



The Effect of Wise Leadership on Sustainable Performance

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Abstract:

The research aims to know the impact of wise leadership in its dimensions (Intellectual shrewdness, Spurring action, Moral conduct, and Cultivating humility) in achieving sustainable performance (economic performance, social performance, and environmental performance). The researcher chose the Midland Oil Company as a field for applying the research. The researcher distributed a questionnaire to a purposive sample of (126) managers working within the Midland Oil Company, which included (department managers and division officials). The number of questionnaires valid for analysis was (121) out of (126) distributed questionnaires. The researcher relied on the questionnaire as a primary source for collecting information from the research sample. The researcher adopted the descriptive analytical method in collecting the data and information required by the research. The results concluded that there is a positive impact relationship between wise leadership and its dimensions in achieving sustainable performance and its dimensions. The research results also indicated that the top leadership in the Midland Oil Company seeks to enhance its sustainable performance and long-term success by preserving the environment, contributing to social responsibility, and achieving economic profits. The current research explains the role of leadership in the Midland Oil Company in supporting the economic, social, and environmental aspects of the state and society through adopting sustainable performance practices.

Research Type: Research Paper.

Keywords: Midland Oil Company, Sustainable performance (SPSP), Wise leadership (WL).

1.Introduction:

The environment in organizations is becoming increasingly complex and challenging due to technological advances, financial, economic, ethical pressures, and global and governmental competition for resources and skills. Public sector services face a high degree of complexity in the environment, and many leaders struggle to develop their organizations and act ethically in the face of this complexity. At the same time, leaders have to make difficult decisions that sometimes conflict with the views and values of their employees. This requires competent leadership, ethics, and wisdom, that is, wise leadership that embodies ethics and humanity towards others.

Public organizations in the current era are witnessing many changes in programs, initiatives, and research geared toward sustainable performance. Industrial organizations consume large amounts of resources and generate waste. Therefore, stakeholders are pressuring industrial organizations to be sustainable due to warnings and challenges regarding global warming and social issues. With the increasing pressure from stakeholders for organizations to be environmentally, socially, and economically responsible, organizations have become aware of the importance of the strategic role of sustainable performance in achieving sustainable benefits.

Wise leadership has roots in ancient philosophies that were developed into a contemporary management and leadership science model. In Greek philosophy, Aristotle (384-322 BC) introduced the concept of practical wisdom, which is wisdom directed towards application in business management and leadership, linked to the tangible aspects of human life, and focused on pragmatic wisdom. Aristotle emphasized that practical wisdom is a means for the leader to balance moral principles and the requirements of reality to achieve effectiveness in organizations facing uncertainty and complexity, and practical wisdom is the pinnacle of knowledge gained from experience, practice, and ethical values (Schulenburg, 2017). The concept of wise leadership also emerged in Chinese philosophy. Confucius (551-479 BC) assumed that wise leadership depends on righteousness, justice, benevolence, and virtue, not just on power and authority, and that wise leaders are more knowledgeable and aware of life affairs (Liew, 2013). Wisdom also emerged in Western civilizations and was summarized as wise leadership requiring reliance on a holistic approach in issuing judgments in ambiguous and complex situations and the ability to distinguish between right and wrong (Hameed, 2023).

The interest in sustainability began with scientists in 1987 (the Brundtland Report). Concerns and challenges forced stakeholders to think about societal and environmental issues and rapid changes in external environmental factors (Yusliza et al., 2020). It has become accepted that organizations will not be able to achieve the sustainable development goals set by the United Nations in 2015 without an approved approach. Therefore, organizations need to balance their economic, social, and environmental goals in the long term to achieve sustainable performance (Eikelenboom & de Jong, 2019). Unsustainable industrial activities and businesses contribute to environmental degradation and depletion of natural resources. It is important to balance the dimensions of sustainable performance to achieve sustainable industry development. This comes after pressure from the government and policymakers on the need to design sustainable strategies and adopt a positive approach to environmental protection (Wang & Yang, 2021). Currently, the success of organizations is measured by their ability to balance their economic, social, and environmental performance, which leads to high sustainable performance. Sustainable performance is not limited to the organizational boundaries of the organization. Instead, it considers the interests of external stakeholders and the extent of their influence and impact on the organization's work activity (Iqbal et al., 2020). Stakeholders exert tremendous pressure on organizations to adopt ethical and environmentally friendly policies and strategies to reduce environmental pollution and preserve natural resources, which prompted governments to call for a global initiative to achieve sustainable development (Khan et al., 2024).

