



The Impact of Strategic Mind on Social Responsibility - An Analytical Study in Dhi Qar Oil Company

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Abstract:

Purpose: The aim of the research is to activate the influence of strategic mind to enhance the principle of social responsibility in Dhi Qar Oil Company.

Theoretical Framework: Recent literature indicates a growing trend towards applying the principle of social responsibility, transforming it into a competitive strategy among organizations, especially when possessing strategic mind to devise implementation steps (Khouj, 2020:84).

Design/Methodology/Approach:We analyzed the literature and activities advocating for the implementation of the principle of social responsibility using the scale (Schwartz & Carroll, 2003:67) in various organizations. We also examined the impact of possessing a strategic mindset, as measured by (Pisapia et al., 2005:60), on achieving desired outcomes through local, regional, and international research and studies in this regard.

Results: The research findings indicate a significant direct positive relationship between strategic mind and social responsibility overall, particularly concerning the economic dimension. A set of recommendations was provided to rectify the nature of these variables in practice, in line with research trends.

Research, Practical & Social implications: We propose that organizations integrate the implementation of the principle of responsibility into their future strategies, considering it a competitive advantage to be achieved.

Originality/value: The results indicate that the application of the principle of social responsibility has begun to be implemented in organizations, especially those with a strategic vision derived from their strategic mind leaders, achieving levels of satisfaction and approval from stakeholders.

Research Type: Research Paper

Keywords: Strategic mind; Social Responsibility; Thi Qar Oil Company

JEL Classification: M14, M10, M13.

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Draft — A.Y.T.; Writing — Review & Editing — A.Y.T, and M.Z.F.; Visualization — A.Y.T.; Supervision —M.Z.F.; Project Administration —A.Y.T.

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1. Introduction:

The evolution stages of administrative thought have proven that human resources are a central axis, representing the key to success or failure in most knowledge and intellectual publications concerned with this resource. In addition to the diversity of methods and approaches followed in strategic mind, one of these modern methods is the strategic mind. Although the historical inception of this concept is ancient, the term did not gain sufficient attention in studies and research (Benito-Ostolaza & Sanchis-Llopis, 2014:786). Its emergence began in the 1950s, coinciding with the concepts of strategic management and later the concepts of planning and strategic mind, leading thereafter to the concept of strategic mind. (Lolkitekui et al., 2018:247) It contributes to building visions and ideas and defines strategic mind as the ability to see the big picture and understand how different parts are interconnected, in addition to the ability to think about the future and plan strategic steps to achieve goals (EL-ADAILEH, 2020:120). The variable of social responsibility dates back historically to post-World War II, specifically in 1947 when the Hutchins Committee (headed by the President of the University of Chicago) was formed at the request of Time and Life magazines' editor-in-chief, Henry Luce, who wanted to establish ethical standards for journalism as a form of organization and commitment to society (Alayoubi et al., 2020:76). Social responsibility is defined as the expectations, economic, legal, ethical, and discretionary, that society places on organizations at a given time (Danook et al., 2024)(Carroll & Brown, 2021:33). The research aims to reach theoretical results regarding the research variables, as well as practical results applicable in the country's institutions, by measuring the extent to which social responsibility is achieved through the contributions of strategic mind (Adharina Binti Zulkiffli et al., 2016:6). Additionally, it enhances economic resource maximization; compliance with specifications and regulations; and ethical conduct during organizational activities (Aguinis & Glavas, 2019:15). The justification for conducting the research stemmed from the idea that researchers discussed the importance of these variables, namely strategic mind and social responsibility, due to their impact on administrative and organizational aspects, in addition to the importance of psychological aspects that support the organizational environment in the public sector and society, achieving desired goals, enabling the research environment and sample, making them adaptable and performance-enhancing, as well as promoting satisfaction (Ndalamba et al., 2018:312). Furthermore, the scarcity of previous Iraqi and Arab studies addressing such variables underscores the importance of these variables (Danook et al., 2024)(Al-Abbadi, 2015:115). Hence, this study could contribute to filling the intellectual and theoretical gap and enhancing the conceptual and practical aspects thereof. The research problem is observed by researchers who note that the strategic mind contributes to shaping a future image of the organization's reality, making the application of the principle of social responsibility possible in the eyes of the research sample (Garriga, 2004:69). The research problem revolves around a main question: what is the impact of strategic mind on empowering the research sample to apply the principle of social responsibility to that sample?

