
The effect of the relationship between Conscious Leadership and Proactive Sustainability Strategy in Enhancing the Organization Reputation Strategically

(An analytical Study in the Private Banking Sector)

Shehenaz Fadhil AHMED

Email: shahinaz1974@uomustansiriyah.edu.iq

Al-Mustansiriyah University

Abstract:

The aim of the research is to know the correlation between the conscious leadership and proactive sustainability strategy as well as the impact of that relationship in enhancing the reputation of the organization. The research was conducting in a number of private banks (Economy, Baghdad, Asia) , and the descriptive analytical approach was adopted for the practical side by choosing a random sample of (55) individuals who represented the senior leaders in the surveyed community.

The questionnaire was used as a tool for measuring and collecting data and information. Moreover, a number of statistical tools and and statistical program (SPSS) as well as the descriptive statistical methods such as (Spearman's correlation coefficient, simple linear regression, relative importance, and others) were used in order to analyze and process the dataand also for the purpose of proving the validity of the hypotheses or not, and the most important of which is the existence of a correlation between the conscious leadership and proactive sustainability strategy and the impact of that relationship in enhancing the organization's strategic reputation.

The research concluded to a set of results, the most important of which is that the conscious leadership contributes significantly in achieving the reputation of the organization, in addition to adopt a proactive sustainability strategy. The research also came out with a number of recommendations that serve the goal for which the research has seeked.

Keywords: the proactive sustainability strategy, the conscious leadership, and organization's reputation

Introduction:

In light of the challenges that the business organizations were faced, and size of the responsibility that the leaders was faced at all levels related to the technical development, the competition challenges, besides the turbulent and uncertain environmental changes faced by business units at all levels, the leaders are required

the availability of a sufficient awareness to secure a real response according to the perceptions and requirements of the business environment in order to assess, understand and deal with situations to ensure the business success and effectiveness of the organizations. In this context, the need arose to apply the contemporary strategic management concepts, including the proactive sustainability strategy, which is concerned with providing quick strategic responses towards the unexpected and circumstantial events, as well as enhancing the performance and reputation besides achieving the competitive position of the organization.

In view of the important role occupied by the private banks, which are responsible for developing and improving the Iraqi economic role and achieving the sustainable development, it is necessary to identify the actual reality of studying the variables (the proactive sustainability strategy, the conscious leadership, and organization reputation), and the extent to which they can be applied and made them available in the surveyed community, in order to highlight the role of these variables and the interrelationships among them.

Also, the creation of a leadership awareness has become a necessity to keep pace with the global race for the organizations, which requires leaders to feel and act on how to deal with the complexities of the environment and create opportunities for a sustainable future, as it is stated in a study of (Brown, 2012) about the conscious leadership for the sustainability and how the leaders deal with the work design at a late stage and how they relate to the sustainability initiatives.

Research Methodology:

Research problem:

In light of the quest through this research to find ways that play a key role in the country to achieve the development and main role in the Iraqi economy, this research came to discuss the failure of the banking system in dealing with the cases of the environmental uncertainty, and the reasons for the negative strategic response towards the rapid developments, and this may even threaten the existence of the organization for the survival and continuity, where the leaders and executive managers fall victim to the temporal pressures, which is reflected on the organization's performance, efficiency and organizational reputation in the business environment.

Therefore, the research problem revolves around two directions: the first relates to the field of the research, which is the banking community because of its clear role in the Iraqi economy, whereas the second is emerged from realizing the apparent weakness in achieving a organizational reputation in the banking field, which came as a result of the weak proactive strategic performance and proactive strategic business behaviors as an important response aspect in a turbulent environment.

Thus, the problem can also be summed up in the following questions:-

1. What is the ability of private banks of diagnosing the possibility of adopting a proactive sustainability strategy?
2. What is the nature of the

interconnected and influencing relationship between (the proactive sustainability strategy and reputation of the organization)?

3. What is the effective role of the conscious leadership in a proactive sustainability strategy on the organizational reputation?

Research importance:

The research gains its importance from the importance of its three variables, first, the importance of the researched community and the role it plays in the Iraqi economy because of its important source for the investments and financing secondly.

The research also tries to draw the attention of the senior leaders to the importance of adopting the research variables as they are linked to the strategic planning, bypassing the routine procedures, reaching the organization's position and achieving its reputation by sensing the environmental changes and preparing for an immediate response.

Research objective:

The research aims to reach a realistic model that links between the current research variables (the conscious leadership, the proactive sustainability strategy, and reputation of the organization), and how to activate them in line with the field reality of the organization (and studied community) , after recognizing the prevailing leadership style and the level of thinking owned by leaders at high management levels to ensure a high level of the performance and to direct the sustainability strategy towards achieving a good organizational reputation.

