Qualitative	Strategic	Strategic alignment & mission fulfillment	Strategic leadership aligns operations with community goals, promoting long-term sustainability.
Demastus & Landrum (2023)	USA – Social enterprises	Mixed methods	Strategic	Balance between internal and external outcomes	Strategic leadership improves institutional balance between internal performance and social mission.
Farraj (2019)	Jordan – Civil society organizations	Descriptive analytical	Strategic	Organizational orientation & performance	Strategic leadership enhances institutional effectiveness in complex environments.
Hamza (2010)	Egypt – Non-profit organizations	Analytical / Case study	Strategic	Resource management & planning	Integrating leadership with resource management forms the basis of institutional sustainability.
Mohammed (2024)	Saudi Arabia – Non-profit organizations	Qualitative / Thematic	Strategic	Governance & sustainability	Vision clarity, delegation, and long-term planning are key pillars of sustainability.
Tantry et al. (2025)	UAE – SMEs post-COVID-19	Case study	Strategic	Flexibility & resource redirection	Strategic adaptability ensured

					continuity and sustainability amid uncertainty.
Abdeldayem & Aldulaimi (2024)	GCC – Regional study	Theoretical / Conceptual	Strategic	Ethical principles & empowerment	Sustainable strategic leadership fosters long-term value and institutional capacity.
Obaidat (2020)	Qatar – Ooredoo Telecom	Quantitative	Strategic	Leadership dimensions & crisis readiness	Strategic leadership positively affects stability and readiness in dynamic contexts.
Hahn (2013)	Germany – Industrial sector	Empirical	Innovative	Innovation & environmental management	Innovation improves resource efficiency and reduces emissions.
Fanida et al. (2024)	Indonesia – SMEs	Quantitative	Innovative	Resilience & sustainability	Innovative leadership boosts resilience to crises.
Tugyetwena (2023)	Tanzania – NGOs	Descriptive	Innovative	Alternative financing	Innovation expands funding sources and supports economic sustainability.
Al-Subaie Charity Foundation (2023)	Saudi Arabia – Charity institutions	Applied report	Innovative	Digital innovation & financing	Digital funding innovations enhance financial sustainability.
Al-Eklabi (2021)	Oman – Public sector	Correlational	Innovative	Motivation, participation, and productivity	Leadership fostering innovation improves productivity and sustainability.
Majed (2013)	Egypt – Educational institutions	Descriptive analytical	Innovative / Transformational	Delegation, communication, recognition	Empowering leadership transforms workplaces into creative environments.
Saleh (2020)	Jordan – Civil society	Analytical	Entrepreneurial / Integrated	Financial independence & participation	Institutional entrepreneurship enhances self-sufficiency and

					social sustainability.
Mahmoud (2021)	Egypt – Non-profit institutions	Analytical	Entrepreneurial / Democratic	Leadership participation & initiative	Democratic leadership enhances performance and institutional continuity.
Al-Dosari (2023)	Qatar – Cultural institutions	Quantitative	Entrepreneurial / Democratic	Leadership style & performance	Democratic leadership increases commitment, efficiency, and job stability.
Nabawiya & Nasira (2020)	Egypt – Civil society	Analytical	Integrative	Leadership adaptability	Effective leaders combine multiple styles to balance efficiency and empowerment.
Al-Oush (2023)	Jordan – Administrative institutions	Correlational	Sustainable / Integrative	Ethical & participatory leadership	Sustainable leadership improves transparency, competitiveness, and performance.
Ismail (2012)	Malaysia – Comparative study	Analytical / Comparative	Integrative	Charismatic, transformational, visionary	Contextual leadership integration strengthens sustainability outcomes.

3.2. Previous Studies

A review of the scientific literature is a crucial step in constructing any theoretical framework, as it helps identify what has already been accomplished and uncover the knowledge gaps that have not been sufficiently addressed. In this research, more than twenty Arabic and international studies were reviewed and analyzed, all of which examined the relationship between the three leadership styles (strategic, innovative, and entrepreneurial) and the dimensions of sustainability in civil society organizations (economic, social, and environmental). The analysis focused on identifying areas of agreement and divergence in findings and assessing the extent to which they integrate into a practical, applicable scientific model.

