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SMART LEADERSHIP AND ITS IMPACT ON ACHIEVING SUSTAINABLE DEVELOPMENT

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ABSTRACT

In an era defined by global challenges and the imperative of sustainability, this research provides an accurate and comprehensive study and analysis of the role of smart leadership and its necessity in achieving sustainable development in the Babylon Business Incubator. Smart leadership is defined as a leadership approach that focuses on applying intelligence and thinking.

Critical and ethical decision making to guide individuals and organizations toward achieving their goals and meeting complex challenges

The research highlights the problem of using traditional leadership methods in Babylon Governorate, enhances our understanding of the role of smart leadership, and directs us towards future directions to enhance this role in the context of the Babylon Incubator.

The study of intelligent leadership also helps in improving and raising efficiency and effectiveness in Babylon's business organizations.

The abstract of this study provides an overview of a comprehensive study that delves into the dynamic interaction between smart leadership and sustainable development within the distinctive context of the Babylon Business Incubator.

This research begins a journey to unveil the transformative potential of intelligence leadership, harmoniously intertwined with the principles of sustainable development, within the Babylon Business Incubator. By highlighting this interaction, the study aspires to inspire a new generation of startups that not only excel in the modern business landscape, but also become powerful agents of change, championing innovation, ethics and the overall well-being of Babylon and its expanding cities.

KEYWORDS: Intelligent Leadership, Sustainable Development, Babylon Business Incubator.



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INTRODUCTION

The importance of smart management in business establishments is of great fundamental importance in achieving sustainable development through the effects of the establishment on society and also moving towards achieving the concept of sustainable development and its consolidation. Moreover, the study examines the extent to which the leadership practices of the incubator are compatible with the United Nations Sustainable Development Goals (SDGs). It identifies areas where leadership intelligence can facilitate the incubator's contribution to achieving the Sustainable Development Goals and provides actionable insights to enhance sustainability

performance, such as [specific actionable insights].

Sustainable development has become a crucial global imperative, requiring wise leadership in various sectors. Within the Babylon Business Incubator, a dynamic ecosystem for the growth of entrepreneurship in Iraq, the concept of "leadership intelligence for sustainable development" takes center stage. This research explores the distinctive landscape of leadership intelligence in the incubator context and its role in nurturing sustainable, innovative, and socially responsible enterprises.

Through a comprehensive analysis of leadership practices and organizational culture and aligning

the incubator with the principles of sustainable development‘

The research emphasizes the pivotal role of leadership intelligence within the incubator, where the promotion of entrepreneurship and sustainable innovation comes to the fore. By championing ethical behavior, social inclusion and environmentally responsible practices, Babel business incubator leaders can play a transformative role in promoting the Sustainable Development Goals locally and globally, such as [specific transformative roles]. In conclusion, this research confirms that leadership intelligence for Sustainable Development is relevant and crucial within the Babylon business incubator. By nurturing leaders who integrate economic growth, innovation, and social responsibility, the incubator can continue to be a catalyst for positive change, fostering a new generation of sustainable businesses that contribute to the prosperity and well-being of the Babylon region and beyond.

The First Chapter

Research Methodology

First: The problem of research

In an era marked by growing environmental concerns, resource constraints, and social inequality, the role leadership plays in promoting sustainability is becoming increasingly critical. The problem of research lies in the presence of leaders in Babylon governorate who use the traditional method in the decision-making process, which affects the safety of the decision and its feasibility, and therefore reflects on the effectiveness of leadership and the future of the incubator, so it can be asked what is the impact of diversity in leadership styles on facing emergency problems in Babylon governorate to achieve sustainable development in Babylon business incubator from the above, the problem of research can be summarized by raising the following question: What is the impact of smart leadership in achieving the Sustainable Development Goals in Babylon business incubator

Second: The importance of research

The importance of research is represented

1. Studying the impact of smart leadership in achieving sustainable development in the context of the Babel business incubator holds great value for various stakeholders, including the incubator itself, entrepreneurs, policy makers, and the wider community.
2. It represents a critical imperative to promote responsible entrepreneurship, promote sustainable practices, and contribute to the economic, social, and environmental well-being of the region.
3. It is in line with global sustainability trends and positions the incubator as a key driver of positive change in the entrepreneurial ecosystem.