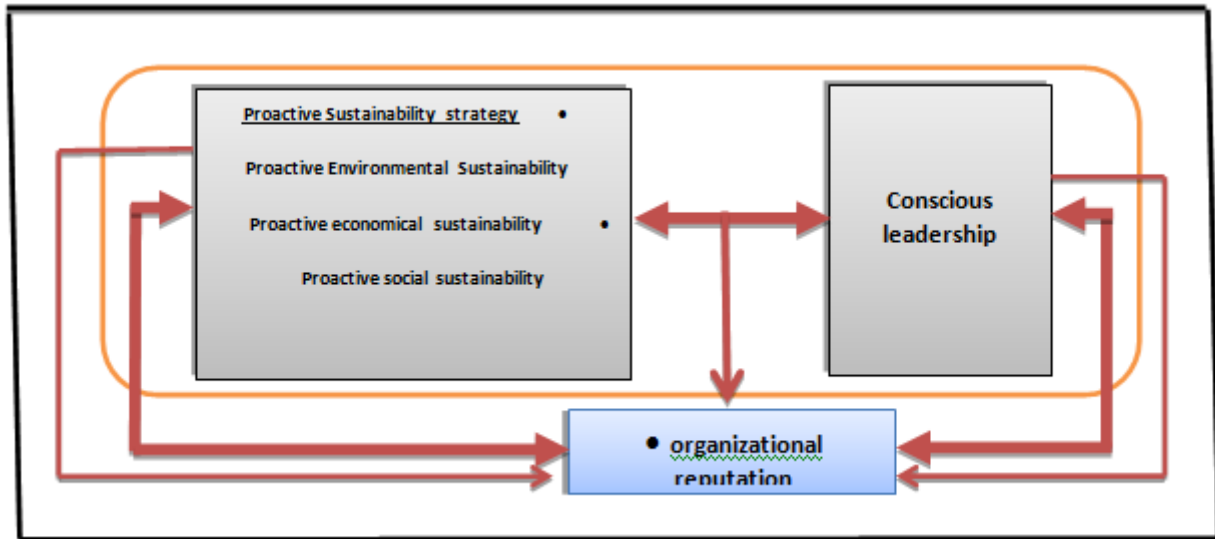
Research tool and method:-

The research adopted the descriptive analytical approach, and the questionnaire was adopted as a measurement tool for collecting data from the intentional sample members, which included (55) managers (branch managers, department managers, department heads) by adopting stratification by selection, as it constituted 20% of the total community. Use the five-point Likert scale (strongly agree, agree, neutral, disagree, absolutely disagree) with grades (5, 4, 3, 2, 1,) .respectively for the five answers

Research hypotheses:

- 1- There is a significant correlation (statistically significant) between conscious leadership and the proactive sustainability strategy and its indicators.
- 2- There is a significant correlation (statistically significant) between conscious leadership and organizational reputation.
- 3- There is a significant correlation (statistically significant) between the proactive sustainability strategy and its indicators and organizational reputation.
- 4- There is a significant (statistically significant) effect of conscious leadership on organizational reputation.
- 5- There is a significant (statistically significant) effect of the proactive sustainability strategy on organizational reputation.

6-There is a significant effect (statistically significant) of the reciprocal relationship between conscious leadership and the proactive sustainability strategy on organizational reputation.



Source: Prepared by the researcher

Theoretical and conceptual framework for research variables:-

First:the conscious leadership:

The strength through which the organization achieves levels of a high organizational performance and confidence is considered very important, and also it does not achieve by owning participation with stakeholders. The leaders' conscious thought motivates and inspires towards achieving the goal that every business organization seeks, and this is embodied by possessing the most complex thinking skills that go beyond the limits of the ordinary mind, and in order for the leader to be more aware, he must be alert to perceive the world around him and understand the conditions of his environment and be fully aware of how to deal with its dynamics in ways that meet any emergency or achieve any opportunity, thus, (Asher, 2006:19) considers it as “a holistic approach that can lead others based on to self-awareness and personal responsibility”, whereas (Jones, 2012:41) considered it as “a theory based on the social and cultural knowledge of the reciprocity. If this indicates anything, it indicates that it is an important factor for understanding the social interactions and is responsible for defining an organizational vision and goals and building a culture that includes several interactions with others through the leader’s self-awareness (Voss, 2017: 71).

The conscious leadership has been associated with many elements that can be composed, such as the mindfulness because of its role in responding to events and acting consciously in the social situations, and with the environment that is connected with the variables affected the behavior of the individual and the organization at the same time in order to combine both elements with two other elements represented by the human experience and the amount of the awareness that the leader has, including the self-awareness, and emotional, perceptual, spiritual, and physical awareness).