3.2.1. Analysis of Previous Studies

First: Strategic Leadership and Its Role in Promoting Sustainability

The studies unanimously agreed that strategic leadership serves as an effective tool in directing organizations toward achieving long-term sustainability by optimizing resource use, developing flexible plans, and ensuring organizational stability.

- Tjahjadi et al. (2023) found that strategic leadership enhances resource efficiency and financial flexibility.
- Weerawardena et al. (2010) indicated that strategic leadership strengthens the alignment between operational goals and community missions.
- Demastus & Landrum (2023) highlighted the importance of this leadership style in achieving a balance between internal performance sustainability and social service outcomes.
- Farraj (2019) reported that strategic leadership helps formulate organizational orientations that enhance performance effectiveness and enable institutions to operate in complex environments.
- Hamza (2010) emphasized that integrating strategic leadership with resource management forms a core foundation for achieving institutional sustainability in civil society organizations.
- In the Gulf context, Mohammed (2024) conducted an in-depth qualitative analysis on the role of strategic leadership in enhancing governance and sustainability in Saudi non-profit organizations, revealing that clear vision, delegation of authority, and long-term planning are key pillars of institutional sustainability.
- Tantry et al. (2025) showed that flexible strategic leadership ensured the continuity of small and medium-sized enterprises in the UAE during the post-COVID-19 phase by adapting to changing business environments and redirecting resources toward sustainability-driven priorities.
- Abdeldayem & Aldulaimi (2024) demonstrated that the sustainable strategic leadership model in the GCC contributes to building an integrated management framework that promotes long-term value creation through ethical principles, employee empowerment, and the development of institutional capacities linked to the environment, market, and society.
- Obaidat (2020), in a study on Ooredoo Qatar, found that strategic leadership practices across all dimensions (guidance, investment, development, and control) positively influence institutional readiness to face crises, thereby enhancing stability and sustainability in dynamic environments.

Second: Innovative Leadership and Its Role in Promoting Sustainability

The literature underscores the importance of innovative leadership in fostering a flexible organizational culture capable of adapting to rapid changes and generating unconventional solutions.

- Hahn (2013) suggested that adopting innovation enhances environmental sustainability through improved resource management and emission reduction.
- Fanida et al. (2024) found that institutions practicing innovative leadership are more resilient to economic and social crises.
- Tugyetwena (2023) noted that innovation opens alternative funding sources that contribute to financial stability.
- According to the Al-Subaie Charity Foundation (2023), adopting innovative digital financing techniques strengthens the capacity of non-profit institutions to diversify income sources and achieve long-term economic sustainability.

- Al-Eklabi (2021) revealed a statistically significant relationship between leadership effectiveness in motivating employees and increased productivity through cultivating an innovative work environment that encourages participation, problem-solving, and teamwork. Leadership traits such as trust in subordinates, flexibility, and professionalism were found to be key to operational efficiency and sustainable productivity.
- Other studies emphasized that leadership effectiveness extends beyond planning and implementation to include creating an innovation-supportive environment through employee empowerment and participation in decision-making. Transformational leadership, with its motivational and inspirational qualities, supports innovation by reinforcing organizational commitment and readiness for change. Majed (2013) found that delegation, recognition, and effective communication by leaders transform the workplace into a platform for institutional creativity.

Third: Entrepreneurial Leadership and Its Role in Promoting Sustainability

Entrepreneurial leadership is one of the main drivers of effective societal responsiveness in unstable environments, as it stimulates initiatives, expands partnerships, and capitalizes on opportunities.

- Tjahjadi (2023) demonstrated that entrepreneurial leadership helps create flexible strategies serving marginalized groups and promoting social sustainability.
- Saleh (2020) argued that institutional entrepreneurship enables organizations to develop participatory solutions that enhance financial independence and expand social impact.
- Mahmoud (2021) found that democratic leadership improves institutional performance by activating employee roles and encouraging self-initiative, thus supporting organizational sustainability.
- A Qatari study (Al-Dosari, 2023) revealed that democratic leadership was the most effective in enhancing employee performance, as it positively correlated with commitment and discipline. It also improved human resource efficiency and skills development through participatory decision-making and a motivational environment. In contrast, autocratic leadership correlated with absenteeism and low commitment, while laissez-faire leadership had a minor negative effect. The study recommended adopting a more interactive democratic model in Qatari cultural institutions to improve performance and job stability.