Third: Research objectives

The research objectives are highlighted through the following points:

1. Every productive work has a purpose and a goal, the productive work performed by a person cannot be vain or random without a goal or an end that determines its course and procedures ‘
2. The lack of goals leads to loss and distraction ‘
3. A person cannot do his job correctly if there is no clear goal that he wants to accomplish

The current research is trying to achieve a set of goals, the most important of which are:

- 1-studying the role of smart leadership within the Babylon business incubator and its impact on the sustainable practices of emerging projects.
- 2-provide insights and recommendations to promote smart leadership and sustainable development within the Babel business incubator.
- 3-this research embarks on a journey to reveal how the intelligence of leaders can stimulate the creation of start-ups that not only thrive in the modern business scene, but also contribute to achieving the Sustainable Development Goals in the region, and embody the spirit of innovation and responsibility that defines the Babylon business incubator.

Fourth: Research Hypotheses

For the current research, one hypothesis is as follows: it states that " there is a positive correlation that is significant for smart leadership in achieving sustainable development."

Fifth: the hypothetical scheme of research

The hypothetical diagram represents a graphic illustration of the direction of the relationship between the research variables (smart driving- an independent variable) (sustainable development-a dependent variable)

Sixth: The limits of research

The limits of the current research are as follows:
1-spatial boundaries: represented by the Babel business incubator.

2-human boundaries: represented by the

employees of the Babylon business incubator.
3-time limits: the period during which the researchers conducted the applied aspect of the research, which extends from 15/7/2023 to 25/9/2023.

Seventh: community and research sample
The research community was represented by the 48 employees of the Babylon Business Incubator.a questionnaire was distributed in the organization under study. 34 questionnaires were obtained, of which 30 questionnaires were valid for statistical analysis.

Eighth: Research Scale
The researchers will develop measures of variables using a set of measures of previous studies, which are reviewed in Table (1):

Table (1) search metrics

Metrics	Number of paragraphs	The dimension	N.	variable	N.
Ronthy, 2013	3	Rational intelligence	1	Smart driving	A
	3	emotional smartness	2		
	3	Spiritual intelligence	3		
Chang, & Cheng, 2019.	3	Economic sustainability	1	sustainable development	B
	3	Social sustainability	2		
	3	Environmental sustainability	3		

Source: preparation of researchers

The gradient of the Likert pentatonic scale will be adopted for all variables and as follows in

Table (2):

Table (2) gradation of the search scale

Full Agree	Agree	Not Sure	Disagree	I Don't Agree At All
5	4	3	2	1

Source: preparation of researchers

Ninth: statistical analysis tools

1-descriptive statistical analysis using the SPSS program (arithmetic mean, standard deviation, relative importance)

2-analysis of the relationship between variables using existing tests SmartPLS program(track coefficient m selection coefficient)

Chapter Two

Theoretical Framework Of Research

The First Search

The Theoretical Framework Of Intelligent Leadership

First: The Concept Of Smart Driving

Intelligent leadership is a synthesis of Western pragmatism, northern rationalism, eastern totalitarianism and southern humanism. She approaches intelligence from widely different angles, which is not a new issue but perhaps a perspective forgotten by modern people. Many Indigenous peoples, such as the North American Indians, knew that there are four types of intelligence: hand intelligence (the skill of doing things), head intelligence (the ability to think things over), heart intelligence (awareness of one's feelings) and spirit intelligence (clarity of the values that guide every action). The most important of these is the intelligence of the soul. Action, knowledge and feeling are important, but true intelligence lies in the plane of being. In terms of leadership, this means that we need to use not only rational intelligence but also physical, emotional and spiritual intelligence. (Sydänmaanlakka, 2008,4).

Intelligent leadership is based on a broad concept of a human being acting, knowing, feeling and searching for meaning. Human beings need to fully realize themselves in their work community as well. He must lead people in such a way that they can develop and mature. Frightening leadership Frightening leadership must give way to enlightening (enlightening) leadership enlightening leadership and must not .R .L.Driving on. It's a service mission. Only enlightening leadership reveals the greatness hidden within us and enables us to create and build intelligent institutions. (Coleman, et al, 2002: 6

Intelligent leadership consists of more than what is known about leadership or intelligence. It is a phenomenon in itself and deserves a new look. Leadership intelligence, in the systems model. Smart leadership is a complex dynamic interaction that takes place in the space of the organization between individuals and the leader. (Girczyc, 2008:4).

