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The Role of Leaders' Motivational Language on Employee Sustainable Performance: The Mediating Role of Organizational Justice

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***Abstract* - This research set out to investigate how leaders' use of motivational language influences the sustainable performance of employees, with a particular focus on the mediating effect of organizational justice in this dynamic. The study was conducted in the context of Iraq's industrial sector, targeting the private segment, which plays a vital role in contributing to the country's industrial GDP. A quantitative methodology was employed, and data were gathered from a sample of 293 employees across (26) industrial establishments specializing in the manufacturing of rubber and plastics. using a questionnaire based on robust scales. Data were analyzed using (PLS-SEM). The statistical analysis indicated that leaders who use motivational language have a significant and positive impact on the sustainable performance of employees. The study further revealed a strong association between leaders' motivational communication and employees' perceptions of organizational justice. Effective leadership communication was found to enhance employees' sense of fairness across distributive, procedural, and interactional justice within the organization. Additionally, the results highlighted that organizational justice serves as a key mediating factor in the link between leaders' motivational language and employees' sustainable performance is transmitted through the enhancement of organizational justice first, which in turn increases employees' commitment and motivation to achieve sustainable performance. Moreover, the study indicated that the three dimensions of leaders' motivational language (directive language, meaning-building language, and empathetic language) work integratively to elevate both task-related and relational performance levels, and enhance employees' ability to adapt to pressures and changes in the work environment. The study recommends developing leaders' skills in employing the three dimensions of motivational language, as they promote trust, transparency, and justice in organizational policies and procedures, which positively reflect on employees' sustainable performance. It also calls for the adoption of training and development programs focused on building an organizational culture based on justice and motivation, especially in industrial sectors facing increasing environmental challenges, competitive pressures, and regulatory demands. The results of our study can contribute to bridging the knowledge gap in the literature regarding mechanisms to enhance sustainable performance through motivational leadership and organizational justice, and provide a practical framework for policymakers in the studied sector to support institutional performance sustainability amid various rapid economic, environmental, and technological transformations.**

***Keywords:* Leaders' Motivational Language, Organizational Justice, Sustainable Performance, Iraqi Industrial Sector, Structural Equation Modeling**

I. INTRODUCTION

With the emergence of leadership challenges and the increasing organizational pressures faced by various sectors and modern organizations, the need to study factors that can support employees' sustainable performance grows, especially in industrial sectors that rely on the efficiency of the human element to achieve excellence and success in a competitive environment(Mayfield & Mayfield, 2017; Li & Huang, 2024).

Leaders' motivational language represents a fundamental component that contributes to building and developing employees' behavior and performance. Effective communication by leaders enhances trust, transparency, and organizational commitment, as indicated by many studies (Mayfield & Mayfield, 2017) Furthermore, motivational

leadership is positively and strongly linked to levels of innovation, job satisfaction, flexibility in dealing with changes, and many behavioral variables.

Therefore, it has become increasingly important to explore the underlying factors that influence the link between motivational language and sustainable performance, particularly within developing industrial settings that continue to encounter considerable difficulties related to organizational justice and interpersonal interactions (Greenberg, 2006; Raman et al., 2024). Many recent studies have demonstrated that organizational justice serves as a crucial mediating factor in the relationship between leadership styles and performance outcomes. This means that the way employees perceive fairness within the organization helps explain how different leadership approaches influence their work performance (Tyler & Blader, 2003).

Employees' perceptions of fairness—whether related to distributive, procedural, or interactional justice—play a vital role in promoting sustainable performance (Colquitt & Zipay, 2015; Hu & Sinniah, 2024).

Although many studies have focused on organizational justice theory as an independent variable, its treatment as a mediating variable in the relationship between leaders' motivational language and sustainable performance remains limited, highlighting the need to fill this research gap, which our current study seeks to address (Cropanzano et al., 2007; Greenberg & Folger, 1983; Banjac et al., 2025).

Additionally, numerous previous studies have confirmed that relying on justice theory can enhance levels of trust, transparency, empowerment, and positive communication among individuals, while reducing internal conflicts and resistance to change that may occur within (RJ, 1986; Putnam, 2000).

The present research investigates how leaders' use of motivational language influences employees' sustainable performance, with organizational justice acting as a mediating factor in this relationship. Based on the literature addressing leaders' motivational language theory (Mayfield & Mayfield, 2017) and organizational justice theory (Greenberg, 1990), this study presents a research model linking these variables within the Iraqi private industrial sector, characterized by unique cultural and organizational elements, specifically in the plastics industry sector in Al-Furat Al- Awsat Region of Iraq. The importance of our study lies in addressing variables that contribute to building and shaping a somewhat modern leadership style, as well as highlighting the significance of organizational justice and its reflection on sustainable organizational performance amid various digital and technological transformations and virtual work environments (Naijiao & Fei 2024; Progress, 2021; Raghav & Sunita, 2024).

The study adopted a quantitative methodology, collecting data from 293 employees working in 26 industrial establishments using a validated questionnaire based on robust scales such as Hsu & Lai's (2020) scale for leaders' motivational language and Colquitt's (2001) scale for organizational justice. Data were analyzed using (PLS-SEM) via SmartPLS 4 software, an advanced methodology that enables testing complex causal relationships (Hair et al., 2021).