The strategic mindset holds paramount significance in public organizations as it serves as a key driver for excellence and progress (Pisapia et al., 2005:64). It plays a pivotal role in delineating primary objectives and devising appropriate strategic plans to achieve them. Moreover, strategic mind enhances adaptability to changing challenges and external environmental shifts, thereby ensuring the organization's distinctiveness and competitiveness. (Schwartz & Carroll, 2003:35)

Furthermore, strategic mind significantly impacts organizational performance by enabling leaders and employees to engage in strategic decision-making and effective plan execution. This, in turn, enhances operational performance and facilitates the achievement of

institutional goals with greater efficiency. Additionally, strategic mind fosters innovation and fosters a sense of collective effort within the organization. (Vesalainen et al., 2017:146)

Given the escalating challenges faced by public organizations, strategic mind emerges as a vital tool for surpassing hurdles and achieving success (Lolkitekui et al., 2018:38). Therefore, public organizations must prioritize the development and enhancement of their strategic mind capabilities. This can be achieved through continuous training and development initiatives, alongside fostering a culture of strategic mind across all levels of the organization. (Cortes et al., 2019:134) Reflection is a cognitive process that involves carefully considering beliefs or practices to enhance understanding of situations and then applying newly acquired knowledge to them. It entails critically examining evidence, perceptions, and experiences to make sense of situations before integrating this thinking into a practical framework. By reflecting on both successes and failures, we uncover the assumptions and values underlying rules, regulations, and processes in our work and daily lives. This ongoing process of evaluation and interpretation is crucial for leaders to navigate situations effectively. Even when leaders lack complete information, reflection enables them to identify the most optimal options for action and prediction (Lee, 2017:62). When discussing the importance of the principle of social responsibility for public organizations, we can assert that it reflects these organizations' commitment to achieving sustainable growth, social development, and environmental sustainability (Abbas, 2020:39). The practices of social responsibility contribute to building a positive reputation for organizations and enhancing trust among stakeholders. (Olatunji, 2022:71)

Moreover, the principle of social responsibility has an impact on the performance of organizations, as it enhances the efficiency and effectiveness of work in public organizations by improving relations with the community and positively influencing the environment and the local society (Tamvada, 2020:18). Additionally, it contributes to attracting and retaining talents and competencies, thus improving operational and competitive performance.

It is imperative for public organizations to adopt the principle of social responsibility to ensure their sustainability and distinctiveness in serving the community (Matten & Moon, 2020:59). Therefore, they should dedicate efforts towards enhancing these practices by developing policies and programs committed to sustainable development and achieving a balance between economic, social, and environmental dimensions. (Becchetti et al., 2022:83).

2. Literature review and Hypothesis Development:

There have been numerous studies that have discussed strategic Mind:

(Khouj, 2020:87) examined the impact of the dimensions of strategic Mind of leaders on their strategic decisions, an analytical study of leaders at the University of Tikrit and how to activate these dimensions to improve the quality of those decisions. The study was conducted on 93 strategic leaders at the university, employing a descriptive analytical approach. The study used a questionnaire as the primary data collection tool from a purposive sample, and the results showed an impact of the dimensions of reframing and Reflecting on strategic decisions, with no effect of systematic mind on strategic decisions.

Likewise, the study also indicated (Mahawi & Nazzal, 2023:19) elucidated the impact of strategic Mind of sports club managers on reducing strategic drift and the volume of strategic Mind with a strategic mindset to problem-solving. The study was conducted on 120 club managers in Iraq, employing a descriptive approach, and using the questionnaire as the main data collection tool. The results showed a role for strategic Mind in reducing strategic drift in the work of Iraqi sports clubs.

There have also been numerous studies discussing social responsibility:

(Okafor et al., 2021:143) conducted a study on the impact of financial expenditure on enhancing responsibility. The study was applied to a sample of 100 American companies and employed a descriptive methodology. A questionnaire was used as a tool for data collection.

The results revealed that organizations that increase financial expenditure on implementing the principle of social responsibility achieve corresponding financial returns in marketing their products.

Likewise, the study also indicated (Bacinello et al., 2020:47) highlighted the impact of maturity on organizational social responsibility and sustainable innovation in performance. The study aimed to identify the role of strategic maturity dimensions in enhancing the adoption of the organization's social responsibility principle. The study was applied to 43 telecommunication companies, employing an analytical methodology. A questionnaire was used as the primary tool for data collection. The results showed a high level of social responsibility in the researched companies, but it was associated with the nature of the researched sample. The challenge faced in the research was the difficulty of defining the research sample. These studies have enabled researchers to formulate and crystallize the research problem through observation when visiting the research field environment and complex.