Smart leadership expands the sphere of influence from individuals to teams, organizations and communities. Smart leadership should help individuals to develop themselves comprehensively as human beings. It should support working individuals to become self-directed teams. It should support organizations in becoming smart. In addition, it should support us in building smart societies, where we can integrate economics, ethics and ecology. This is the ultimate goal of all driving training. (Sydänmaanlakka, 2003: 2).

Smart leaders are role models for others and, at the same time, make sure that others know how valuable they are. Everyone, regardless of their job in the organization, needs to feel appreciated in order to take care of giving their best, and smart leadership understands and practices this. At the same time, smart leaders constantly crave wisdom. They know that they will never arrive, because the world will continue to change, like it or not. The benefits of smart driving are evident right now, and they are evident over time. Today, team members know what is expected of them and know that they are appreciated. Tomorrow, they will be able to look at something amazing and will feel good to know that they were an important part of it. (Mattone, 2013: 4).

Smart leadership can be defined as " a leadership approach that focuses on applying intelligence, critical thinking and ethical decision-making to guide individuals and organizations towards achieving their goals and facing complex challenges. This leadership style goes beyond traditional leadership traits and includes qualities such as adaptability, self-awareness, emotional intelligence and a commitment to lifelong learning."

Second: how does smart driving differ from traditional driving

Traditional leadership as we usually think is goal-oriented. Why care about having a leader if there are no goals to be achieved. In addition, smart leadership is vision-oriented: and answers the question: what is our situation now, And what are our best possible results, And how can we put our resources and strengths to achieve this. Leaders should be skilled at directing processes towards goals, and there are countless ways to do this, setting goals and ensuring the availability of the right resources are positive and effective ways to guide the team towards goals. Micromanagement, or, on the contrary, trying to lead by ("make it happen, but you have to do it."), Are inefficient ways to make a move towards goals. (Mattone, 2013: 7).

The main difference between leadership and smart leadership is that the latter takes it to a more extensive level. John Mattone not only created these concepts out of nothing, but developed them as a result of extensive global experience spanning more than three decades. He has also conducted extensive research on talent management and executive development, consulted with hundreds of organizations, and has experience in leadership training with more than 200 executives.

Third: the dimensions of smart driving (Ronthy, 2013, 2006) introduced a holistic approach to leadership. And I called him b. "Driving the Ironing". The following is a discussion of the three dimensions of the intelligent leadership model, namely: rational intelligence. Emotional intelligence and spiritual intelligence.

1-Kaka a rational Rational intelligence (IQ

Rational intelligence measures logical, structural and analytical thinking skills and this is the type of intelligence that most people develop during academic study. Rational intelligence answers the question, "what to do?" Rational intelligence is the ability to apply logical and analytical skills to achieve one's goal, to solve a task. In other words, determining what needs to be done, mainly using reason, logical ability and

problem-solving skills. Rational intelligence requires the mobilization and use of one's own experience, the development of a high capacity for abstract thinking and the ability to solve logical problems. Rational intelligence is based on linear, analytical and mathematical thinking. (Ekegren, & Dåderman, 2015: 24).

2 - emotional intelligence (EQ)

One of the first to define emotional intelligence (Salovey and Mayer's 1990: 189) where it is defined as the importance of using information from one's feelings and the emotions of others to provoke one's actions and thoughts. Similarly, the nineties, (Covey, 1990) discovered the relationship between human performance and emotional intelligence (Libby et al., 2012:4. Highlighting self-awareness, a key characteristic of emotional intelligence, as he defines (Bar-On, 1997:43), the emotional intelligence as the ability to manage one's emotions and successfully manage relationships with others. This description highlights two main elements, namely self-management and relationship management.

3-spiritual spiritual intelligence

Spiritual intelligence answers the question "why?" "Using the spirit of the individual (will), in the process of adaptation to, formation, selection from and within the environment. "Will" in this context describes the ultimate human longing and the pursuit of the highest level of one's potential. Spiritual intelligence, deals with a person's relationship within himself, the ability to feel meaning and cohesion in life, the ability to find a sense of purpose and meaning in work, the ability to discover context by taking a holistic view. Spiritual intelligence is the human ability to achieve self-awareness that is more than just self-knowledge. Spiritual intelligence deals with positive moral values and insights, and that core values are the glue that holds an organization together. Spiritual intelligence measures the depth of an individual's desire and desire for the vision of meaning, the innermost core that signifies value and meaning (Ekegren, & Dåderman, 2015:23).