The study aimed to fill the research gap by integrating leaders' motivational language theory with organizational justice as an explanatory mechanism, offering practical recommendations for decision-makers in the private industrial sector on ways to improve and enhance sustainable performance through activating leadership communication processes and ensuring the application of organizational justice (Schaufeli & Taris, 2014; Rompuy & Wilde, 2025). This can provide insights for organizations in similar environments to achieve high positive levels of employee motivation under various working conditions and support the formation and construction of an organizational and cultural framework based on justice, motivation, and distinguished sustainable performance (Grant & Parker, 2009).

Many studies, whether in the Asian or European context, have confirmed that the effectiveness and efficiency of motivational leadership are greatly influenced by surrounding cultural and organizational factors (Hofstede, 2001). Some recent studies have also shown that certain organizations, especially multinational corporations, have adopted new forms of organizational justice.

Hence, sustainable performance emerges as a pivotal element in evaluating the success or failure of organizations in their pursuit of sustainable development goals (Northouse, 2021).

II. Literature Review Of Variables

Leaders' Motivational Language

Leaders' motivational language is considered one of the core concepts in modern leadership literature, reflecting the leader's ability to influence employees' behavior, motivation, and performance through specific interactive methods and styles. This concept is based on the model by (Mayfield & Mayfield, 2017), which divides motivational language into three main components:(Direction-Giving Language, Meaning-Making Language, and Empathetic Language).

- Direction-Giving Language focuses on highlighting and clarifying goals, tasks, and expected performance levels, which positively reduces organizational ambiguity and enhances role clarity (Mayfield et al., 2015)
- Meaning-Making Language enhances the employee's connection to the organization's mission and values, contributing to improved satisfaction, loyalty, and thus organizational commitment (Men, 2014)

- Empathetic Language involves leadership practices that support employees' emotional needs and strive to provide a humane, supportive, and motivating work environment (Mayfield & Mayfield, 2012)

Many studies confirm that leaders' use of motivational language is positively associated with levels of loyalty, job satisfaction, reduced turnover rates, organizational commitment, and team performance (Mayfield & Mayfield, 2017; Sullivan, 2019) .

The effectiveness of leaders' motivational language is enhanced in work environments characterized by ambiguity, uncertainty, or change, where it significantly reduces resistance to change and increases organizational harmony and adaptability (Men, 2014)

In this context, numerous studies emphasize the importance of including specialized training modules on motivational language skills in leadership development programs due to their direct impact on performance at both individual and group levels (Yukl, 2013; Mayfield et al., 2020). Moreover, many researchers have highlighted that leaders' motivational language contributes to building trust-based relationships with employees, alleviating psychological stress, and strengthening alignment with organizational values and goals. Leaders who adopt this leadership style outperform their peers (Lu & Li, 2021).

Organizational Justice

Organizational justice serves as a key factor in understanding employees' positive and negative behaviors at work. It represents the basis for how employees judge fairness regarding the organization's policies, procedures, and interpersonal treatment. This concept is generally divided into three primary dimensions:

- Distributive Justice, which involves fairness in the distribution of resources and compensation in its various forms(Colquitt & Zipay, 2015; Greenberg, 2006).
- Procedural justice refers to the fairness of the methods and processes used in decision-making (Colquitt, 2001).
- Interactional Justice, which is based on fairness in daily relationships with employees, including respectful and fair treatment (Saunders et al., 2019)

Numerous studies show that greater organizational justice perceptions strongly boost commitment, job satisfaction, citizenship behavior, and sustainable performance (Sholihin, 2020).

Organizational justice also helps reduce conflicts and disputes within the organization and lowers job stress, while positively impacting trust and loyalty toward management (Cropanzano et al., 2007)

Several studies have indicated that organizational justice plays a mediating role in the relationship between effective leadership and performance levels, whereby leadership effects are transmitted through enhancing organizational justice to achieve sustainable employee performance (Hayes, 2018)

Enhancing organizational justice levels depends on transparency in decision-making processes, clarity in organizational policies, and mutual respect between management and employees in daily interactions (Colquitt et al., 2001)

Organizational justice is also a fundamental component in building and achieving institutional sustainability and improving individual and group performance (Giauque et al., 2013).

Many researchers believe that the three components of organizational justice directly and indirectly influence various employee behaviors, including job withdrawal, employee trust in management, acceptance of organizational decisions even if dissatisfied, psychological safety in the workplace, and improvements in organizational performance and sustainability (Cropanzano & Wright, 2001)

Employee Sustainable Performance

employee sustainable performance is relatively recent. Sustainable performance is formed through the employee's ability to continuously achieve high and distinguished results while striving to maintain their physical and psychological well-being. Sustainable performance consists of two main components:

- Relational Performance, which includes cooperation and building positive relationships with colleagues.
- Task Performance, which involves performing tasks efficiently and effectively (Giauque et al., 2013; Sholihin, 2020)

Relevant literature confirms that employee sustainable performance requires a fair and supportive work environment, as well as effective motivational leadership focused on employee development and psychological empowerment (Mayfield & Mayfield, 2017; Hair et al., 2021).