Second: the proactive sustainability strategy:

The proactivity is of a great value in order to ensure an outstanding performance for the organizations, as the proactive organizations seek to gain an advantage from the new opportunities and achieve the

advantage of moving faster than other competitors towards those opportunities, and this does not mean the leadership as much as it is an interactive and complementary strategy. Therefore, the proactive market is considered as a strategic choice for the proactive companies to bypass the reaction and focus on the proactive sustainability strategy, and this indicates the possibility of obtaining a competitive advantage derived from the proactivity and provides a basis for innovative and creative solutions for the organization. (Alderman, 2011:559) pointed out that the proactive companies and organizations are the first that responds to the requests and desires of the customers in a better way, and in a proactive manner, for the purpose of achieving the most benefit of the market and before other organizations, and they are not waiting for opportunities or waiting for others to complete tasks where all this is accompanied by the risks of entering these new markets in conditions of uncertainty.

Thus, the sustainability strategies can be classified according to the strategic direction of the organization, whether it is (society or market) and (reaction and response).

The sustainability-oriented strategies are usually used in several aspects, including: controlling the risks, improving the reputation and image of the organization, and the efficiency in the productivity, besides creating a sustainable market for innovation of new products and services (Babriel, 2012:34).

Proactive sustainable strategy dimensions:

The literature and research have unanimously agreed on three main dimensions for the proactive sustainability strategy, which are:-

1.Proactive Environment Sustainability:

Buyse& Verbeke,(2003:457) suggested three types of the environmental strategies: the strategy of preventing the environmental disaster, the environmental leadership strategy, and reactivity strategy, but (Luna, etal, 2011: 1418) adds the attention factor to the response of the concerned parties and of the legislation as well as the stakeholders, so the proactive environment strategy is considered as one of the practices of reducing or minimizing the effects of the products and services on the environment, improving the green factory environment, besides building and improving the product efficiency.

2.Proactive Economic Sustainability:

It refers to the economic performance and long-term profitability of the organization, and it means the financial performance of the organization and its long-term competitiveness, in addition to its financial impact on the stakeholders (Muskka, 2015: 16).

(Wijethilake, 2017:23-24) adds that the strategic dimension of the economic sustainability is to provide a reasonable quality of the life through the productive capacity of the organizations and individuals to create and ensure the distribution of the services and goods that contribute to an increase in the standard of living and sense of the equality.

3.Proactive Social Sustainability:

It means the extent of the awareness of the organizations' social responsibility towards themselves and their long-term commitments in all business activities, it also includes the social aspects as (the corporate governance, the health and safety, the motives and incentives for human capital development) (Baumgartner, etal, 2010: 76-89), as well as an external focus, which includes (the sustainable openness strategy to the outside and insight (Baumgartner & Ranter, 2016).

Third: organizational reputation:

The reputation of the organizations is considered as a strategic wealth of great value., and as an assistant for the business organizations to achieve a distinguished position in the competitive environment and to move towards better performance. It is also considered as one of the central concepts in light of its focus on the real credibility and granted guarantee that gives for it among other organizations (Bick,etal, 2008:12). Accordingly, the reputation at the strategic level can build a competitive value and give a confidence in consolidating the relationship with other parties in society.

We can clarify it with three basic concepts that reflect its value, concept and true meaning through (the organization's image, identity, and distinctive brand) (Abbas, 2016:56-57). It has been known as the basic building block for the organizational trust, from which core values can be resulted with the insurance of the transparency, the commitment, and accountability towards the business risks (Beheshtifor& Korauki, 2013:16). Despite this, the organizational reputation is not considered as a comprehensive approach rooted in the culture and values, but rather it is an interface for each member of the organization, which passes through multiple stages, and starts with defining the organizational identity foundations through analyzing the environment and determining the desired and current image with identifying the gaps between them and ends with preparing the plan to reduce the gaps, and then it implements the programs for the current and desired images in the organizational reputation (Atheeb, 2017: 206).

Organizational reputation dimensions:

The researchers' opinions varied about determining the dimensions of the organizational reputation, but they were limited to the organization's internal and external behavior, also to the culture and ethical values , and for example (the organization's vision and product quality, the leadership and social responsibility, the brand and values, the culture and excellence, the creativity , the work environment and communication), and for the current research's purposes , it is possible to adopt what was stated in the model of (Kristensen & Sontaite, 2004: 132- 133) in which they defines the reputation's dimensions as follows:-

1.The social responsibility

It means the organization's contribution and obligations towards the society by participating in a range of social activities, including improving the health services, generating the job opportunities, combating the poverty, and others (Holmes, 1985: 435). This may go beyond the societal aspect to include the developmental aspect by achieving the development goals and taking into consideration the economic, social and environmental affairs where the organization is involving in them in a way that maximizes the benefits and reduces the losses and damages (Bamk, 2007:1).

2. The creativity:

It is considered as a process or activity that leads to a production characterized by the originality and value in order to serve the customers (Jackson, etal, 2000:223-239). The creative work results in special abilities and processes that lead to its achievement, and has two sources: the customer's needs ,who provides a new market opportunity, and the technological development that keeps pace with the developments in the industry environment.