The Second Topic

Theoretical Framework For Sustainable Development

Sustainable Development

First: the concept of sustainable development Sustainability, humanities and civilization are interdisciplinary concepts, these three include our living Affairs, religions, heritage, nature and the environment, essential for the development of a sustainable nation. Issues related to sustainability, humanities and civilization are relevant and relevant issues to be addressed, documented and publicized from traditional times to the current contemporary era. These concepts not only play important roles in describing human life historically, but also serve as a guiding method for shaping and ensuring sustainable living in the future (Rashid & Samat, 2018: P3).

In September 2015 the UN General Assembly set seventeen goals to be achieved by 2030. They are known as the Sustainable Development Goals (SDGs) and are part of the 2030 Agenda. The SDGs aim to achieve sustainable development for all, addressing the global challenges of poverty, inequality, climate change, environmental degradation, peace and justice, among the seventeen goals (Gabaret, & d'andria, 2021: P79)..

There are several definitions of sustainable development, first defined in 1987: to meet the needs of the present without compromising the ability of future generations to meet their own needs (Mikušová 2017: P1318).

Sustainable development continues to attract attention from business leaders around the world. Despite the agreement that sustainable development is to meet the needs of the present without compromising the ability of future generations to meet their own needs. Business leaders have to strike a balance between preserving the planet and society and preserving business, as scientists and practitioners show concerns about the role of business in society over many decades, increasing global awareness increases wider awareness of social and environmental needs, therefore, this leads to a trend towards socially

responsible business operations as well as sustainable development (Law, & Gunasekaran, 2012: P117)

Second: dimensions of sustainable development That sustainable development requires the convergence of the three pillars of Economic Development, Social Development and Environmental Protection, people interested in Sustainable Development suggest that meeting the needs of the future depends on how well we balance these three pillars when making decisions today (Mikušová 2017: P1319).

The Sustainable Development Goals are global goals that cover three main dimensions: social (56%), economic (20%) and environmental (24%), and have specific, future-oriented goals there is a global agreement that the goals cannot be achieved by 2030 on a business-as-usual course, and that we need new change agents, such as business, government and civil society (Daud et al, 2020: P412)

The current research adopts a comprehensive review of the literature, as the proposed practical quantitative indicators have been identified in the literature as sustainability performance assessment factors to collect practical data across three dimensions: economic sustainability performance, social sustainability performance, and environmental sustainability performance. (Callens and Tyteca, 1999; Tanguay et al., 2010; Hsu et al., 2017; Aguinaga et al., 2018; Chang, & Cheng, 2019)

1-the economic dimension

The economic dimension includes the general activities of production, distribution, delivery and consumption. These elements are important and vital performance indicators for enterprises, including various costs, R & D and design capabilities (Chang, & Cheng, 2019: 460).

2-the social dimension

The social dimension refers to the scope of human activities or settlement. The impact of enterprises on the sustainable development of society includes the number of vacancies in the Local Area, Labor safety and protection of community tours during the production process. These effects will have a significant impact on

the image of the project (Chang, & Cheng, 2019: P460).

3-the environmental dimension

The ecological dimension refers to the conditions surrounding human life. The environmental impact is significantly influenced by the reclamation and development of enterprises, for example, the use of hazardous substances, sewage discharge, emission of harmful gases, the construction of new plants. Projects should effectively monitor and minimize damage to the environment (Chang, & Cheng, 2019: P460)

Chapter Three

The applied aspect of research

The first search

About the organization under research and descriptive statistical analysis

First: about the Babel business incubator

On 22/11/2018, the University of Babylon witnessed the launch of the first business incubator named "Babylon business incubator" to be the first incubator at the level of Iraqi governorates affiliated to the Directorate of Labor and social affairs in Babylon governorate operating under the law on supporting small income-generating enterprises No. 10 of 2012 and instructions No. 3 of 2014, this was stated at the media conference on the announcement of the establishment of a business incubator to support and finance creative and innovative projects for the development of small and

medium enterprises for students, graduates and innovators in the governorate, established by the Directorate of Labor and social affairs in cooperation with the innovation and sustainable development committee at the office of the governorate of Babylon and the presidency of the University of Babylon under the auspices of the government The theme of the event is "creative and innovative youth, the hope of nations to build a strong and sound economy". The services provided by the incubator during the establishment of the project and during the first operational phase of the life of the project, which was established near universities, came to benefit from the skills and innovations of graduates, students of studies and research centers.

