



## Global Leadership Competencies and the Integration of Sustainability in Project Management

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### ABSTRACT

Project management is a multidisciplinary discipline that addresses challenges such as limited resources, ethical concerns, and environmental issues. Leadership competencies drive sustainable integration by establishing ethical standards and driving project teams towards sustainable practices. However, research shows limited evidence of the connection between global leadership practice and sustainable project management success in multinational collaboration settings. This research aims to connect theoretical understanding to real-world projects, focusing on how global leadership competencies influence sustainability integration in project management and link global leadership competencies with sustainable project management outcomes. The research design is a mixed-method approach, combining quantitative and qualitative methods. The sample size is 150-200 respondents and 10-20 participants in interviews. Data was collected through structured electronic questionnaires and semi-structured interviews with senior leadership of project-oriented organizations along with project managers and sustainability officers. The research examine global leadership competencies, including cultural intelligence, emotional intelligence, and strategic decision-making abilities, that affect project management sustainability orientation in UAE organizations. The research findings revealed that global leadership competencies create favorable conditions for sustainable project practices in management. Organizations running with leaders who demonstrate comprehensive global leadership skills exhibit superior sustainability consciousness, stakeholder management, ethical project administration, and sustainable environmental and social project outcomes. The research revealed obstacles that prevent project managers from adopting sustainable practices, including inadequate leadership backing, insufficient resources, and organizational resistance to change. The research provide organizations with a leadership-based guideline to establish sustainable project management practices that unite business success and social responsibility to both international and national sustainability goals.

### 1. INTRODUCTION

Research on project management has changed from concentrating on certain functional domains

to being a multidisciplinary discipline with connections to human resource management, social sciences, and strategic management.

However, projects as organizational settings must be better understood, requiring more integration with adjacent disciplines like human resource management (Kaufmann and Kock, 2022). Due to rapid technological advancements and globalization, many organizations face multiple crises, such as limited resources, ethical concerns, and environmental issues. This results in the need for sustainability for every organization to stay competitive and relevant in the changing market environment. Businesses worldwide are now considering sustainable and ethical practices in their operations and strategies to remain competitive in the environment based on the challenges faced. Like all other fields, sustainability has also gained importance in project management (Goel et al., 2020).

Project management has evolved since integrating sustainability, which is essential for an organization's long-term success and benefits (Stanitsas et al., 2021). Project management focuses on delivering projects that meet defined specifications regarding scope, time, cost, and quality objectives (Kaufmann and Kock, 2022, Cicmil et al., 2006). The present-day requirements of project environments require extending project objectives beyond the traditional triple constraints to include sustainability elements that combine environmental protection with social responsibility and ethical management practices (Stanitsas et al., 2021, Goel et al., 2020; Radwan et al., 2025; El Khatib et al., 2022; Joghee et al., 2020). Organizations experience difficulties making sustainable principles work successfully within their projects even though sustainable project management receives growing attention. The integration of sustainability faces three main obstacles: weak executive support for sustainability, deficiency in understanding, and insufficient integration between sustainability objectives and project goals (Sabini et al., 2019).

Project management is an essential procedure that, regardless of a project manager's personality, requires the proper tools and strategies for success. Leadership for projects' characteristics, including analytical thinking, effect, and influence, have been found in case studies (Müller and Turner, 2010; Shwedeh et al., 2024; Khan et al., 2024; El Khatib et al., 2023). Global leadership and traditional leadership positions drive sustainable integration in organizations. Leaders in complex