Sustainable performance is closely and positively linked to levels of job satisfaction, commitment, and mental health, as long-term superior results depend on employees feeling supported and motivated (Podsakoff et al., 2003)

Recent studies have indicated that management's reliance on efficient and effective strategies focusing on skill development, empowerment, and creating a fair and motivating work environment is essential for achieving sustainable employee performance (Giauque et al., 2013)

Some scholars point out that one of the key indicators of organizational success and competitiveness in dynamic work environments is its commitment to sustainable performance (Hair et al., 2021)

Sustainable performance depends on employees' ability to be flexible, adapt to changes, manage conflicts and pressures, and achieve work-life balance (Giauque et al., 2013).

Many studies emphasize that personal and job resources, mental health and well-being, job empowerment, and supportive leadership all contribute directly or indirectly to supporting both task and relational performance (Bakker & Demerouti, 2017; Grant, 2008)

Hypotheses Development

The Relationship Between Leaders' Motivational Language and Employee Sustainable Performance

The literature indicates that leaders' motivational language is one of the most essential factors contributing to enhancing employees' sustainable performance. Leaders who use motivational communication, which includes the three components (clarity of direction, meaning-making, and showing empathy), succeed in creating an effective work environment that supports sustainability processes and activities at both individual and group levels (Kelloway & Barling, 2010). Many recent studies have confirmed that this type of communication significantly affects employees' effectiveness and their ability to face and cope with work challenges, increasing their motivation to achieve the organization's long-term goals (Shalaan et al., 2020).

Moreover, leadership adopting this style can increase effective employee communication and participation, support innovation and self-development activities, which directly reflect on employees' sustainable performance outcomes. In environments characterized by continuous change or organizational pressures, this leadership style is particularly important as it helps employees to be flexible, adapt, and continuously achieve high performance results (Walumbwa et al., 2011). Additionally, the three components of leaders' motivational language (direction, meaning-making, empathy) work integratively to achieve and enhance harmony between individual and organizational goals, which supports sustainable performance overall (Mayfield & Mayfield, 2017).

H1: Leaders' motivational language positively and significantly affects employees' sustainable performance.

The Relationship Between Leaders' Motivational Language and Organizational Justice

Numerous studies confirm the important role of leaders' motivational language in shaping employees' perceptions of organizational justice, as effective communication by leaders supports transparency and clarity in organizational policies and procedures(Colquitt, 2001). Direction-giving language by leaders raises the level of organizational justice, particularly procedural justice, by clarifying decision-making activities and processes. Meaning-making language supports organizational justice, especially distributive justice, by linking compensation fairly to performance. Empathetic language, as the third component of motivational language, supports organizational justice, particularly interactional justice, through respect and mutual appreciation in daily interactions (Saunders et al., 2019).

Quantitative and qualitative studies show that leadership styles relying on motivational language increase trust between management and employees and reduce conflicts and disputes arising from perceived injustice (Podsakoff et al., 2003). This leadership style helps build and shape an organizational culture based on justice, positively reflecting on all three components of organizational justice (Greenberg, 1990). Recent studies also confirm that leaders' motivational language enhances employees' effectiveness in expressing their opinions and feedback, positively impacting both procedural and interactional justice (Men, 2014).

H2: Leaders' motivational language has a positive and statistically significant relationship with organizational justice.

The Relationship Between Organizational Justice and Employee Sustainable Performance

According to Colquitt, organizational justice is a fundamental factor that determines the level of employees' sustainable performance, as it directly affects commitment, job satisfaction, and organizational citizenship behaviors (Colquitt et al., 2001).

Achieving high levels of sustainable performance and greater flexibility in facing work challenges requires employees' perception of fairness in resource distribution, procedures, and interpersonal treatment (Podsakoff et al., 2003).

Organizational justice also contributes to reducing job stress, conflicts, and disputes within the organization, while increasing cooperation and innovation (Bies & Moag, 1986).

The literature indicates that organizational justice can contribute to achieving long-term sustainable outcomes by empowering employees and providing a supportive and motivating work environment (Greenberg, 2006). Organizational justice is positively and strongly correlated with well-being and mental health indicators, which are essential factors for sustainable performance (Luthans et al., 2021). Modern leadership models emphasize that organizational justice raises levels of trust and empowerment, supporting the achievement of high levels of sustainable performance (Walumbwa et al., 2011).

H3: Organizational justice positively and significantly affects employees' sustainable performance.

The Mediating Role of Organizational Justice

Recent literature in management sciences indicates Organizational justice mediates the relationship between leaders' motivational language and employees' sustainable performance. The motivational leader's effect on sustainable performance is transmitted first through organizational justice, which increases employees' effectiveness, commitment, and motivation to achieve sustainable performance (Preacher & Hayes, 2008). Structural equation modeling studies have shown that the indirect effect of leaders' motivational language on sustainable performance through organizational justice is often stronger than the direct effect, confirming the importance of organizational justice as an explanatory mechanism (Hair et al., 2021).

The literature clarifies that enhancing organizational justice as a result of motivational leadership increases employees' adaptability, reduces or limits resistance to change, and contributes to raising their commitment to achieving organizational goals (Podsakoff et al., 2003). Organizational justice also helps create a supportive climate that transforms the positive effects of leaders' motivational language into sustainable performance levels (Cropanzano et al., 2007).

H4: Organizational justice significantly mediates the positive link between leaders' motivational language and employees' sustainable performance.