The need to establish incubators in the countries of the world came after the failure of many entrepreneurs and the faltering of the continuity of their survival in the labor market and the positive results that the incubated projects have reaped, success, survival and stability in the markets and the high profitability achieved by them.

Despite the launch of the incubator at the end of 2018, however, due to political circumstances as well as the spread of the corona pandemic, it did not actually practice its work until 2021, and the incubator has conducted a number of training courses nominated a set of projects, as in Table (3)

Table (3) projects incubated by Babel business incubator

Project Title	The Social Gender Of The Project Owner	Project Name	N
Hilla / Al-Zahraa Neighborhood	Male	Oven Manufacturing Shop	1
Al-Musayyab Al-Sidda Al-Hindi	Feminine	Kindergarten	2
The Hashemite Medhatiya Mazidiya	Male	Block Production Plant	3

The Hashemite Medhatiya Mazidiya	Male	Block Production Plant	4
Al-Musayyab Al-Sada	Male	Electrical Controls	5
Hilla / Military District	Male	Fuel Of The Future	6
Suit	Male	Internet Network Development	7
Hilla/Al-Thaila	Feminine	Al Rayyan Mineral Water Production Plant	8
Hilla/Al-Thaila	Male	Al Rayyan Mineral Water Production Plant	9
Hilla/Al-Thaila	Male	Al Rayyan Mineral Water Production Plant	10
Babylon / Medhatiya / Al-Hamza Al-Gharbi / Al-Alaak	Male	Paper Cup Factory	11
Babylon / Medhatiya / Al-Hamza Al-Gharbi / Al-Awadel	Male	Spectrum laboratory to produce gray hair removal cream	12
Al-Musayyab / Industrial District	Feminine	Natural skin care ingredients	13
Al-Qasim, Al-Faydiyya Neighborhood	Male	Recycling electronic devices	14

Source: preparation of researchers according to the data of the Babylon business incubator

Table (3) shows that the total projects supported by Babel business incubator are (14) projects, the number of projects that take into account the requirements of sustainability was (6) only (42%), noting that these projects were the result of a number of training courses, as the number of trainees of young people with entrepreneurial ideas reached (50) individuals. Second: descriptive analysis of the study variables

The descriptive statistical analysis is used to provide a summary of the response of the sample under study according to the main or

sub-study variables based on some of the descriptive statistical indicators, as the descriptive analysis shows an important aspect of data analysis quantitative analysis, and the data is described by describing the behavior of the sample under study (the sample that was adopted in the data collection), which gives the researcher a clear idea of the nature of the analyzed data (Triola, 2012:4). Therefore, it is necessary to rely on a set of descriptive indicators represented by the (arithmetic mean) indicator, which shows the extent of the sample's response to the variables under

consideration, and the (standard deviation) indicator, which shows the extent of deviation of the values from their arithmetic mean. , If the value of the hypothetical mean has been adopted (3), that is, the value of the extracted arithmetic mean that exceeds or is equal to the value of the hypothetical mean is considered an acceptable value, i.e. (there is a response) and vice versa is considered rejected, i.e. (there is no response, which requires addressing or focusing on it and drawing the attention of management to address the reasons for not achieving acceptable values) based on a five-Grade Likert scale (I completely agree, agree, neutral,

disagree, disagree completely) by reviewing the arithmetic mean and standard deviation as follows:

1-descriptive statistical analysis of the autonomous variable intelligent driving

To find out the level of availability of the intelligent leadership independent variable consisting of three dimensions (rational intelligence, emotional intelligence, spiritual intelligence) in the organization under study. A number of tests related to (mean and standard deviation) were conducted.