global conditions possess the ability to lead organizations consisting of multiple cultural groups across various geographical areas. Global leaders create sustainable organizational cultures by establishing ethical standards and using their leadership to drive project teams abroad toward sustainable practices (Shwedeh & F., 2021; Shao et al., 2025; Kabiraj et al., 2009). Global Leaders impact the decision-making, processes, and project management strategies in specific ways. According to research, leadership competencies result in practical project management functions and strategies (Alzoubi et al., 2025; El Khatib et al., 2024; Kanwal et al., 2023). Global leadership also fosters sustainability in organizations through innovative and creative strategic management (Müller and Turner, 2010; Alzoubi et al., 2025; Ma'asor et al., 2023; Nuseir et al., 2021). However, research demonstrates limited evidence of the connection between global leadership practice and sustainable project management success within multinational collaboration settings. According to research, there is limited research on the relationship between sustainable project management frameworks and global leadership as these are different concepts studied separately (Aghajani et al., 2023; AlQassem et al., 2022; Lee et al., 2024; Khadragy et al., 2022). The sustainability literature focuses on technical tools, processes, and standards, while the leadership literature ignores sustainable aspects of project management and environments. The difference in academic research about global leadership and sustainability integration in project management has resulted in a significant gap that calls for further research to fill this gap.

## 2. LITERATURE REVIEW

Project management is a widely known concept focusing on sustainability after rapid technological and environmental changes. Many sustainable project management frameworks exist, but the effects of global leadership have not been thoroughly investigated (Goel et al., 2020). This research aims to fill the existing literature gaps by understanding the impact of international leadership in integrating sustainability into project management.

### 2.1. Sustainable Project Management

Sustainability is the ability of an organization to stay competitive in a highly volatile environment. Sustainable project management incorporates

sustainability into project management to gain long-term project success (AlShawabkeh et al., 2017; Maydybura et al., 2024; Karthika et al., 2024). Long-term project sustainability depends on ecological variables like pollution reduction and resource efficiency (Samer Hamadneh et al., 2023; Alshurideh et al., 2022; Tangri et al., 2023). At the same time, social and ethical issues like community impact and stakeholder participation are essential for upholding social license. Projects that are financially feasible and favorably impact economic growth are guaranteed by financial sustainability (Orieno et al., 2024; AlShawabkeh et al., 2018; Joghee et al., 2023; Sun et al., 2016). Research indicates that integrating sustainability in project portfolio processes and selection has multiple benefits for project managers (Aghajani et al., 2023; Tanveer et al., 2025; Kofinas et al., 2016; El Khatib et al., 2024). Although there have been various economic benefits of incorporating sustainability in project management, most scholars analyzed sustainable project management at a strategic level (AlHamadi et al., 2024; El Khatib et al., 2023; Khan et al., 2024). Therefore, there is a need to understand the advantages of project management at a practical level (Sabini et al., 2019; Yasir et al., 2024; AlKatheeri et al., 2025; Rana et al., 2025). Many studies focus on implementing sustainable project management practices without considering any involvement of human processes or management (Alzoubi et al., 2024; El Khatib et al., 2023; Joghee et al., 2024). Scholars also identified the role of technological advancement in sustainable project management and how digital technology impacts the strategies and methods of SPM (Sankaran et al., 2021; Anifa et al., 2022; Al-Kassem & A. H., 2021; Kurdi et al., 2025). However, there is limited research on the impact of leadership and its components on sustainable project management.

## 2.2. *The Role of the Triple Bottom Line in Project Success*

Elkington (1997) established the TBL framework as an essential sustainability base that examines the elements of people, planets, and profit. The researchers expanded the TBL framework to explain that project success should include sustainability achievements and conventional performance indicators (Zaharia and Zaharia, 2021; AlMidfa et al., 2024; Naim et al., 2024; Khan et al., 2023; Anifa et al., 2022; Al-Kassem & A. H.,