The research problem was (Does the Midland Oil Company have the wise leadership that enables it to achieve sustainable performance?) Then, the sub-questions can be summarized as follows:

1. To what extent is wise leadership and sustainable performance available in the Midland Oil Company?
2. Is there a significant impact of wise leadership and its dimensions on sustainable performance and its dimensions?

The research can achieve the following objectives:

1. Measuring the dimensions of (WS) and (SPSP) in the Midland Oil Company to determine the overall indicators of the company's level of interest in the study variables.
2. Measuring the direct impact of wise leadership (independent variable) on sustainable performance (dependent variable).

The independent variable (WL) was formed into four dimensions: Intellectual shrewdness, spurring action, moral conduct, and cultivating humility, based on the study (Hassi & Storti, 2023). The use of (SPSP) as a dependent variable with its dimensions: environmental performance, social performance, and economic performance based on the study (Coutinho et al., 2018)

The results concluded that there is a positive impact relationship between (WL) and its dimensions in achieving (SPSP) and its dimensions. The research results also indicated that the top leadership in the Midland Oil Company seeks to enhance the company's (SPSP) and its long-term success by preserving the environment, contributing to social responsibility, and achieving economic profits. Based on what was presented in the introduction to the study, the second section is a literature review and hypothesis development; the third section contains the research methodology; the fourth section reviews the research results; and the fifth section presents conclusions.

2. Literature Review and Hypothesis Development:

There are numerous studies discussed Wise leadership (WL). It addressed the role of (WL) in enhancing job performance, (Elbaz, 2017) presented a study that addressed the role of wise leadership in enhancing job performance. Moreover, it concluded that leadership styles positively impact employee satisfaction and job performance through the development of (WL). Employees who work with wise leaders achieve higher levels of job performance. (Ding et al., 2019) presented a study that explored the role of (WL) in knowledge management and improving creative performance. The most prominent results were that (WL) and knowledge management positively improve sustainable, innovative performance. (Al-Iqabi, 2021) presented a study that focused on the role of (WL) in building a business model according to strategic capabilities. It aimed to diagnose the wise leadership practices in the company under study. It showed that the company's management was able to employ the qualities of (WL) in making positive changes in the business model according to the strategic capabilities that the company possesses (A. A. Abdullah, 2023) described the importance of (WL) and its impact on enhancing organizational reputation through the mediating role of strategic renewal in the presidency of the University of Baghdad. The results showed that administrative leaders in the university presidency apply (WL) skills, but at an average level, with a relationship of influence of (WL) in enhancing organizational reputation and applying strategic renewal.

There are numerous studies that discussed sustainable performance (SPSP). (Ajel, 2017) studied the role of environmental vigilance in achieving (SPSP) in the Ministry of Environment, and the research results highlighted the weakness of the department's commitment to environmental determinants with weak adopted treatments, with a strong relationship between the environmental vigilance variable and (SPSP) variable. (Yusliza et al., 2020) presented a structural model of green intellectual capital on (SPSP), and the research result was that there is a significantly positive impact of green intellectual capital on economic, social, and environmental performance, and the extent of the contribution of green intellectual capital as an intangible resource in achieving (SPSP). (Iqbal et al., 2020) explained the analysis of the mediation subject to psychological empowerment: sustainable leadership and (SPSP) to present a new business model with modern technologies and provide supportive policies to deal with critical issues related to climate change.