3. The service quality:

It is represented in the speed, reliability and correct delivery, through which and for which the organization works to provide a service to customers according to their needs, which must evolve with time (Bateman, 2009: 15). Therefore, its dimensions are represented by (the dependence, the trust, the security, the tangibility, the responsiveness, and empathy) (Zeitham, etal, 2006: 116).

Research hypothesis testing:**Analyze and test the correlation and effect relationships between the research variables**

This paragraph includes a description and diagnosis of the main study variables, which are the dimensions of research in banks. To achieve this, appropriate statistical analyzes were used.

Table(1)

Arithmetic means and standard deviations of the sample responses for the three research axes (conscious leadership, organizational reputation, proactive sustainability strategy)

No.	Main search dimensions	Sub-dimensions of the search	average	standard deviation	Relative importance	The order of importance according to arithmetic means
1	Conscious leadership		3.25	1.18	65%	the third
2	organizational reputation		3.75	0.90	77.5%	the first
3	Proactive Sustainability Strategy	Proactive Environmental Sustainability	3.57	1.02	60%	
		proactive economic sustainability	3.90	0.94	77%	
		Proactive Social Sustainability	3.03	1.12	60.5%	
	Total arithmetic means and standard deviations of the dimensions of the proactive sustainability strategy		3.50	1.02	65.8%	The second

Source: Prepared by the researcher according to the outputs of the statistical program and by adopting the data of the questionnaire form

It is clear from the table (1) the following :-

The fully conscious leadership variable achieved an arithmetic mean of (3.25) with a percentage weight (65%) and a standard deviation (1.18) and since the hypothetical mean was equal to (3) on the scale .area, the results indicate the existence of conscious leadership with a degree above the average.

As for the organizational reputation variable, it achieved an arithmetic mean of (3.75) with a weight percentage of (77.5%), thus occupying the first sequence in importance, with a standard deviation of (0.90), which indicates a little dispersion in the response of the sample members to this variable with its paragraphs, and confirms that the surveyed banks have a reputation High in society, either a variable or a proactive sustainability strategy has achieved an arithmetic mean at the total level of (3.50) with a standard deviation (1.02) and a general standard weight (65.8%) to occupy the second place after organizational reputation, while the third place was for the dimension of conscious leadership

Also, all types of proactive sustainability strategy (environmental, economic and social) all achieved above-average arithmetic averages with good and reasonable weights, reflected by the reasonable and acceptable ratio of the overall proactive strategy in general. All of them are considered satisfactory results.

Proving the research hypotheses:

Analyzing and testing the correlation and effect among the research variables

This section includes measuring the correlation relationship among the research variables by using the simple correlation coefficient (Spearman) and then testing the significance of the correlation coefficients by using the t-test statistics, and as follows:-

First – Analyzing and testing the correlation between the conscious leadership and proactive sustainability strategy of all kinds:

if we want to make an accurate decision regarding the validity of the first main hypothesis, it is very necessary to refer that there is a positive and strong correlation between the conscious leadership (x1) and proactive sustainability strategy (x2), where the value of the simple correlation coefficient between them is amounted (0.89). This value indicates to the strength of the correlation between the conscious leadership and proactive sustainability strategy in the surveyed sample, so when the availability of the components of the conscious leadership increase, the importance of owning a proactive sustainability strategy will be increased too, and then what the positive correlation supports, is that the calculated (t) value is amounted to (13.85), which is greater than the tabular (t) value of (2.423) at a significance level of (1%) and a confidence degree of (99%).

Table (2)
 relation between the conscious leadership and proactive environmental sustainability

Proactive Sustainability Strategy Indicators					Proactive Sustainability Strategy Y	dependabl e variable / independent variable
(t) tabular value	Proactive Social Sustainability Y3	Proactive Economic Sustainability Y2	Proactive Environmental Sustainability Y1			
2.423	0.88	0.87	0.90	0.89	Conscious leadership	
degree of confidence	13.04	12.11	14.65	13.85	(t) computed value	
0.99	strong and moral	strong and moral	strong and moral	strong and moral	Relationship strength and testing	
	There is a positive, strong Correlation relation having a statistical indication at the 1% level and for all indicators of the proactive sustainability strategy					relationship type

Source: Prepared by the researcher using the statistical program (spss v26)

The table (2) shows that the positive and strong correlation relation between the conscious leadership and proactive environmental sustainability, reflected the following:-

1. There is a positive and strong correlation relation between the conscious leadership and proactive environmental sustainability, and the value of the simple correlation coefficient was (0.90), with an error rate of (1%), that is, with a confidence degree of (99%), and what the positive correlations supports, is that the calculated (t) value amounted to (14.65), which is greater than the tabular (t) value of (2.42) and is considered as significant indication at the mentioned level. From the foregoing, it is clear that the sample notes that the presence of the conscious leadership is increasing the importance of the leader's

belief in the ideas and principles that support the trend towards the proactive environmental sustainability.