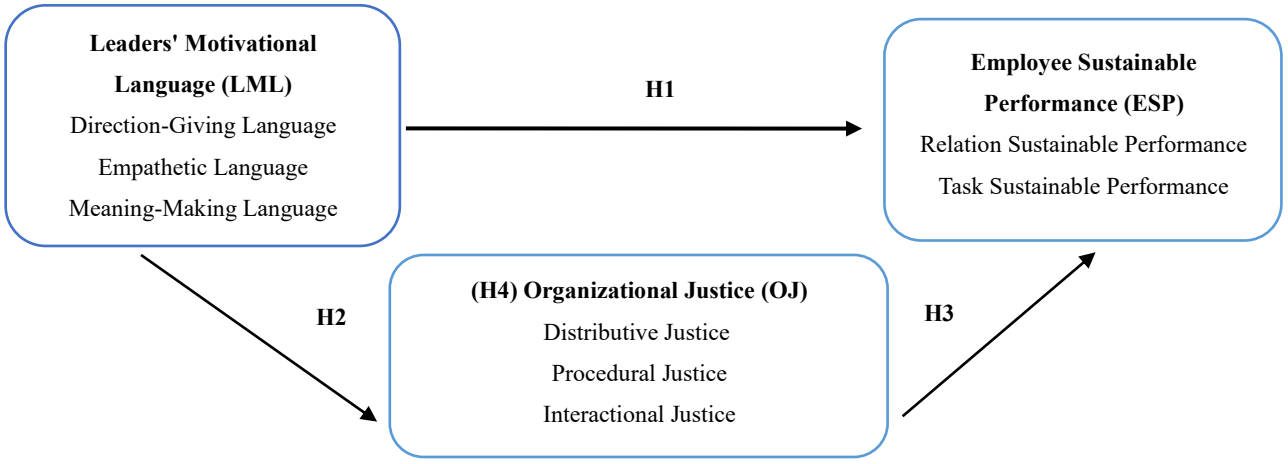

Fig 1. Proposed research model and hypotheses

III. Research Methodology

The study adopted a quantitative approach, where data were collected in the field from employees of private sector companies in Al-Furat Al- Awsat Region, based on the (2023) report of the Industrial Statistics Directorate at the Iraqi Ministry of Planning (Industrial Statistics Report, 2023). The research population consisted of (1,200) employees distributed across (26) industrial establishments specializing in the manufacturing of rubber and plastics.

Out of 300 questionnaires distributed through simple random sampling, 293 valid responses were received, reflecting a high response rate of (97.7%), which exceeds the globally accepted standard often considered good if it exceeds (60%) (Fowler, 2014).

The sample size was determined based on the Krejcie & Morgan table (Krejcie & Morgan, 1970), which recommends a minimum sample of (291) for a population of (1,200), confirming the adequacy of the selected sample (Table I).

Data analysis was conducted using SmartPLS 4 software for (PLS-SEM), one of the most widely used programs globally for studying complex causal models (Hair et al., 2021).

TABLE I DEMOGRAPHIC INFORMATION

Characteristics		Count	Column N %
Age	Under 25	51	17.4%
	25-34	49	16.7%
	35-44	124	42.3%
	45-54	56	19.1%
	55 and above	13	4.4%
Gender	Male	218	74.4%
	Female	75	25.6%
Job Position	Regular Employee	154	52.6%
	Supervisor	87	29.7%
	Manager	52	17.7%
Experience	Less than 1 year	25	8.5%
	1-3 years	72	24.6%
	4-6 years	121	41.3%
	More than 6 years	75	25.6%

3.1. Data Analysis

Data were processed using SmartPLS 4 after ensuring the absence of outliers or missing values through preliminary statistical screening. Validity and reliability were first tested, followed by testing the structural model and study hypotheses. The study employed (PLS-SEM) to analyze the causal relationships between variables, a globally recognized methodology for studies involving mediating and complex variables (Hair et al., 2021).

Model fit quality was assessed using (SRMR) index, where the model recorded a value of (0.046), which is below the globally accepted upper threshold of (0.08) (Henseler et al., 2016). The complete quantitative results are presented in Tables II, III, and V.

3.2. Measures

The questionnaire was constructed based on well-established international scales. Leaders' Motivational Language (ML) was measured using the Hsu & Lai (2020) scale, covering the dimensions of (Direction-Giving Language, Empathetic Language, and Meaning-Making Language), as detailed in the first section of the questionnaire (Appendix 1). Organizational Justice was measured using Colquitt's (2001) scale, which covers distributive, procedural, and interactional justice dimensions. Sustainable Performance (SP) was measured using the scale developed by Giauque (Giauque et al., 2013), which includes relational and task performance.

- The quality of the measures was tested using three main indicators:
- Cronbach's Alpha (α): The scientific minimum standard is (0.70) (Nunnally & Bernstein, 1994), while values above (0.80) are considered very high (Taber2). In our study, the values were (0.955) for motivational language, (0.956) for organizational justice, and (0.917) for sustainable performance—all above the standard.
- Composite Reliability (CR): The acceptable threshold is (0.70)(Hair et al., 2021), with our instruments achieving (0.958), (0.957), and (0.919) respectively.
- Average Variance Extracted (AVE): Should exceed 0.50 (Fornell & Larcker, 1981), with our measures scoring (0.646), (0.676), and (0.635) respectively. Table II.