Methodology:

Regarding the research application site:

Thi Qar Oil Company was chosen, which is a public company operating in the oil sector under the Iraqi Ministry of Oil.

As for the research community and sample:

The researcher selected a random sample from the workforce of Dhi Qar Oil Company, encompassing various levels within the company, including leadership and employees, to achieve broader community representation, totaling (850) individuals. The sample size was (125) individuals.

The reason for choosing the research:

The researcher's motivation stemmed from the pursuit of exploring new variables that are theoretically underrepresented. Additionally, the nature of the company's work, the increasing volume of social demands, and stakeholders' desire to enhance the company's work environment contributed to the idea of conducting research to study aspects of activating the principle of corporate social responsibility beyond the company's strategic mindset.

In addition to the research problem:

The research problem arose from the existence of pressure and demands facing the company from its environment, represented by the interests of stakeholders, whether employees or the community. The company's management seeks to develop a strategy that enables it to achieve its strategic objectives while simultaneously preserving the rights and interests of stakeholders and enhancing its organizational reputation through adopting the principle of social responsibility. The researcher believes that the company possesses a strategic mindset but needs a roadmap to harness its capabilities. The research problem can be embodied in the main question: "Has the company been able to integrate its strategic mindset in a way that enhances corporate social responsibility?"

	Dimensions	the definition	Source
	Systemic thinking	representing a comprehensive view of the organization by understanding the characteristics of forces, patterns, and mutual relationships that collectively form system behavior, thus providing it with more alternatives	(Pisapia et al., 2005:60)
	Reframing	which represents the process of studying the event from various perspectives to obtain multiple perceptions and insights, thus creating multiple images in the mind. It also requires a high level of flexibility for the leader to navigate these perceptions and choose what suits the current situation and fits the future	(Vesalainen et al., 2017:22)
	Reflecting	which provides an opportunity to review positions and events through a different perspective related to formal activities, including style, approach, conscious and informal, as it is usually emotional	(Cortes et al., 2019:95)
Social Responsibility	Dimensions	the definition	Source
	Economic dimension	An initiative aimed at supporting and fostering economic growth and meeting the needs of employees by granting them a share of the generated revenues, and making the economic success of the organization a means for comprehensive development	(Carroll & Shabana, 2010:63)
	Legal dimension	The extent of the organization's management commitment to regulations, legislation, and global standards in its activities and programs, and its responsibility towards its employees, taking into account the customs and traditions of its work environment	(Schwartz & Carroll, 2003:34)
	Ethics dimension	The adoption of a flexible approach by senior management in dealing with employees and their belief in the necessity of creating an ethical work environment	(Becchetti et al., 2022:84)

Based on the above dimensions, the hypothetical research model can be formulated as follows.

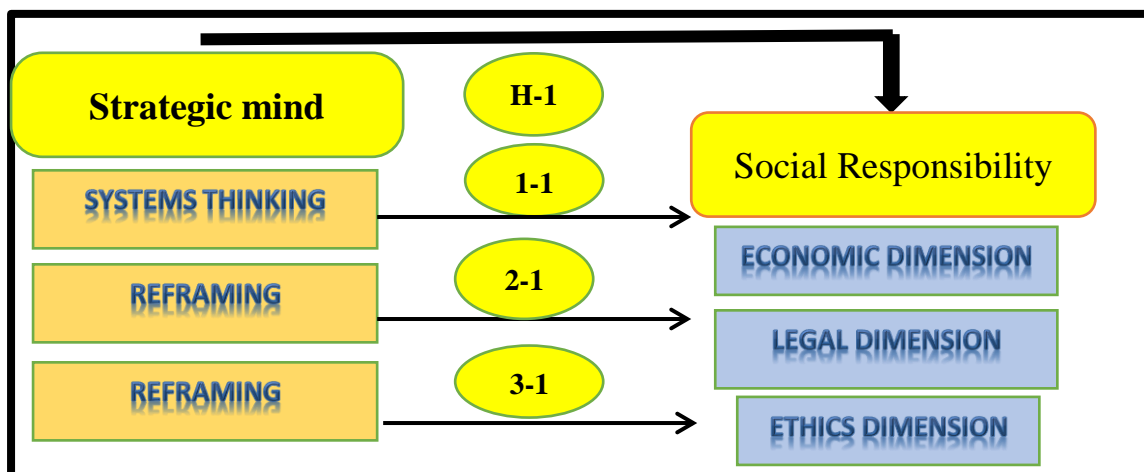


Figure 1: The conceptual framework of the research.