Table (4) descriptive analysis of the intelligent driving autonomous variable

Table (4) descriptive analysis of the intelligent driving autonomous variable

Importance rate	standard deviation	SMA	Paragraph	N.
73.8	0.996945335	3.69	X1-1	1
75.6	1.179660968	3.78	X1-2	2
64.2	1.160129303	3.21	X1-3	3
71.2	1.112245	3.56	Rational intelligence	
71.6	1.031309847	3.58	X2-1	4
61.6	1.487817193	3.08	X2-2	5
65.4	1.592827674	3.27	X2-3	6
66.2	1.370652	3.31	Emotional intelligence	
68.4	1.150478161	3.42	X3-1	7
71.8	1.175542428	3.59	X3-2	8
69.4	1.117631424	3.47	X3-3	9
69.86667	1.147884	3.493333	Spiritual intelligence	
69.08889	1.21026	3.454444	Overall rate	

Source: preparation of researchers

Table (4) shows a set of results for a sample of (30) respondents, providing evidence of the perception of the smart leadership variable in the organization under consideration, but not at the required level. This variable has achieved a general arithmetic mean of (3.454444), which is

larger than the hypothetical mean of (3), and a relative importance of (69.08) with a general standard deviation of (1.21026). Which indicates that the data is not significantly dispersed.

1-descriptive statistical analysis of the variable of sustainable development

Table (5) descriptive statistical analysis of the variable of sustainable development

Importance Rate	Standard Deviation	Sma	Paragraph	N.
66.2	1.24655	3.31	Y1-1	1
70	1.02469	3.5	Y1-2	2
66.4	1.05716	3.32	Y1-3	3
67.53333	1.109467	3.37666667	Economic dimension	
68	1.356465	3.4	Y2-1	4
71.6	1.12409	3.58	Y2-2	5
70	1.18743	3.5	Y2-3	6
69.86667	1.222662	3.49333333	Social dimension	
72.2	1.123343	3.61	Y3-1	7
70.2	1.07233	3.51	Y3-2	8
66	1.16189	3.3	Y3-3	9
69.46667	1.119188	3.47333333	Environmental dimension	
68.95556	1.150439	3.44777778	Overall rate	

Source: preparation of researchers

Table (5) shows a set of results for a sample of (30) respondents, which provides evidence of awareness of the Sustainable Development variable, but not at the required level in the organization under consideration. This variable

has achieved a general arithmetic mean of (3.44777778), which is greater than the hypothetical mean of (3), and a relative importance of (68.95556) with a general standard deviation of (1.150439). Which

indicates that the data is not significantly dispersed.

The Second Topic

Structural model evaluation and hypothesis testing

After the first step of modeling the structural equation using the PLS-SEM partial least squares method has been completed, the second step is to evaluate the structural model, which includes finding the path coefficients

through which direct effects can be measured, in addition to extracting the value of the interpretation coefficient R2, which is used to determine the extent of interpretation of the independent variable of the dependent variable. First: criteria for evaluating the structural model The criteria for evaluating the structural model according to the PLS-SEM least squares modeling method include four criteria as shown in Table (6):

Table (6) pls-SEM least squares modeling criteria

Acceptable Limit	Standard
SRMR < 0.08	Quality Of Model Fit
Contrast Inflation Factor VIF < 5	Evaluation Of Linear Correlation
T Value > 1.96; P Value < 0.05	Significance Of Path Coefficients
0.25, 0.50, 0.75 Indicate A Small, Medium, Or Large Effect	Coefficient Of Determination R2
0.02, 0.15, 0.35 Indicate A Small, Medium, Or Large Effect	Effect Size F2

Source: preparation of the researcher based on:

Source: Hair, J., Hult, T., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM. Los Angeles: Sage.

Second: testing the research hypothesis
The research hypothesis stated that "

there is a significant positive impact relationship of smart leadership in achieving sustainable development and to test this hypothesis, the structural model shown in Figure (2) was built, the results of which are reviewed in Table (7).