2021; Kurdi et al., 2025). Research demonstrates that project managers must solve organizational resource limitations to balance short-term project objectives with long-term sustainability goals (Orieno et al., 2024). Research on this topic generates essential knowledge yet does not show how leaders could use their competencies and strategic methods to resolve such contradictory project requirements (Alshurideh et al., 2022; AlNajdawi et al., 2024). Implementing environmental, social, and governance (ESG) standards across project selection and assessment frameworks enables organizations to combine project targets with sustainability targets (Adewumi et al., 2024; AlShawabkeh et al., 2016; AlKatheeri et al., 2025; Naim et al., 2025). Few researchers have studied how leaders achieve equilibrium between project achievement criteria and sustainability objectives (Khatib et al., 2024; Hanaysha et al., 2021; AlNajdawi et al., 2024). The idea of the Triple Bottom Line (TBL) which included the social, environmental, and economic aspects has become more and more popular in the project management literature as a crucial mechanism of measuring project success, instead of using the conventional financial indicators. An emerging literature highlights that the application of TBL concepts to project planning and implementation may provide a powerful boost to sustainability outcomes and stakeholder satisfaction, and thus redefine a successful project (Alzoubi et al., 2024; Pande et al., 2024; Al-Nakeeb et al., 2024). Research has revealed that TBL aligned projects are more likely to show increased long term viability, support of the local community and environmental custodianship particularly in the construction, infrastructure and energy sectors (Treacy et al., 2025; AlKatheeri et al., 2025; Shehab et al., 2023). Scholars claim that the economic success is no longer enough in the modern global environment where the corporate responsibility and ecological health is equally important (Al-Qassem et al., 2021; Rana et al., 2025; Halder et al., 2024). Furthermore, there is empirical evidence that socially inclusive and environmentally responsible projects are more effective in reducing risks and creating innovation that leads to the overall project resilience (Karthika et al., 2024; Naim et al., 2025; Murtaza et al., 2024). Nonetheless, a number of challenges in terms of operationalizing the TBL framework are also

mentioned in the literature, such as the impossibility to scale social and environmental consequences, the clash between the interests of various stakeholders, and the absence of unified performance indicators (Kanwal et al., 2023; AlMidfa et al., 2024; El Khatib et al., 2023). In spite of these constraints, the literature is heavily in favor of the idea that a TBL approach provides a more holistic and ethical view of project success, and encourages its wider application to other sectors of industries to address the changing needs of sustainability and corporate responsibility (Yas et al., 2024; El Khatib et al., 2024; Alblooshi et al., 2025).

### 2.3. Leadership Theories and Sustainable Project Management

The way leaders function enables them to produce organizational sustainability practices. Transformational leadership demonstrates its ability to develop sustainability-oriented team behaviors (Muralidharan and Pathak, 2018; Shwede et al., 2023; AlQassem, 2022; Kofinas et al., 2016). Leaders with ethical and transformational leadership styles demonstrate superior ability to implement sustainability within their organizational culture, according to Burawat (2019). Research findings about leadership deal mostly with universal organizational strategies rather than project-specific scenarios (Müller and Turner, 2010; Joghee et al., 2013; Habbal et al., 2019; Alshurideh et al., 2025; Maydybura et al., 2024; AlQassem & A. H., 2024; Khan et al., 2024). According to Müller et al. (2018), project leadership demands three distinct capabilities that are ethical judgment abilities, sustainability knowledge, and stakeholder management skills. A critical gap exists regarding empirical evidence determining these competency strengths in global project environments (Razmak et al., 2018; Murtaza et al., 2024; Yasir et al., 2024; AlShawabkeh et al., 2023; Shao et al., 2025; Ilyas et al., 2023). According to research in complexity leadership theory, adaptive leadership methods play a crucial role in managing unpredictable aspects of sustainable projects (Whyte et al., 2022; Sihag et al., 2024; Treacy et al., 2025; El Khatib et al., 2023). Servant leadership is a key factor for sustainability advancement within project team structures (Batoool et al., 2022; AlShawabkeh et al., 2021; El Khatib et al., 2023; Pande et al., 2024). Even though multiple studies investigate

leadership's role in fostering sustainability in organizations, there is limited evidence of leadership relation with sustainable project management (Som et al., 2023; El Khatib et al., 2023; Shwede & F., 2022; AlShawabkeh et al., 2023; Shao et al., 2025; Ilyas et al., 2023).