2. It is also noted from the table (2) that there is a positive and strong correlation relation between the conscious leadership (1X) and proactive economic sustainability, where the simple correlation coefficient reached (0.87), and what this relationship supports, is that the calculated (t) value amounted to (14.65), which is greater than the value of (t) (2.42) and with statistical indication at the level of error (1%), that is, with a confidence degree of (99%). It is clear from the above that the studied sample is noted that the conscious leadership is closely related to the ability of building the proactive economic sustainability.

3. There is a positive and strong correlation relation between the conscious leadership (1X) and proactive social sustainability, where the simple correlation coefficient reached (0.88), and this is confirmed by the calculated (t) value as it reached (13.04), which is greater than the tabular (t) value (2.42) and has statistical significant with a percentage of error (1%) i.e. with a confidence degree of (99%). This confirms that the surveyed sample is noted that the conscious leadership has a strong relationship with the proactive social sustainability dimension.

From the foregoing, it becomes clear that there is a positive and strong correlation relation between the conscious leadership and proactive diplomatic sustainability strategy in general and with all proactive sustainability strategy indicators in particular, and this leads to the hypothesis's acceptance, which refers that (there is a correlation relation between the conscious leadership and proactive sustainability strategy of all kinds).

Second: Analyzing and testing the correlation relation between the conscious leadership and organizational reputation:

In order to make an analytical decision regarding the validity of the second main hypothesis, which means (there is a significant correlation relation between the conscious leadership and organizational reputation), the table (3) indicates that there is a positive and strong correlation relation between the conscious leadership (X1) and organizational reputation, where the value of the simple correlation coefficient reached between them (0.89). This value indicates the strength of the relationship between the conscious leadership and organizational reputation in the studied community, so when the environmental challenges more increase, the importance of possessing the characteristics of the conscious leadership is more increasing in order to prove and enhance the organization's reputation and prestige, and what is supporting the positive correlation relation, is that the calculated (t) value amounted to (13.86), which is greater than the tabular (t) value of (2.42) at a significance level of (1%) and a degree of confidence of (99%).

Table(3)

Correlation relations' results between (the conscious leadership and organizational reputation) with the calculated (t) values

Variable Dependable Independent variable	Organizational reputation
conscious leadership	0.89
the calculated (t) values	13.86
Relationship strength and testing	strong and moral
Relationship type	There is a positive, strong correlation relation that has a statistical indication at the level 1% and for all indicators of the diplomatic leadership characteristics at a degree of 0.99

Source: Prepared by the researcher using the statistical program (spss v26)

Third: Testing the third main hypothesis, which states that (there is a correlation relation between the proactive sustainability strategy and organizational reputation):-

To accept the above main hypothesis or not, the value of the simple correlation coefficient was tested by using the (t) test to know the relation significance between the proactive sustainability strategy and organizational reputation, as shown in table (4).

Table(4)

Correlation relations results between the proactive sustainability strategy and organizational reputation with calculated (t) values

proactive strategic sustainability				Proactive Sustainability Strategy x2	Dependable variable
Tabular (t) value	Proactive Social Sustainability	proactive economic sustainability x22	Proactive Environmental Sustainability x21		

	x23				
2.42	0.86	0.99	0.97	0.95	Organization al reputation y
degree of confidence	10.67	50.11	28.66	20.63	Calculated(t) value
	strong and moral	strong and moral	strong and moral	strong and moral	Relationship strength and testing
0.99	There is a positive, strong that has statistical significant correlation at the 1% level and for all indicators of the strategic decision- making				relationship type

Source: Prepared by the researcher using the statistical program (spss v26)

The table (4) indicates that there is a positive and strong correlation relation between the organizational reputation (y) and proactive sustainability strategy (x2), and the value of the correlation coefficient is (0.95) Assuming a level of significance (1%) and a degree of confidence (99%), and what this result is supporting, is the calculated (t) value of (20.63) at the same previous significant degree.

The table also shows that there is a positive and strong correlation relation between the organizational reputation and its indicators.

1. There is a positive and strong correlation relation between the proactive environment strategy (1x2) and organizational reputation (Y), and the value of the simple correlation coefficient was (0.97) with an error level (1%), and this is what has confirmed that the calculated (t) value amounted to (28.66), which is greater than the tabular (t) value, and it has statistical significance at the mentioned level, and from the foregoing it is clear that the surveyed sample notes that the characteristics of the proactive environmental sustainability have a strong relationship to achieve the organizational organization reputation and everything related to it.

2. It is noticed from the table (4) that there is a positive and strong correlation relation between the proactive economic strategy (X22) and organizational reputation (Y), as the simple correlation coefficient reached (0.99) and this is supported by the fact that the calculated (t) value amounted to (50.11) which is greater than the tabular value of (t) (2.42), and it has statistical significance at a confidence degree of (99%). It is clear from the above that the surveyed sample's interest and awareness are towards adopting types of the proactive strategies, in a way that supports the status and reputation of the organization.