Fourth: The Integration of Leadership Styles and Their Role in Promoting Sustainability

While many studies examined each leadership style separately, recent literature highlights the importance of integrating strategic, innovative, and entrepreneurial leadership as a more holistic approach to understanding how leadership impacts the sustainability of civil society organizations. Institutions with strong strategic leadership may lack innovation or initiative without complementary styles, and vice versa.

- Saleh (2020) found that leadership effectiveness depends on integrating various organizational and leadership functions into a cohesive framework that enhances the organization's ability to achieve broad sustainability goals—particularly long-term social impact, diversified funding, and efficient resource use.

- Mahmoud (2021) confirmed that leaders who apply multiple styles simultaneously achieve higher levels of organizational commitment and operational flexibility, thus strengthening long-term institutional continuity.
- Nabawiya & Nasira (2020) demonstrated that leadership effectiveness is not confined to a single style but requires adaptive and integrative use of multiple approaches aligned with organizational and environmental conditions. Effective leaders balance administrative efficiency with human-centered leadership through vision, empowerment, and strategic planning.
- Al-Oush (2023) found that sustainable leadership, when practiced holistically—from ethical behavior and empowerment to long-term planning and environmental protection—directly improves organizational climate and administrative performance. Participatory, innovative, and trust-based leadership correlated positively with transparency, efficiency, competitiveness, and stakeholder satisfaction.
- Ismail (2012) argued that adopting a single leadership style is unrealistic in complex environments, as dynamic contexts require leaders to blend multiple styles. A comparative analysis of charismatic, transformational, and visionary leadership revealed significant overlaps, emphasizing integrative leadership over isolated styles. He stressed situational leadership, combining acquired and innate traits, and aligning vision with structural and client-based considerations.

In conclusion, the integration of the three leadership styles is not merely a diversification of approaches but rather a structural strategy that enhances organizational adaptability, scalability, and balance across economic, social, and environmental sustainability dimensions.

3.2.2. Research Gaps

Despite the diversity of studies addressing leadership and sustainability, a comprehensive analysis of the literature revealed several methodological and contextual gaps:

- **Limited studies on leadership integration:** Most research still examines strategic, innovative, and entrepreneurial leadership separately, without developing a comprehensive analytical model explaining their interaction in promoting institutional sustainability.
- **Weak representation of Gulf contexts:** Few studies explore entrepreneurial or innovative leadership in GCC civil society organizations; most focus on Western or governmental institutions, neglecting regional specificities.
- **Lack of practical applications:** Many studies on innovative leadership remain theoretical, with limited empirical measurement of its real impact on sustainability.
- **Underutilization of the VUCA framework:** Although widely adopted in Western research, the VUCA model remains largely overlooked in Arabic literature despite its relevance in analyzing leadership effectiveness under volatile and uncertain conditions.

3.2.3. General Conclusion on Previous Studies

Specialized literature indicates that most studies have examined each of the three leadership styles—strategic, innovative, and entrepreneurial—individually, without developing integrated analytical models that demonstrate their combined influence on the sustainability

of civil society organizations. Although a few emerging studies have moved in this direction, the absence of applied models and clear measurement tools remains evident.

Additionally, there is a scarcity of empirical research in the Gulf region, particularly studies on the role of innovative and entrepreneurial leadership in civil society organizations. Moreover, most Arabic studies have not adequately applied modern theoretical frameworks such as VUCA to analyze how changing environmental contexts affect leadership practices.

Based on these gaps, the present study aims to propose an integrated leadership model that connects the three leadership styles with the different dimensions of sustainability within a dynamic environment. This model seeks to enrich Arabic literature and provide a flexible, applicable framework for developing leadership practices in civil society organizations.

4. Discussion

The review of previous studies demonstrates a consistent recognition of leadership as a pivotal determinant of institutional sustainability, particularly within the dimensions of economic, social, and environmental development. However, the discussion of findings highlights nuanced distinctions among the roles of strategic, innovative, and entrepreneurial leadership, as well as an emerging need for their integration into a unified model suited to complex and evolving organizational contexts.