Research Hypothesis: Based on the previous literature, the research hypothesis can be formulated as follows:

Effect hypothesis:

Primary Hypothesis: There is an impact of strategic Mind, with its dimensions collectively, on social responsibility, from which the following sub-hypotheses emerged:

(1-1): There is a positive impact of Systematic thinking on social responsibility.

(2-1): There is a positive impact of Reframing on social responsibility.

(3-1): There is a positive impact of Reflecting on social responsibility.

3. Research Methodology:

The research relies on the descriptive-analytical methodology, which is considered one of the most suitable research methodologies for obtaining acceptable and logical results, and consequently reaching conclusions and recommendations.

3.1.Data Analysis Tools:

Utilize the survey as the primary research tool, and also employ SPSS and Excel software for data collection and analysis, following the following statistical methods:

3.1.1.Frequencies and percentages:

To display the number and percentage of characteristics of the research sample.

3.1.2.Mean, standard deviation, and variance: Aimed at measuring dispersion and central tendency.

3.1.3.Cronbach's alpha: Used to assess the reliability of the questionnaire.

3.1.4.Normal distribution: Used to test the normality of the research data distribution.

3.1.5.Simple linear regression equation and Pearson correlation coefficient: Used to test research hypotheses

3.2. Testing and analysing research data:

The researcher aims to test the data of their study in order to ensure its validity, reliability, and distribution pattern, which facilitates handling it objectively and accurately to achieve the desired results.

3.2.1Testing for normal distribution:

The researcher works on testing the research variables to determine the type of distribution. Then, the researcher selects the appropriate statistical methods for the research, noting that testing methods based on normal distribution are divided into two types: parametric statistics and non-parametric statistics.

The distribution of data for the variable "strategic Mind" was examined using the Kolmogorov-Smirnov test to assess the validity of the data distribution from the research sample. The test results showed that the statistical value was (0.084) with a sample size of (119) and a significance level of (0.090), which is higher than the level of statistical significance (0.05). This indicates that the data for the variable "strategic Mind" follows a normal distribution.

Similarly, the distribution of data for the variable "social responsibility" was examined using the Kolmogorov-Smirnov test to evaluate the validity of the data distribution from the research sample. The test results showed that the statistical value was (0.092) with a sample size of (119) and a significance level of (0.075), which is higher than the level of statistical significance (0.05). This indicates that the data for the variable "social responsibility" follows a normal distribution, as shown in the table below.

Table (1): Normal distribution test for the variables of strategic Mind and social responsibility.

Variables	Test Statistic Value	Number of vocabulary	Significance of the test
Strategic mind	0,084	119	0,090
Social Responsibility	0,092	119	0,075

Source: Prepared by the researcher based on the results of SPSS software.

3.2.2 Stability coefficient:

The reliability coefficient is a statistical tool used to verify the consistency of research data (Mahmoud, 2014). The reliability test is considered a method that enables the researcher to estimate the stability of the data without the need to recollect it from the same sample. Additionally, the cutoff point for reliability is typically (0.70). As the values of the reliability coefficient extracted using SPSS software increase, the stability and suitability of the data for analysis increase as well, and vice versa. Table (3) illustrates the values of the reliability coefficient (Cronbach's alpha) as follows:

Table 2: Cronbach's alpha Coefficients for Study Variables

Variable or Scale	Items	Stability Coefficient
Strategic mind	Q1 – Q12	0,787
Social Responsibility	Q13 – Q24	0,720
Aggregate Scale	Q1 – Q24	0,876

Source: Prepared by the researcher based on the results of SPSS software.

Table 2 shows the values of Cronbach's alpha coefficient for the variables: strategic Mind (0.787), social responsibility (0.720), and for the scale as a whole (0.876). These values exceeded the typical cutoff point of (0.70) indicating the stability and consistency of the research data (Mahmoud et al., 2018; Mahmoud et al., 2024).