3. There is a positive and strong correlation relation between the proactive social sustainability (X23) and organizational reputation (Y), as the simple correlation coefficient reached (0.86), and this is confirmed by the calculated (t) value, which amounted to (10.67), and which is the greater tabular (t) value and has significant indication (99%).

Table(5)

Ranking the strength of the correlation relation between the proactive sustainability strategy and organizational reputation

ARRANGING THE RELATIONSHIP STRENGTH	CORRELATION COEFFICIENT	DEPENDABLE VARIABLE	INDEPENDENT VARIABLE
first	0.991	PROACTIVE ECONOMIC SUSTAINABILITY X22	ORGANIZATIONAL REPUTATION
second	0.972	PROACTIVE ENVIRONMENTAL SUSTAINABILITY X21	
third	0.860	PROACTIVE SOCIAL SUSTAINABILITY X23	

Source: Prepared by the researcher according to the results of the computer.

It is noted from the results presented in the table (5) the following:-

1. The proactive economic sustainability ranked first in terms of the correlation relation strength with the organizational reputation (Y), and through a correlation coefficient of (0.991).
2. The proactive environmental sustainability came in the second in terms of the correlation relation strength with the organizational reputation (Y), as the value of the correlation coefficient between them was (0.972).
3. In the third and last place, we find the proactive social sustainability, where the value of its correlation coefficient with the organizational reputation (Y) was (0.860).

Fourth :Analyzing and testing the multiple correlation relation , the conscious leadership impact and proactive sustainability strategy in the organizational reputation (testing the fourth and fifth main hypotheses):-

For the sake of the statistical analysis regarding the validity of the fourth and fifth main hypotheses and their content, there are multiple effects and correlation having a significant indication between the conscious leadership and proactive sustainability strategy in the organizational reputation.

In order to accept the above hypothesis or not to accept it, the value of the multiple correlation coefficient was tested by using the (F) test, as shown in the table (6). This table shows the correlation existence and the conscious leadership effect as well as the proactive sustainability strategy in the organizational reputation, where the multiple correlation relation value reached (0.754), which refers to the relationship strength between the variables in the researched sample, and this means that the calculated F value, which reached to (233.5), is greater than the tabular (F) value of (4.61) at an error rate of (1%) and a confidence degree of (99%). This confirms the need for the sample to pay more attention to the two variables together because of their clear positive relationship on the organizational reputation.

Table(6)

Multiple correlation relations' results and the conscious leadership effect and proactive sustainability strategy on the organizational reputation

Interpretation coefficient R ²	degree of confidence	F . value		organizational Reputation Y	Dependable variable independent variables
		tabular	calculated	multiple correlation r	
0.910	0.99	4.61	233.5	0.754	Conscious Leadership X1 and Proactive Sustainability Strategy X2
A positive and strong relationship with a statistical indication at the 1% significant level					relationship type

Source: Prepared by the researcher according to the results of the computer.

It appears from the table (6) that the value of the interpretation coefficient (r²) amounted to (0.910), meaning that the two variables of the conscious leadership and environmental sustainability strategy show a rate of (91%) of the changes in the organizational reputation, and for the remaining percentage (9%) is explained by other variables that are not included in the current research scheme. From the above, it is clear that there is a positive and strong multi-correlation relation between the conscious leadership and proactive sustainability strategy together in enhancing the reputation of the organization, and this leads to the acceptance of the hypothesis stated that (there is a multi-correlation relations and significant effect of the conscious leadership and proactive sustainability strategy on the organizational reputation).

Fifth: Analyzing and testing the impact of conscious leadership on organizational reputation:

In order to make an analytical decision regarding the validity of the fourth hypothesis which states (there is a significant (significant) effect of conscious leadership on organizational reputation), simple linear regression will be used to detect the presence and size of this effect, as shown in the table below.

Table(7)

The effect of conscious leadership on organizational reputation

degree of confidence	The coefficient of determination R^2	ValuesF		dependent variable independent variable
		tabular	calculated	
99%	79%	4.61	205.74	conscious leadership
Positive and strong effect with statistical significance at the 1% .level of significance				trace

Source: Prepared by the researcher using the statistical program (spss v26)

The above table indicates that there is an effect of conscious leadership on organizational reputation, as the calculated (F) value amounted to (205.74), which is greater than the tabular (F) value of (4.61), assuming a level of significance (1%) and a degree of confidence (99%), and the value of the coefficient indicates The determination (R^2) indicates that the two variables of conscious leadership (Z) explain about (79%) of the changes that occur in organizational reputation, while the remaining percentage (21%) is explained by other variables not included in this hypothesis and the random error factor. This leads to the acceptance of the hypothesis that states (there is a significant (statistically significant) effect of conscious leadership on organizational reputation).