The literature has examined different leadership theories including transformational, servant, authentic and ethical leadership with regard to their impact on sustainable project practices (Yas et al., 2024; El Khatib et al., 2024; Alblooshi et al., 2025). A transformational leadership style, with its emphasis on vision, inspiration, and change, is often associated with sustainability because it promotes innovation, involvement of stakeholders, and the ability to think long-term, which are all essential in achieving a balance between economic, environmental, and social objectives of a project (Kumar et al., 2024; Ahmed et al., 2024; Alshurideh et al., 2024). Servant leadership with its stewardship-focused approach to empathy, community building, and emphasis is quite similar to the concept of the Triple Bottom Line and creates a culture of project in which people and the planet are valued in addition to profits (Joghee et al., 2018; Alzoubi et al., 2025; Som et al., 2023). In the same way, true and legitimate leadership theories emphasize the significance of transparency, integrity, and values-oriented decision-making and it is the necessary step in developing trust and leading teams through the complications of sustainable initiatives (Al-Qassem et al., 2024; Naim et al., 2024; AlKurdi et al., 2023). According to literature, leaders who are exemplary of these theories have more potential to balance the tensions that exist between both short-term project requirements and long-term sustainability goals (Alshurideh et al., 2025; Sihag et al., 2024; El Khatib et al., 2022). Additionally, sustainable project management presupposes that leaders have to balance between different stakeholder expectations, stimulate green innovations, and adhere to regulatory regulations, which are maintained by the high-quality leadership competencies based on these theoretical frameworks (Kharbat et al., 2017; Anifa et al., 2024; Salloum et al., 2024). Finally, the combination of the leadership theories with sustainable project management creates a strategic edge to the organizations, which deliver successful projects in a way that they contribute positively to society and

the environment and meet their economic objectives (Ma'asor et al., 2023; Alshurideh et al., 2024; Alblooshi et al., 2025; AlQassem et al., 2025).

#### 2.4. Global Leadership Competencies

The ability to lead diverse, complex, multicultural global teams constitutes global leadership, as defined by Mendenhall et al. (2013). Global leaders in project management must demonstrate three fundamental skills, including cultural intelligence, ethical decision-making, and practical cross-border communication approaches (Novo et al., 2017; Alzoubi et al., 2024; Anifa et al., 2024; Shao et al., 2025). Müller et al. (2018) introduced a competency framework showing three essential traits for global leadership: stakeholder management, ethical leadership, and cultural sensitivity (Alshurideh et al., 2025; Khatib et al., 2024; AlKurdi et al., 2025). The competency model does not provide concrete instructions about how its defined competencies help projects integrate sustainability aspects. Multiple obstacles stop project management from adopting sustainability principles (Friedrich, 2023; AlAmiri et al., 2024; Hanaysha et al., 2021; AlQassem et al., 2024). Significant barriers include organizational resistance, low leadership commitment, and conflicting short-term project priorities (Müller and Turner, 2010; Kabiraj et al., 2011; Joghee et al., 2021; Rosmadi et al., 2025; AlShawabkeh et al., 2014; Kanwal et al., 2023; Nazeer et al., 2025). The research studies offer minimal information about how international leaders should tackle these obstacles to sustainability, mainly when operating across multiple nations (Joghee et al., 2020; AlQassem, 2022; Karthika et al., 2024). The studied literature shows limited substantial investigation into which global leadership capabilities help companies meet cultural and operational barriers during sustainable project implementation (Alshurideh et al., 2022; Joghee et al., 2018; Kumar et al., 2024). Moreover, ethical leadership is crucial for building stakeholder trust and generating their participation in sustainable projects. Ethical leadership helps project stakeholders work together, which leads to better project performance rates (Dey et al., 2022, Bhatti et al., 2021; AlShawabkeh et al., 2023; Shwedeh et al., 2024; El Khatib et al., 2024). Little research exists regarding how ethical leadership cooperates with global leadership to advance sustainability goals within project-focused operations (Alzoubi et al.,

2024; Shwedeh, 2022; Ahmed et al., 2024; Khan et al., 2023; Rosmadi et al., 2025; Kukunuru et al., 2019). Empirical research must link ethical leadership capabilities and cross-cultural skills to sustainability integration practices in international project management projects.