3.3 Analyses research concepts:

For the purpose of analyzing and describing the questionnaire items, dimensions, and research variables to shed light on the variation and distribution of these elements in the research field (ThiQar Oil Company), the statistical methods used in this study include the coefficient of variation, which shows the variation in ranking among the items, dimensions, and even variables in the research. Additionally, the mean is used to indicate which items, dimensions, or variables are applied more than others, along with the standard deviation, which indicates the extent of dispersion of sample opinions. Table (4) presents the availability scores of these elements.

Table 3: Availability in the Security Institution

Very Low Availability	Low Availability	Moderate Availability	High Availability	Very High Availability
1 – 1,8	1,81 – 2,6	2,61 – 3,4	3,41 – 4,2	4.2–5

Source: Prepared by the researcher based on the results of SPSS software.

3.3.1 Analyses of the Dimensions of Strategic mind:

An analysis and description of the dimensions of the strategic Mind variable were conducted. This variable consists of three dimensions: systemic thinking, reframing, and Reflecting. The statistical methods used in this context include the coefficient of variation, mean, and standard deviation. The ranking, based on the coefficient of variation, can be found in Table (5), presenting the results of these methods.

Table 4: Analysis and description of the dimensions of the Strategic mind variable.

Sequencing NO.	Dimensions	Arithmetic mean	Standard deviation	Coefficient of variation	Arrangement
1	Systemic thinking	3.206	0.546	17.04%	1
2	Reflecting	3.174	0.690	21.74%	2
3	Reframing	2.983	0.757	25.39%	3
	Variable Strategic mind	3.121	0.427	13.69%	

Source: Prepared by the researcher based on the results of SPSS software.

The previous table indicates the following:

The results of the analysis and description of the dimensions of the "strategic Mind" variable in the oil company reveal variation in participants' perceptions. Prominent attention is given to the dimension of "systemic thinking," with a mean of (3.206) and a variation in opinions of (17.04%). This is followed by the dimension of "reframing" with a mean of (3.174) and a variation of (21.74%). Meanwhile, the dimension of " Reflecting " shows a mean of (2.983) and a variation in opinions of (25.39%).

3.3.2 Analyses the dimensions of Social Responsibility:

An analysis and description of the dimensions of the social responsibility variable were conducted. This variable consists of three dimensions: economic dimension, legal dimension, and ethical dimension. The statistical methods used in this context include the coefficient of variation, mean, and standard deviation. The ranking, based on the coefficient of variation, can be found in Table (6), presenting the results of these methods.

Table 5: Analysis and Description of the Dimensions of the Social Responsibility.

Sequencing No.	Dimensions	Arithmetic mean	Standard deviation	Coefficient of variation	Arrangement
1	Economic dimension	3.061	0.535	17.46%	1
2	Legal dimension	3.059	0.573	18.73%	2
3	Ethics dimension	2.817	0.637	22.61%	3
	Variable Social Responsibility	2.979	0.539	18.08%	

Source: Prepared by the researcher based on the results of SPSS software.

Table 5 indicates the following:

The analysis and description table of the dimensions of the "social responsibility" variable in the company show variation in participants' perceptions. The "economic dimension" occupies the first position in terms of the mean value (3.061) and a variation in opinions of (17.46%). It is followed by the "legal dimension" with a mean of (3.059) and a variation of (18.73%). The "ethical dimension" comes in third place with a mean of (2.817) and a variation of (22.61%).

3.3.3 Analyses of the study variables:

An analysis and description of the research variables were conducted, including strategic Mind, sustainable leadership, and social responsibility. The statistical methods used in this context include the coefficient of variation, mean, and standard deviation. The ranking, based on the coefficient of variation, can be found in Table (6), presenting the results of these methods.

Table 6: Analysis and Description of the Variables Strategic mind and Social Responsibility

Sequencing No.	Dimensions	Arithmetic mean	Standard deviation	Coefficient of variation	Arrangement
1	Strategic mind	3.121	0.427	13.69%	1
2	Social Responsibility	2.979	0.539	18.08%	2

Source: Prepared by the researcher based on the results of SPSS software.

The preceding table reveals the following:

The analysis and description table of the research variables show variation in assessment among the participants. The variable "strategic Mind" is characterized by a mean of (3.121), reflecting relatively high agreement among the participants, with a variation of (13.69%). This indicates the company's reliance on organized thinking strategies, leading to its classification in the first position. As for the variable "social responsibility," it is distinguished by a mean of (2.979) and a variation of (18.08%). This distribution indicates variation in participants' perceptions of the company's role in social responsibility, ranking it in the second position.