1. Strategic Leadership and Sustainability

The majority of studies reviewed confirmed that strategic leadership provides the essential foundation for achieving long-term sustainability. It ensures that organizations maintain clear vision, optimal resource use, and adaptive planning mechanisms. Studies such as those by *Tjahjadi et al. (2023)* and *Weerawardena et al. (2010)* underscored that aligning operational goals with community missions and enhancing resource efficiency are critical for ensuring stability and resilience. In Gulf and Arab contexts, *Mohammed (2024)* and *Obaidat (2020)* demonstrated that strategic leadership contributes to governance enhancement, organizational preparedness, and sustainability through visionary guidance and institutional capacity-building. This consensus reflects the universal applicability of strategic leadership in achieving sustainability, although the degree of effectiveness varies according to contextual and cultural factors.

2. Innovative Leadership and Sustainability

In contrast, innovative leadership emphasizes creativity, adaptability, and a proactive response to emerging challenges. Research by *Hahn (2013)* and *Fanida et al. (2024)* linked innovation to environmental and economic sustainability through improved resource utilization and crisis resilience. Similarly, studies like *Al-Subaie Charity Foundation (2023)* and *Al-Eklabi (2021)* revealed that innovative leadership fosters employee motivation, productivity, and the diversification of financial resources. These findings highlight innovation as both a behavioral and structural dimension of leadership—one that not only generates new ideas but also transforms institutional culture to sustain development. Nevertheless, despite growing attention to innovation in leadership, most studies remain theoretical, lacking applied frameworks that measure the tangible impact of innovation on sustainability outcomes.

3. Entrepreneurial Leadership and Sustainability

The analysis also revealed that entrepreneurial leadership plays a critical role in promoting institutional responsiveness, adaptability, and social inclusion. Studies such as *Tjahjadi (2023)* and *Saleh (2020)* emphasized that entrepreneurial leaders enable organizations to seize opportunities, expand partnerships, and design participatory solutions that enhance both

financial independence and social sustainability. Within the Qatari context, *Al-Dosari (2023)* provided empirical evidence that democratic and participatory leadership models improve performance and employee commitment, contrasting with the negative effects of autocratic or laissez-faire approaches. These insights confirm that entrepreneurial leadership is instrumental in stimulating initiative and fostering a culture of continuous improvement, which are essential for sustaining long-term institutional performance.

4. Integrative Leadership Approaches

A key outcome of the literature review is the recognition that no single leadership style can independently sustain organizations in complex and volatile environments. The studies by *Saleh (2020)*, *Mahmoud (2021)*, *Nabawiya & Nasira (2020)*, and *Al-Oush (2023)* collectively support the idea of integrative leadership, where strategic, innovative, and entrepreneurial styles interact to create a balanced and adaptable governance model. This combination enables leaders to align vision with flexibility, empower employees, and maintain ethical and environmental accountability. *Ismail (2012)* further reinforced this integrative view, suggesting that leadership must be situational and multidimensional to meet the demands of uncertainty and change. Such integration not only enhances operational efficiency but also ensures that sustainability efforts are comprehensive—addressing economic, social, and environmental dimensions concurrently.

5. Identified Research Gaps

Despite these valuable insights, several gaps persist in the literature. Few studies have proposed a comprehensive analytical model that explains how the three leadership styles interact to promote sustainability. The Gulf region, particularly its civil society sector, remains underrepresented, with limited empirical studies examining innovative and entrepreneurial leadership in non-profit or community-based institutions. Furthermore, the application of modern frameworks, such as the VUCA model (Volatility, Uncertainty, Complexity, Ambiguity), remains scarce in Arabic literature, despite its relevance in evaluating leadership performance in dynamic environments.

6. Implications for the Present Study

The findings from previous research collectively suggest that achieving sustainability within civil society organizations requires a holistic leadership approach that integrates strategic foresight, innovative thinking, and entrepreneurial initiative. Building on this understanding, the present study seeks to fill the identified gaps by developing an integrated leadership model that links these three leadership styles to the economic, social, and environmental dimensions of sustainability. This proposed model aims to provide both theoretical enrichment and practical applicability, particularly within the context of Qatari civil society organizations.

Findings

The systematic review and analysis of the selected studies yielded several key findings regarding the relationship between leadership styles—strategic, innovative, and entrepreneurial—and the sustainability of civil society organizations. These findings highlight both commonalities and distinctions among leadership approaches and their collective impact on institutional sustainability across economic, social, and environmental dimensions.