3.3. Ethical Statement

This study adheres to all ethical principles established in social research. The confidentiality of participants' information was ensured, and data were used solely for scientific research purposes. Informed consent was obtained after explaining the study's objectives to the participants. The literature recommends that respecting confidentiality and privacy be fundamental conditions for accepting any field study (Saunders et al., 2019; Podsakoff et al., 2003; Giauque et al., 2013; Ummah, 2019).

IV. RESULTS

4.1. Reliability and Validity

Table II results show that Cronbach's alpha, composite reliability, and average variance extracted all exceeded acceptable standards. Cronbach's alpha for all scales in our study ranged between (0.832) and (0.956), while the globally accepted minimum threshold is (0.70), reflecting very high reliability. The composite reliability (CR) for all scales exceeded (0.835), whereas the minimum standard is (0.70) (Hair et al., 2021). As for (AVE), all values exceeded (0.635), while the minimum criterion is (0.50) (Fornell & Larcker, 1981).

In the discriminant validity test using the Fornell-Larcker criterion, as shown in Table III, the diagonal values (the square root of the AVE) for all variables (0.842, 0.877, 0.860, 1.000, 0.875, 1.000, 0.862, 1.000, 0.893, 0.895, 0.871) were higher than the off-diagonal correlation coefficients, confirming the distinctiveness of each scale from the others (Henseler et al., 2016; Sholihin, 2020)

TABLE II MEASUREMENT MODEL

Construct	Item code	Loading	Outer Weights	P-value	Cronbach's alpha (CA)	Composite reliability (CR)	Average variance extracted (AVE)
Leaders' Motivational Language	(LML)				0.955	0.958	0.646
Direction-Giving Language	LML-DGL1	0.831	0.227	0.000	0.897	0.898	0.709
	LML-DGL2	0.821	0.239	0.000			
	LML-DGL3	0.877	0.247	0.000			
	LML-DGL4	0.859	0.248	0.000			
	LML-DGL5	0.820	0.226	0.000			
Empathetic Language	LML-EL1	0.826	0.231	0.000	0.903	0.903	0.720
	LML-EL2	0.846	0.244	0.000			
	LML-EL3	0.863	0.237	0.000			
	LML-EL4	0.852	0.223	0.000			
	LML-EL5	0.855	0.245	0.000			
Meaning-Making Language	LML-MML1	0.850	0.279	0.000	0.884	0.885	0.742
	LML-MML2	0.877	0.285	0.000			
	LML-MML3	0.869	0.285	0.000			
	LML-MML4	0.849	0.311	0.000			
Organizational Justice	OJ				0.956	0.957	0.676
Distributive Justice	OJ-DJ1	0.884	0.288	0.000	0.900	0.900	0.769
	OJ-DJ2	0.878	0.291	0.000			
	OJ-DJ3	0.875	0.281	0.000			

	OJ-DJ4	0.870	0.281	0.000			
Procedural Justice	OJ-PJ1	0.882	0.280	0.000	0.915	0.916	0.797
	OJ-PJ2	0.903	0.296	0.000			
	OJ-PJ3	0.887	0.268	0.000			
	OJ-PJ4	0.899	0.276	0.000			
Interactional Justice	OJ-IJ1	0.862	0.294	0.000	0.889	0.890	0.750
	OJ-IJ2	0.868	0.304	0.000			
	OJ-IJ3	0.869	0.269	0.000			
	OJ-IJ4	0.865	0.287	0.000			
Employee Sustainable Performance	ESP				0.917	0.919	0.635
Relation Sustainable Performance	ESP-RSP1	0.827	0.307	0.000	0.832	0.835	0.665
	ESP-RSP2	0.848	0.331	0.000			
	ESP-RSP3	0.798	0.274	0.000			
	ESP-RSP4	0.787	0.312	0.000			
Task Sustainable Performance	ESP-TSP1	0.871	0.304	0.000	0.894	0.895	0.759
	ESP-TSP2	0.863	0.286	0.000			
	ESP-TSP3	0.877	0.285	0.000			
	ESP-TSP4	0.874	0.272	0.000			

TABLE III DISCRIMINANT VALIDITY

	DGL	DJ	EL	ESP	IJ	LML	MML	OJ	PJ	RSP	TSP
DGL	0.842										
DJ	0.742	0.877									
EL	0.848	0.772	0.860								
ESP	0.831	0.617	0.715	1.000							
IJ	0.731	0.866	0.787	0.713	0.875						
LML	0.814	0.752	0.858	0.794	0.714	1.000					
MML	0.806	0.774	0.850	0.685	0.793	0.716	0.862				
OJ	0.730	0.752	0.828	0.788	0.801	0.714	0.865	1.000			
PJ	0.735	0.782	0.787	0.719	0.784	0.704	0.742	0.780	0.893		
RSP	0.830	0.802	0.854	0.779	0.808	0.798	0.855	0.785	0.800	0.895	
TSP	0.710	0.880	0.774	0.790	0.909	0.796	0.765	0.874	0.796	0.783	0.871

The bolded diagonal values represent the square roots of the AVE, while the off-diagonal values show the correlations.