#### 2.5. Research Gaps and Contribution of the Study

The present study fills two central research gaps by examining sustainable project management and how global leadership competencies support sustainability integration. Multiple research gaps exist in the literature that need to be filled. Most present research investigates process-based sustainable project management (SPM) models while disregarding leadership aspects (Stanitsas et al., 2021; Alzoubi et al., 2024; Razmak et al., 2018; El Khatib et al., 2022). Research shows inadequate exploration of how global leadership competencies enable the implementation of the sustainability principle (Muralidharan and Pathak, 2018). The available empirical evidence which investigates ethical and cross-cultural leadership problems in sustainable project management remains scarce (Dey et al., 2022; Al-Kassem et al., 2022; Kharbat et al., 2021; Shwedeh et al., 2024). Global leadership competencies lack integrated frameworks that validate their connection to sustainable project management practices in multinational operations (Novo et al., 2017; AlNajdawi et al., 2024; AlShawabkeh et al., 2013; Yas et al., 2024). This research explores the necessary leadership competencies and their impact on project sustainability while divulging how leaders resolve existing challenges (Vij et al., 2025; Kharabsheh et al., 2024; Kabiraj et al., 2009). The study develops a conceptual framework that establishes the relationship between global leadership and sustainable project management practices. The research provide implementable suggestions for organizations and project managers, especially those working in multicultural, multinational contexts such as the UAE, which enhances academic knowledge base and industry implementation.

#### 2.6. Research Questions

The following are the main research questions of this research:

1. How do global leadership competencies influence the integration of sustainability principles in project management within multinational project environments?

2. What global leadership competencies are essential for embedding sustainability in project management practices?
3. How do global leaders overcome barriers to sustainability integration in multicultural and multinational project contexts?
4. How can an integrated framework be developed to link global leadership competencies with sustainable project management outcomes?

### 2.7. Hypothesis

- **H1:** Global leadership competencies significantly impact integrating sustainability principles in project management.
- **H2:** Effective global leadership reduces organizational and cultural barriers to sustainability integration in project management.
- **H3:** Global leadership competencies and sustainable project management are related.

## 3. METHODOLOGY

### 3.1. Research Design

This research be conducted by integrating a mixed-method research design, which is the most beneficial and relevant to the research aim. A mixed-method approach combines quantitative and qualitative approaches to gain a deeper insight into the research area (Leech et al., 2010). As it is clear from the research aim, global leadership, and sustainability are two distinct concepts that have not been studied collectively in the literature. A mixed method approach help gain insights about the factors contributing to sustainability in project management with a detailed impact of leadership components contributing to support or against this integration. There are several reasons behind selecting the mixed method approach for this research. The Mixed Method approach is a combination of quantitative and qualitative methods. In that way, both approaches have benefits. The quantitative approach helps to gain deep insight into data through numeric results, while the qualitative approach helps to achieve a broader view of data through non-numeric results. It is the best approach for this research, especially in the UAE, as the ideas are complex and distinct (Leech et al., 2010, Bojarajan et al., 2024).

### 3.2. Qualitative Data: Semi-Structured Interviews

Semi-structured interviews with senior leadership of project-oriented organizations used to get the qualitative data. The Zoom interviews last between 30-40 minutes. Participants' consent obtained for audio recording and transcription. The participants remain anonymous and maintain their anonymity during these voluntary interviews. Questions concerning leadership responsibilities and how they incorporate sustainability into the organization posed to the participants. They also be questioned about how the UAE's regulatory environment influences their sustainability efforts.