1. Strategic Leadership as a Foundation for Sustainability

The findings revealed that **strategic leadership** consistently serves as the cornerstone of institutional sustainability. Across both Arabic and international studies, strategic leaders

were shown to enhance organizational performance by formulating long-term visions, optimizing resource utilization, and ensuring operational stability.

- Studies such as *Tjahjadi et al. (2023)* and *Weerawardena et al. (2010)* demonstrated that strategic leadership strengthens goal alignment between institutions and their community missions, leading to improved social and economic outcomes.
- In the Gulf context, *Mohammed (2024)* and *Obaidat (2020)* confirmed that strategic leadership enhances governance practices, crisis preparedness, and institutional resilience.

Overall, these findings affirm that strategic leadership provides the structural and decision-making framework necessary for sustainable growth, especially in dynamic environments.

2. Innovative Leadership as a Driver of Adaptability and Growth

The review found strong evidence supporting **innovative leadership** as a driver of institutional adaptability and creative problem-solving.

- Studies such as *Hahn (2013)* and *Fanida et al. (2024)* confirmed that innovation enhances environmental and economic sustainability by promoting efficient resource management and resilience in times of crisis.
- Research from the *Al-Subaie Charity Foundation (2023)* and *Al-Eklabi (2021)* highlighted that innovation-oriented leadership fosters participation, motivation, and productivity by encouraging employees to engage in creative thinking and solution generation.

The evidence collectively indicates that innovative leadership contributes to sustainability not only through technological or procedural innovation but also by cultivating a participatory culture that supports continuous improvement and adaptation to change.

3. Entrepreneurial Leadership and Institutional Responsiveness

The findings also highlighted the crucial role of **entrepreneurial leadership** in enhancing institutional responsiveness, opportunity recognition, and social engagement.

- *Tjahjadi (2023)* and *Saleh (2020)* showed that entrepreneurial leadership promotes proactive strategies, enabling organizations to address community needs, secure funding, and ensure financial independence.
- Empirical results from *Al-Dosari (2023)* in Qatar confirmed that democratic and participatory leadership styles significantly improve employee performance, commitment, and organizational stability.

These findings suggest that entrepreneurial leadership strengthens sustainability by empowering institutions to take initiative, embrace risk, and innovate in response to social and economic challenges.

4. Integration of Leadership Styles Enhances Sustainability Outcomes

One of the most significant findings of the review is that the **integration of strategic, innovative, and entrepreneurial leadership** yields stronger sustainability outcomes than any single style in isolation.

- Studies such as *Saleh (2020)*, *Mahmoud (2021)*, *Nabawiya & Nasira (2020)*, and *Al-Oush (2023)* demonstrated that combining these styles leads to improved transparency, competitiveness, operational efficiency, and stakeholder satisfaction.

- *Ismail (2012)* emphasized that effective leaders adopt situational and adaptive leadership practices that integrate multiple approaches, thereby enhancing institutional flexibility and long-term sustainability. This integrative model of leadership enables civil society organizations to balance strategic planning with innovation and initiative, resulting in more comprehensive and enduring sustainability achievements.

5. Contextual and Theoretical Gaps

Despite the abundance of research on leadership and sustainability, the findings revealed clear **contextual and methodological gaps**.

- Few studies have developed integrated analytical frameworks linking the three leadership styles in a cohesive model of sustainability.
- Research in **Gulf and Arab civil society contexts** remains limited, with most studies focusing on Western or governmental organizations.
- The **VUCA framework**, which captures leadership effectiveness in volatile and uncertain environments, is largely underutilized in Arabic research, despite its relevance for assessing leadership adaptability. These gaps indicate a pressing need for context-specific models that reflect the socio-cultural and organizational realities of the Arab region, particularly in non-profit and civil society sectors.

6. General Synthesis

Overall, the findings confirm that sustainability in civil society organizations depends on leadership that is both **strategic in vision** and **entrepreneurial in action**, while also being **innovative in approach**. The interplay of these leadership dimensions enables organizations to align long-term goals with operational flexibility, encourage creativity, and ensure social and environmental accountability.

Accordingly, the current study builds upon these findings to propose an **integrated leadership model** that connects strategic, innovative, and entrepreneurial leadership styles with the three pillars of sustainability—economic, social, and environmental—within dynamic institutional environments. This integrative approach seeks to advance leadership theory in the Arab context and support the practical development of sustainable civil society organizations.

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