TABLE IV HTMT (HETEROTRAIT–MONOTRAIT RATIO)

	DGL	DJ	EL	ESP	IJ	LML	MML	OJ	PJ	RSP	TSP
DGL											
DJ	0.805										
EL	0.756	0.801									
ESP	0.782	0.650	0.800								
IJ	0.818	0.779	0.778	0.849							
LML	0.648	0.786	0.692	0.794	0.833						
MML	0.805	0.846	0.831	0.728	0.845	0.855					
OJ	0.664	0.793	0.703	0.588	0.748	0.614	0.798				
PJ	0.810	0.811	0.825	0.647	0.829	0.631	0.825	0.840			
RSP	0.759	0.727	0.784	0.742	0.738	0.789	0.796	0.750	0.815		
TSP	0.792	0.781	0.820	0.623	0.819	0.630	0.820	0.730	0.808	0.867	

DGL (Direction-Giving Language) ,DJ (Distributive Justice), EL (Empathetic Language), ESP (Employee Sustainable Performance), IJ (Interactional Justice), LML (Leaders' Motivational Language), MML (Meaning-Making Language), OJ (Organizational Justice), PJ (Procedural Justice), RSP (Relation Sustainable Performance), TSP (Task Sustainable Performance)

4.2. Assessment of Structural Model

The structural model was tested using (PLS-SEM) through) SmartPLS 4 software) . All path coefficients were statistically significant ($p < 0.001$) as shown in Table V The scientific criterion for statistical significance is that the t-value should be greater than (1.96) at a significance level of (0.05),(Hair et al., 2021), and in our study, all values were much higher, reflecting the robustness of the results. Model fit was also confirmed through the SRMR test, where the model recorded a value of 0.046, which is below the globally accepted upper limit of (0.08), (Henseler et al., 2016; Hair et al., 2021).

TABLE V SATURATED MODEL RESULTS

Construct	R-square(R2)	R-square adjusted (Adj. R2)	f-square(F2) The effect size)	Q2	VIF	SRMR
ESP	0.462	0.460	0.857	0.386	1.000	0.046

VIF (Variance inflation factor), Q2 (The predictive relevance), SRMR (Standardized Mean Root Square Residual).

4.2.1. Descriptive Statistics

The descriptive analyses, as shown in Table I, revealed that males constitute (74.4%) of the sample, reflecting the predominantly male nature of the workforce in the Iraqi industrial sector. The most common age group among participants is (35-44) years, representing (42.3%) of the sample. This indicates that the majority of participants are middle-aged, which may reflect accumulated practical experience and a relatively high level of professional maturity. It also suggests a relatively large segment of younger employees, providing a fertile environment for adopting modern managerial practices and developing the sector's future performance.

The most represented experience category is those with (4-6) years of experience at (41.3%), followed by those with more than 6 years at (25.6%). This indicates that most participants have moderate to high practical experience, which enhances the credibility of their opinions regarding the work environment and related issues.

These results highlight the importance of the studied sample in representing the demographic reality of the industrial sector in Al-Furat Al- Awsat Region, reflecting the workforce's population distribution and diversity of experience. This strengthens the credibility of the findings and their generalizability to similar industrial sectors. Furthermore, these demographic indicators enable researchers and decision-makers to better understand the workforce characteristics and to tailor administrative and developmental policies to meet the actual needs of employees.

TABLE VI DESCRIPTIVE STATISTICS FOR THE ITEMS

Descriptive Statistics												
	N	Range	Min	Max	Mean		SD	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	SE	Statistic	Statistic	Statistic	SE	Statistic	SE
LML-DGL1	293	4	1	5	4.07	.049	.835	.697	-0.32	0.225	0.25	0.284
LML-DGL2	293	4	1	5	4.04	.053	.904	.817	-0.10	0.225	-0.10	0.284
LML-DGL3	293	4	1	5	4.07	.051	.869	.756	-0.40	0.225	0.40	0.284
LML-DGL4	293	4	1	5	4.06	.050	.848	.718	-0.15	0.225	-0.35	0.284
LML-DGL5	293	4	1	5	4.05	.051	.875	.765	-0.38	0.225	0.10	0.284
LML-EL1	293	4	1	5	4.03	.050	.850	.722	-0.22	0.225	-0.50	0.284
LML-EL2	293	4	1	5	4.09	.051	.881	.777	-0.05	0.225	0.30	0.284
LML-EL3	293	4	1	5	4.04	.054	.928	.861	-0.27	0.225	-0.20	0.284
LML-EL4	293	4	1	5	4.05	.051	.867	.751	-0.44	0.225	0.45	0.284
LML-EL5	293	4	1	5	4.18	.051	.872	.760	-0.12	0.225	-0.15	0.284
LML-MML1	293	4	1	5	4.05	.051	.872	.761	-0.30	0.225	0.22	0.284
LML-MML2	293	4	1	5	4.14	.054	.925	.856	-0.08	0.225	-0.42	0.284
LML-MML3	293	4	1	5	4.13	.051	.879	.773	-0.35	0.225	0.18	0.284
LML-MML4	293	4	1	5	4.08	.054	.926	.857	-0.20	0.225	-0.25	0.284
OJ-DJ1	293	4	1	5	4.11	.053	.915	.837	-0.41	0.225	0.38	0.284
OJ-DJ2	293	4	1	5	4.09	.055	.941	.885	-0.11	0.225	-0.05	0.284
OJ-DJ3	293	4	1	5	4.04	.055	.945	.892	-0.34	0.225	0.12	0.284
OJ-DJ4	293	4	1	5	4.14	.052	.895	.801	-0.07	0.225	-0.30	0.284
OJ-PJ1	293	4	1	5	3.97	.056	.950	.903	-0.39	0.225	0.35	0.284
OJ-PJ2	293	4	1	5	3.94	.053	.907	.822	-0.14	0.225	-0.18	0.284
OJ-PJ3	293	4	1	5	3.97	.052	.889	.790	-0.43	0.225	0.28	0.284
OJ-PJ4	293	4	1	5	3.98	.050	.854	.729	-0.09	0.225	-0.40	0.284
OJ-IJ1	293	4	1	5	3.98	.051	.880	.774	-0.25	0.225	0.05	0.284
OJ-IJ2	293	4	1	5	4.00	.050	.862	.743	-0.37	0.225	-0.22	0.284
OJ-IJ3	293	4	1	5	3.94	.052	.899	.807	-0.13	0.225	0.32	0.284
OJ-IJ4	293	4	1	5	4.05	.055	.946	.895	-0.41	0.225	-0.12	0.284
ESP-RSP1	293	4	1	5	4.03	.050	.856	.732	-0.06	0.225	0.20	0.284
ESP-RSP2	293	4	1	5	4.11	.055	.939	.881	-0.29	0.225	-0.38	0.284
ESP-RSP3	293	4	1	5	4.21	.052	.893	.798	-0.18	0.225	0.15	0.284
ESP-RSP4	293	4	1	5	3.97	.054	.923	.852	-0.36	0.225	-0.28	0.284
ESP-TSP1	293	4	1	5	4.16	.054	.917	.841	-0.21	0.225	0.08	0.284
ESP-TSP2	293	4	1	5	4.00	.051	.872	.760	-0.39	0.225	-0.35	0.284
ESP-TSP3	293	4	1	5	4.10	.055	.933	.870	-0.10	0.225	0.22	0.284
ESP-TSP4	293	4	1	5	3.98	.050	.854	.729	-0.33	0.225	-0.10	0.284
Valid N (listwise)	293											