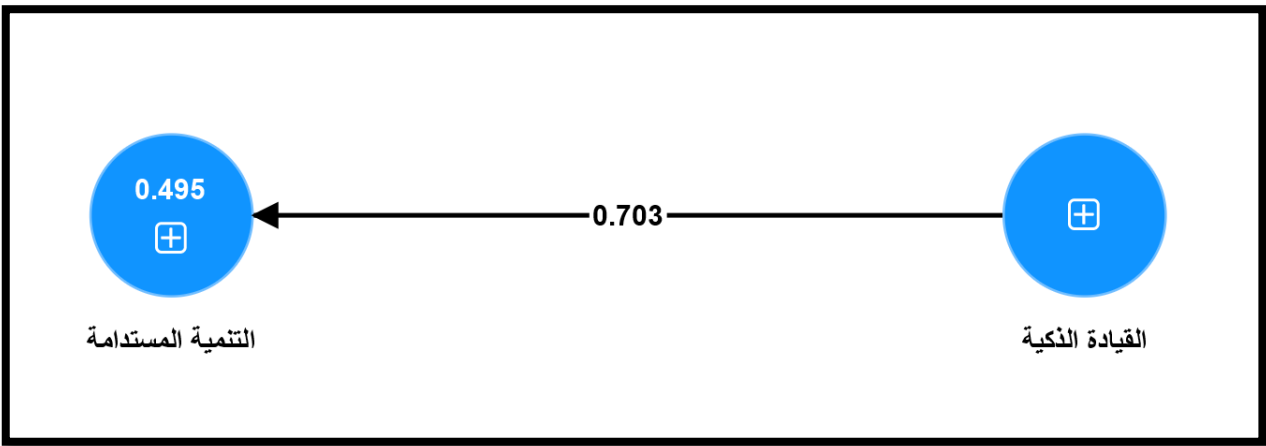


Figure (2) structural model for testing the research hypothesis

Note: the numbers in the arrows represent the path coefficient, while the numbers in the circles

represent the selection coefficient, and the symbol [+] indicates the hiding of the paragraphs belonging to the variable due to the

lack of need for them in evaluating the structural model.

Source: SmartPLS Program Output

Table (7) results of the evaluation of the structural model of the research hypothesis

Adjusted R2	Coefficient of determination R2	Effect size f2	The result	p Value	t Value	Path parameter	VI F	Track	Hypothesis	Matching quality SRMR
0.512	0.495	0.682	Acceptance	0	13.782	0.703	1	X→Y	H1	0.061

Source: SmartPLS Program Output

Table (7) reviews the results of evaluating the structural model of the research hypothesis, which showed that the srnr standard of 0.061 meets the required standard for the quality of conformity, and the track coefficient has reached (0.703), which meets the required standards of t and P values, indicating the significance of a correlation relationship, and therefore the acceptance of the main hypothesis mentioned . Also, the coefficient of determination reached (R2= 0.495), so the independent variable explains the dependent variable by (49%) and the rest of the value represents other factors not covered by the study.

Conclusions

The research has reached a number of conclusions about smart leadership and its impact on achieving development in the Babylon business incubator, namely:

- 1-smart leadership, characterized by a deep understanding of the principles of sustainable development and ethical leadership practices, is a transformative force within the Babylon business incubator. It is an incentive for incubated startups to adopt sustainability, innovation and social responsibility.
- 2-The Babylon business incubator has an opportunity to incubate and support start-ups that can make a meaningful social and environmental impact in the country. Encouraging start-ups to align with the SDGs can amplify these positive results.
- 3. smart leadership for Sustainable

Development is not a fixed concept. It requires a commitment to continuous learning, adaptation and a willingness to evolve in response to changing circumstances and challenges.

4. meaningful stakeholder engagement, including partnerships with government agencies, NGOs and the local community, is essential to amplify the impact of sustainability initiatives and effectively address local needs.

5-smart leadership for Sustainable Development is an investment in a brighter future. By nurturing leaders who are well versed in the principles of sustainability, the incubator sows the seeds of a resilient and responsible business ecosystem in Babylon in particular and Iraq in general.

RECOMMENDATIONS

Based on the conclusions presented and by following these recommendations, Babel business incubator can play a leading role in promoting smart leadership to achieve sustainable development.

- 1-conducting workshops and training programs on leadership, sustainability and social entrepreneurship. This will help start-ups develop the skills and knowledge they need to succeed.
- 2-organizing events and networking opportunities for start-ups and other stakeholders in the sustainable development ecosystem. This can help build relationships and strengthen cooperation.
- 3-Provide start-up projects with access to resources such as green office space,

sustainable transportation, and renewable energy. This can help start-ups reduce their environmental impact and operate more sustainably.

4-tracking the progress of emerging projects in the incubator and measuring their impact on Sustainable Development. This data can be used to improve incubator programs and services, and to advocate for sustainable development policies and initiatives.

5.resource-efficient practices and innovations are an integral part of sustainable entrepreneurship. The Babel business incubator should actively promote resource-efficient business models and provide support to start-ups for the development of innovative and sustainable solutions.

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