Sixth: Analyzing and testing the impact of a proactive sustainability strategy on organizational reputation:

In order to make an analytical decision regarding the validity of the fourth hypothesis to the effect that (there is a significant (statistically significant) effect of the proactive sustainability strategy on organizational reputation), simple linear regression will be used to detect the presence and size of this effect, as shown in the table below

Table(8)

The impact of a proactive sustainability strategy on organizational reputation

degree of confidence	The coefficient of determination R^2	ValuesF		dependent variable independent variable
		tabular	calculated	
99%	90%	4.61	499.85	Proactive Sustainability Strategy X
Positive and strong effect with statistical significance at the 1% level of significance				trace

Source: Prepared by the researcher using the statistical program (spss v26)

The above table indicates the presence of the effect of the proactive sustainability strategy on organizational reputation, as the calculated (F) value amounted to (499.85), which is greater than the tabular (F) value of (4.61), assuming a level of significance (1%) and a degree of confidence (99%), and the value of The coefficient of determination (R^2) indicates that the proactive sustainability strategy variable (X) explains about (90%) of the changes that occur in the organizational reputation, while the remaining (10%) is explained by other variables not included in this hypothesis and the random error factor. This leads to accepting the hypothesis that states (there is a significant (statistically significant) effect of the proactive sustainability strategy on organizational reputation)

Seventh: Analyzing and testing the impact of conscious leadership and a proactive sustainability strategy on organizational reputation (the sixth hypothesis test):

In order to analyze the impact of both conscious leadership and a proactive sustainability strategy together on organizational reputation, the multiple linear regression method will be used, and in order to test the above hypothesis, the (F) test will be used as shown in Table (9).

Table (9)
Multiple regression analysis outputs for conscious leadership and a proactive sustainability strategy in organizational reputation

degree of confidence	The coefficient of determination R ²	ValuesF		dependent variable
		tabular	calculated	independent variable
99%	%99	4.61	233.5	Conscious Leadership Z and Proactive Sustainability Strategy X
Positive and strong effect with statistical significance at the 1% level of significance				trace

Source: Prepared by the researcher using the statistical program (spss v26)

The above table indicates that there is an impact of conscious leadership and a proactive sustainability strategy on organizational reputation, as the calculated (F) value reached (233.5), which is greater than the tabular (F) value of (4.61), assuming a level of significance (1%) and a degree of confidence (99%). This confirms the need for the sample to pay attention to the two variables together because of their positive impact, and the value of the coefficient of determination (R²) indicates that the two variables, conscious leadership (Z) and organizational reputation (X) explain about (91%) of the changes that occur in organizational reputation, while the remaining (9%) are explained by other variables not included in the current research scheme and the random error factor. From the foregoing, it is clear that there is an effect of conscious leadership and a proactive sustainability strategy together in enhancing the reputation of the organization, and this leads to the acceptance of the hypothesis that states (there is a significant effect (statistically significant) for the reciprocal relationship between conscious leadership and the proactive sustainability strategy on organizational reputation).

Conclusions:-

1. The managers can apply effective administrative control systems in achieving a sustainable strategy or control systems to translate their chosen strategies into institutional performance systems that contribute to enhance their strategic position and reputation in the long run. The results in this research allow us to understand the active role of conscious administrative leadership and enable it to implement effective proactive strategies of all kinds such as (environmental, economic and social strategies).

2. The lack of the conscious leadership puts constraints on the processes that have sustainable strategies and this is considered as a major obstacle in achieving the sustainable performance for the companies and institutions.

3. The private banks face many problems such as the low financial liquidity which is sometimes very difficult to obtain it, besides the intensity of competition, the entry of many banks in this side, moreover the government's restrictions, policies and laws, so all these factors form great pressure on the banks' work, in addition to the situation of the Corona epidemic that had a great impact on this field. This prompted the administrations of these banks to deal more seriously in achieving the proactive sustainability and the need for a conscious management that refines that orientation in order to build a strategic reputation by paying attention to the economy, environment and society, and this was reflected in the results of the correlation relations and the effect between the three research dimensions.

4. Despite the availability of the elements of the conscious leadership from the point of view of the sample individuals and the presence of the elements of a proactive strategy with an acceptable degree of achieving the organization reputation, but there is a lack of supporting the elements of the continued availability of these dimensions, especially in light of a volatile and uncertain environment.

5- The results of the analysis showed that conscious leadership had a direct and moral impact along with the environmental sustainability strategy and the strength of the interactive relationship between them, in achieving and enhancing the reputation and position of banks, and therefore this relationship and influence supports the validity of the basic hypothesis of research and the sub-hypotheses emanating from it, which clearly reflects the ownership of banks Civilization for a proactive sustainability strategy conscious leaders

Recommendations:

1. Developing the cognitive and perceptual capabilities of senior leaders through training courses and adopting and supporting the creative ideas, with the support of cultural and value capabilities to ensure a conscious leadership that believes in the change, innovation and sustainable action.