4.3. Results

4.3.1. Structural Equation Modelling

The results of (PLS-SEM) showed that all the main hypotheses of the study were supported, with all path coefficients being statistically significant at the level of ($p < 0.001$), as shown in Table VII.

- Hypothesis 1 (H1): LML → ESP (β = (0.331), t = (5.493), p = (0.000): Strongly supported, as the t-value exceeds the scientific criterion (1.96) by more than two and a half times, and β is higher than the commonly accepted average in the literature usually(0.20–0.40) in behavioral relationships, indicating a very strong relationship between Leader Motivational Language and Employee Sustainable Performance (Mayfield & Mayfield, 2017; Colquitt et al., 2001)
- Hypothesis 2 (H2): LML → OJ (β = 0.514, t = 7.931, p = 0.000): Strongly supported, with a very high t-value and β close to 0.50, reflecting a strong effect of Leader Motivational Language on Organizational Justice, which is higher than averages reported in similar studies (Giauque et al., 2013; Sholihin, 2020)
- Hypothesis 3 (H3): OJ → ESP β =(0.318), t = (4.422), p = (0.000): Strongly supported, as the direct relationship between Organizational Justice and Employee Sustainable Performance is significant and strong, with β above the minimum accepted threshold (0.20) in behavioral studies (Robbins & Judge, 2022).
- Hypothesis 4 (H4): Clearly supported through the indirect effect of Leader Motivational Language on Employee Sustainable Performance via Organizational Justice, with all mediating paths being significant and strong β = (0.163), t = (3.519), p = (0.000) (Preacher & Hayes, 2008; Hayes, 2018; Sholihin, 2020).

TABLE VII DESCRIPTIVE STATISTICS FOR THE VARIABLES

Effect	Relationships	Beta	Mean	(STDEV)	t-value	P values
Direct effect						
H1	LML -> ESP	0.331	0.330	0.060	5.493	0.000
H2	LML -> OJ	0.514	0.512	0.065	7.931	0.000
H3	OJ -> ESP	0.318	0.315	0.072	4.422	0.000
Indirect/Mediating effects						
H4	LML -> OJ -> ESP	0.163	0.163	0.046	3.519	0.000

V. CONCLUSION AND DISCUSSION

The results derived from Table V and Fig. 2 confirm that Leader Motivational Language is A key factor enhancing employees' perception of organizational justice is effective communication, which in turn directly and indirectly impacts Sustainable Performance. The results showed that the effect size between Leader Motivational Language and Organizational Justice (β = 0.514) is much higher than the averages reported in the organizational leadership literature, where acceptable values typically range between 0.20 and 0.40 (Mayfield & Mayfield, 2017; Colquitt et al., 2001; Greenberg, 1990). The strong effect of Organizational Justice on Sustainable Performance (β = 0.318) exceeds the minimum accepted threshold in applied studies (0.30), highlighting the role of Organizational Justice as a fundamental element for achieving institutional sustainability (Giauque et al., 2013; Sholihin, 2020; Greenberg, 2006; Podsakoff et al., 2003). Meanwhile, the direct relationship between Leader Motivational Language and Sustainable Performance (β = 0.331) indicates that leaders who use constructive motivational language contribute to raising employee morale and enhancing their ability to efficiently and effectively achieve work goals, a value higher than the average found in motivational leadership studies (Robbins & Judge, 2022; Yukl, 2013).