### 3.3. Ethical Considerations

Ethical guidelines applied to all data collection procedures. All participants receive information for consensus before voluntary research participation while maintaining anonymous and confidential data assessment records. The collected data safely protected and applied only for educational research objectives.

### 3.4. Data Analysis

Qualitative methods analyzed data from surveys and interviews. Interviews are qualitative data so a different analysis tool was used. Thematic analysis applied to the qualitative data after the transcription of interviews through audio extraction. The thematic analysis conducted using NVivo software, and themes related to leadership, project management, and sustainability created for analysis. Data triangulation technique used to improve the validity and reliability of data. These analysis tools generate a comprehensive analysis of the study topic.

## 4. JUSTIFICATION OF METHODOLOGY

The applied methodology fits the research purpose because it defines the essential elements and implementation aspects of sustainability incorporation in project management activities. The combination of quantitative assessment to show leadership competency and sustainability practice relationships supported by qualitative evaluation of cultural factors affecting these relationships in the UAE context. The methodology fits well with the complex dynamic realities of sustainability leadership within UAE businesses and their multinational and quick-changing environments.

## 5. CONCLUSION AND EXPECTED RESULTS

This research explore the impact of global leadership practices in business settings on sustainable project management in the United

Arab Emirates (UAE) corporate sector. The study proceeds from understanding sustainability as an organizational necessity that promotes project-oriented companies' survival and long-term value growth (Orieno et al., 2024). Organizations in the UAE must implement visionary leadership with strategic direction and cross-cultural collaboration to embed sustainability principles within their project management frameworks because of the country's globalized business setting (Sabini et al., 2019). Sustainability at the national level has become a regional priority in the UAE through strategies such as UAE Vision 2030 and Net Zero by 2050 Strategic Initiative. Organizations face many challenges and must be understood in sustainable project development and management (Stanitsas et al., 2021; (Joghee et al., 2024; AlShawabkeh et al., 2021; Joghee et al., 2021)). Leadership plays an essential role in addressing the challenges of an organization related to its operations and strategies. Effective leadership is critical for fostering an organization's sustainability (Novo et al., 2017).

However, there is limited research about the role of leadership in sustainable project management. This research fills this literature gap and aims to analyze the impact of global leadership on sustainability integration in project management of UAE project-oriented organizations. This research use a mixed method approach, combining qualitative and quantitative research design. The UAE companies' project managers, sustainability officials, and upper management provide data. Interviews were used to gather the data, which then be examined using Nvivo. Businesses that depend on executives skilled in global leadership exhibit improved stakeholder involvement, sustainability awareness, and ethical project governance, resulting in project outcomes that have a lasting influence on the environment and society.

One anticipated outcome is the influence of global leadership abilities on management's use of sustainable project techniques. Organizations running with leaders who demonstrate comprehensive global leadership skills exhibit superior sustainability consciousness, stakeholder management, ethical project administration, and sustainable environmental and social project outcomes (Dey et al., 2022, Müller and Turner, 2010). The study revealed the obstacles that

prevent project managers from adopting sustainable practices, including inadequate leadership backing, insufficient resources, and organizational resistance to change. This research select crucial leadership tools that assist managers in surmounting barriers through methods like direct communication, diverse decision-making, and leadership tactics sensitive to cultural differences. The research outcomes at the organizational stage present crucial findings about leadership capability development methods to produce sustainable project results for business leaders, project managers, and HR practitioners. This research presents recommended solutions, including functional leadership training methods and procedures for stakeholder consensus and organization-wide sustainability initiatives. This investigation could help the UAE fulfill its national goals by promoting sustainable development, innovation, and worldwide success. This research establish knowledged about how global leadership capabilities create value for sustainable development and economic diversification between policy authorities and industrial leaders. This research address literature limitations by adding empirical data about worldwide leadership and sustainability in project management, specifically within the context of the UAE, where such studies are scarce. The ultimate goal of this work is to provide organizations with a leadership-based guideline to establish sustainable project management practices that unite business success and social responsibility to both international and national sustainability goals.

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