2. Carrying out operations to improve the service provided to customers, providing facilities for work procedures, banking facilities, avoiding red tape in transactions and making better use of materials.

3. Encouraging leaders to support the implementation of a sustainable proactive strategy by encouraging of seizing proactively the environmental opportunities from the companies and other institutions, facing the challenges and risks, combating or avoiding the doubts, and promoting the transparent dealing with the stakeholders and other sides that have direct dealings.

4- To enhance the reputation of the organization and its position in the community, we suggest to the conscious leaders in banks of the importance and inevitability of change, to pay attention to their community activities to ensure competitive environmental sustainability by using patterns of

information and communication technologies with the community, stakeholders and other supporting bodies, and to be proactive in obtaining opportunities in this field.

5- To ensure the sustainability and survival of the organization's identity and reputation and to maintain the continuity of that position, we suggest continuing with its policies that express its goals, mission and vision, even in the case of periodic changes in its leaders and departments

Sources:

- 1- Alderman, Delton, (2011)" Entrepreneurial Orientation Of Eastern White Pine Primary Producers And Secondary Manufacturers", A Regional Phenomenon" Proceedings of the 17th Central Hardwood Forest Conference.
- 2- Alderman, Delton, (2011)" Entrepreneurial Orientation Of Eastern White Pine Primary Producers And Secondary Manufacturers", A Regional Phenomenon" Proceedings of the 17th Central Hardwood Forest Conference.
- 3- Asher, Leelane, (2006), " Creating Conscious Leadership, Master degree of Arts in Leadership and training ", Royal Roads University, Canada.
- 4- Baumgartner, Rupert J.; Ebner, Daniela,(2010)," Corporate Sustainability Strategies: Sustainability Profiles and Maturity Levels," Sustainable Development Sust. Dev. 18.
- 5- Baumgartner, Rupert J; Rauter, Romana,(2016),"Strategic perspectives of corporate sustainability management to develop a sustainable organization", Journal of Cleaner Production.
- 6- Beheshtifor, Mulikeh and Korauki, azam, (2013), " Reputation: An Important Component of Corporation's Value", international Journal of academic research in Business and social sciences, Vol.3 , No. (7).
- 7- Bick, Co., & Abratt, R. & Bergman, A., (2008), " Perceptions of The Corporate identity management Process in South Africa ", S. Afr. Journal, Business, Management, Vol. 39, No. (3).
- 8- Brawn , Barrett, (2012), " Conscious Leadership for Sustainability: Haw Leader with a Late stagnation Logic design and engage in sustainability initiatives Doctoral Dissertation in Human and organizational systems", Fielding Graduate University, USA.
- 9- Buysse, K., Verbeke, A., (2003)," Proactive environmental strategies: a stakeholder management perspective", Strategic Management Journal 24 (5).
- 10- Gabriel, Amir,(2012)," Relationship between firm's sustainability strategic behavior and performance: a meta-analytic review and theoretical integration," master thesis of Applied Science in Management Sciences, Canada.

- 11- Gabriel, Amir,(2012)," Relationship between firm"s sustainability strategic behavior and performance: a meta-analytic review and theoretical integration," master thesis of Applied Science in Management Sciences, Canada.
- 12- Holmes, S., (1985), "Corporate Social Performance and Present Areas of Commitment ", Academy of Management Journal (A. MJ), Vol. 20.
- 13- Jackson, ch, J., & Etmal, (2000), " The Structure of The eysenek Personality Profiler ", British Journal psychology.
- 14- Jones, Valita L., (2012), " In Search of Conscious Leadership: A qualitative Study of Postsecondary educational Leadership Practices", Doctoral Dissertation of educational Leadership, San Diego State University, USA.
- 15- Kristiansen, Tore, & Sontaite, Migne, (2009), " Aesthetics Based Corporate Reputation Management in The Context of Higher Education", Management organizational Vadyba, systematic Research is The Property of Management of organizational Termini Tyrimal, Vol.
- 16- Luna, Josefina L. Murillo; Ayerbe, Concepción Garcés; Torres, Pilar Rivera,(2011),"Barriers to the adoption of proactive environmental strategies", Journal of Cleaner Production 19.
- 17- Theeb, Amer Fadous, (2017), "The Reflection of Marketing Capabilities in Enhancing the Organization's Market Reputation, College of Administration and Economics, University of Baghdad
- 18- Voss, Corrie, (2017), " The narrative Journey of The Conscious Leader", Doctor degree of education, College of Bowling Green State University, USA.
- 19- Wijethilake, Chaminda,(2017)," Proactive sustainability strategy and corporate sustainability performance: The mediating effect of sustainability control systems", Journal of Environmental Management 196.