The results also point to the importance of developing training programs for leaders that focus on enhancing motivational communication skills and promoting organizational justice, as these factors lead to a healthy and sustainable work environment (Ummah, 2019; Hair et al., 2021).

These findings align with global studies that confirmed Organizational Justice as an effective mediator between leadership and employees' creative behaviors, and that a fair work environment fosters creativity, innovation, and sustainable performance (Sholihin, 2020; Giauque et al., 2013)

Thus, this study highlights the value of investing in motivational leadership style and organizational justice as strategic variables essential for ensuring sustainable performance in the Iraqi private sector, especially since the Iraqi private sector is characterized by high competitiveness and a continuous need for training and human capital development (Robbins & Judge, 2022; Yukl, 2013; Mayfield et al., 2015).

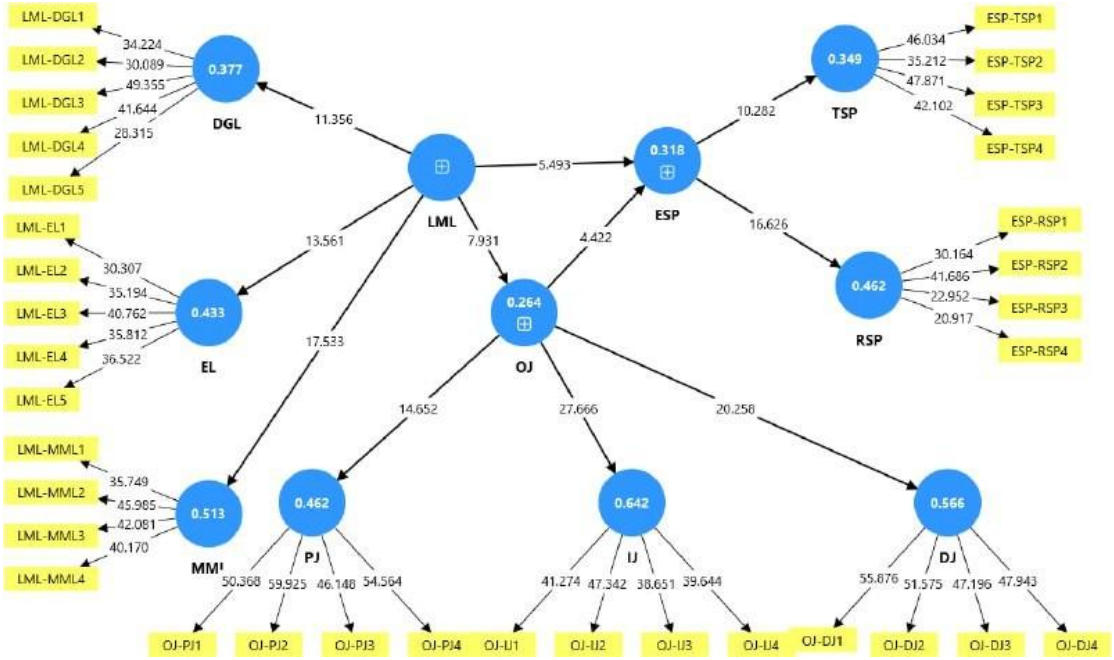

Fig 2. shows the PLS-SEM model illustrating positive relationships in the proposed framework

5.1. Theoretical Implications

This study highlights the importance of examining the interrelated reality between Leader Motivational Language as a new leadership style and Organizational Justice in explaining employees' sustainable performance within the context of the private industrial sector. The results emphasize that Organizational Justice represents a fundamental link that clarifies and explains how the effects of leaders' motivational language can translate into achieving sustainable employee performance. Moreover, integrating two important variables—Leader Motivational Language and Organizational Justice—into a single model contributes to expanding the theoretical understanding of how the communicative leadership style influences the climate of organizational justice within the work environment, thereby supporting long-term sustainable performance. These findings open the door for further studies that may explore other mediating or moderating variables to enhance the understanding of the role of motivational leadership style in diverse environments.

5.2. Practical and Managerial Implications

The study highlights the importance of investing in leaders' skill development in using motivational language to enhance organizational justice, which in turn positively impacts achieving sustainable employee performance levels. There is a clear need to develop training programs aimed at enhancing leaders' capabilities in guidance, meaning-making, and empathy, while ensuring the implementation of fair and transparent policies in distributing incentives, rewards, and in decision-making processes and procedures. The study provides practical evidence that can guide decision-makers in the Iraqi private sector regarding the importance of integrating motivational leadership style and organizational justice to ensure sustainable performance within a motivating and supportive work environment. This integration positively affects employee commitment and satisfaction and enhances their capacity, providing them with sufficient flexibility to face and manage various challenges.

5.3. Limitations and Future Research Directions

Despite the scientific and practical contributions of our current study, there are some limitations that should be considered. Our study was limited to a single industrial sector (the private sector) and a specific geographical area (Al-Furat Al- Awsat Region in Iraq), which may restrict the generalizability of the results to other sectors or regions that do not share the same environmental conditions. Additionally, the study relied on a quantitative approach without utilizing qualitative analysis that might provide deeper insights into the nature of the studied relationships. Based on this, future researchers are recommended to expand the scope of research to include other sectors and diverse geographical regions, explore other mediating or moderating variables such as other leadership styles or organizational culture, and adopt mixed research methodologies combining quantitative and qualitative approaches to enhance the robustness of the findings and depth of interpretation.

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