3.4 Hypothesis testing:

3.4.1 the Effect hypothesis test:

Hypothesis testing is conducted using the simple linear regression method, which explains the amount of variance in the independent variable on the dependent variable. It also elucidates the nature of the impact direction (positive or negative) between the research variables.

Primary Hypothesis Testing: "There is a statistically significant effect of strategic Mind and its three dimensions (systemic thinking, reframing, Reflecting) on social responsibility and its three dimensions (economic dimension, legal dimension, ethical dimension).

Table 8: Effect of the Strategic mind on the Social Responsibility.

α	β	T	Sig.	coefficient of determination	F	Sig.
1.767	0.388	10,309	0,000	0.240	36.917	0,000

Source: Prepared by the researcher based on the results of SPSS software.

Through the table, it is evident that the constant value ($\alpha = 1.767$) represents the minimum possible value for the social responsibility variable. Additionally, the slope coefficient ($\beta = 0.388$) indicates a positive effect of the strategic Mind variable on social responsibility. Moreover, the coefficient of determination ($R^2 = 0.240$) indicates that 24% of the variance in the social responsibility variable can be explained by strategic Mind, while 76% of this variance is attributed to other variables outside the scope of the study. The following regression equation represents this relationship:

$$\text{Social Responsibility} = 1.767 + 0.388 \times \text{Strategic Mind}$$

The value of the F-test ($F = 36.917$) indicates a statistically significant effect of strategic Mind on social responsibility, with a significance level (p-value) of 0.000, which is below the usual significance threshold of 0.05. Therefore, the primary hypothesis is accepted.

Based on the above, the researcher concludes that there is a statistically significant effect of strategic Mind, with its three dimensions (systemic thinking, reframing, Reflecting), on social responsibility and its three dimensions (economic dimension, legal dimension, ethical dimension).

4 .Results:

The research yielded several results, notably highlighting the company's possession of a strategic mindset that clearly enhances the principle of social responsibility. However, there is a weakness and sluggishness in devising strategies to implement this principle. Additionally, the results indicated the company's need for a customary reformulation of its policies, incorporating the idea of protecting stakeholders' rights as part of its strategies. Furthermore, the results highlighted an imbalance in workloads among employees, leading to some dissatisfaction among them. The company also showed a tendency to introduce modern training and development programs aimed at enhancing employee efficiency. Finally, there appears to be a weakness in employee motivation programs, with most relying on financial incentives and neglecting moral aspects.

5 .Discussion of Results:

Through the results, it became evident that the company possesses strategic mind, but there is a need to activate and leverage its role. The researcher believes this can be achieved by highlighting the company's leaders who have such capabilities and giving them the opportunity to build strategies that promote social responsibility. Additionally, the results indicated the company's need for a reformation of its management system. The researcher suggests this could be achieved through planning to establish a new policy based on protecting the interests of shareholders, as well as ensuring the achievement of the company's objectives. To address the irregularity and uneven distribution of workload, the researcher suggests that the company's Human Resources department develop a new job description to ensure a fair distribution of tasks among employees. Furthermore, the results highlighted a trend towards adopting modern training programs, which the researcher sees as a suitable opportunity for advancement and the development of employees' skills.

Finally, the results revealed shortcomings in the vision regarding the adoption of financial incentives. However, the researcher finds it essential that the company's management recognize the importance of providing motivational non-financial incentives to employees, such as thank-you notes and appreciation, which have a positive impact on increasing satisfaction and fostering a sense of social responsibility among workers in their work environment

6 .Conclusion:

In a research summary, it can be argued that the application of the principle of social responsibility by public organizations reflects their commitment to achieving sustainable growth and social and environmental development. The practices of social responsibility contribute to building a positive reputation for organizations and enhancing stakeholders' trust in them. Moreover, it impacts the performance of organizations by enhancing the efficiency and effectiveness of work through improving relations with the community and positively influencing the environment and local society. It also contributes to attracting and retaining talents and competencies, thereby improving operational and competitive performance. Further research is necessary to ensure better results.

Additionally, it's important to acknowledge the difficulties and constraints facing research of this nature for various reasons, including the challenge of measuring satisfaction rates among stakeholders and their varying assessments of organizations' efforts to meet their desires. Additionally, there is difficulty in generalizing research results due to the diversity of communities where these practices are applied, as well as the scarcity of studies interested in this field.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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