It became clear that sustainable leadership has a significant impact on psychological safety and has a positive and indirect impact on (SPSP) through psychological safety, which is doubled in the presence of psychological empowerment, and that providing an environment that encourages the exchange of knowledge and openness leads to improving (SPSP). (F. M. Ali, 2021) also presented a study of the impact of cognitive momentum on (SPSP) by mediating proactive behavior, and it was found that the company under study was interested in improving its (SPSP) by investing in cognitive momentum and proactive behavior to improve its economic and social performance. However, it could not invest the dimensions of cognitive momentum and its proactive behavior in improving its environmental performance.

The study (Dai et al., 2022) linked the leadership variable to (SPSP) by studying the impact of corporate social responsibility and leadership style on (SPSP): the moderating effect of sustainable entrepreneurship and the mediating role of organizational commitment. The research result showed a positive impact of leadership on (SPSP), i.e., organizational leadership strongly affects adopting green and sustainable processes towards achieving (SPSP). (Piwowar-Sulej & Iqbal, 2023) presented a study of leadership styles and (SPSP) to collect and analyze the relationship between leadership styles and (SPSP) through a systematic literature review and fill the gap in such studies. The study proved that sustainable leadership styles and transformational leadership are the most discussed with the (SPSP) variable. Most previous research relied upon the higher-level theory and the resource-based supply theory.

Based on the above, we put forward the following First main hypothesis: (WL) and its dimensions have a significant impact on (SPSP) and its dimensions at a significant level, and the following secondary hypotheses emerge from it:

1. (WL) and its dimensions have a significant impact on the environmental performance dimension.
2. (WL) and its dimensions have a significant impact on the social performance dimension.
3. (WL) and its dimensions have a significant impact on the economic performance dimension.

Second main hypothesis: The dimensions of wise leadership together have a significant effect on (SPSP) at a significant level.

The Concept of Wise Leadership:

The term leadership has long attracted the attention of management researchers, as it refers to the ability of dynamic individuals to lead large organizations, and wise leadership is a form of leadership (W. M. Abdullah & Saeed, 2024). The shift in the direction of organizations toward sustainability requires a change in the tasks assigned to business leadership in fundamental ways, which may create the need for a new type of leadership in organizations in order to achieve sustainable performance (Diad & Hamed, 2024)

The environment is undergoing unprecedented internal and external changes, requiring organizations to respond more to these changes and act in new and dynamic ways. Wisdom is a strategic source of knowledge and ethical behavior, an essential component of leadership, and a resource for achieving and enhancing success and improving organizational performance. (Parco-Tropicales & de Guzman, 2014). Wise leadership contributes to building an organizational climate that supports innovation and creativity by motivating employees, directing them toward creative thinking, adopting a proactive approach to encourage work, synthesizing thought, and adopting new working methods. Moreover, it works to enhance trust among members of the organization, which leads to the exchange of knowledge and the promotion of a culture of cooperation to build better sustainable capabilities (Abdulmuhsin & Tarhini, 2020). Wise leadership is defined as “the ability of individuals to act positively by demonstrating Intellectual shrewdness, Spurring action, Moral conduct, Moral conduct” (Hassi & Storti, 2023)

Researchers have relied on four basic dimensions of (WL), which are:

1- Intellectual shrewdness:

Intellectual shrewdness refers to knowledge, understanding, and judgment in the face of normal and ambiguous or uncertain circumstances. They need the ability to sense situations, anticipate challenges and consequences, know what to do, and be fully aware of the consequences of their actions and judgments. Wise leaders resort to reason to establish facts and provide deductive explanations, and they can perceive the variability in the environment and deal with its complexities. Wise leaders possess the intellectual skills and decide on appropriate actions to implement their intended vision (Hassi & Storti, 2023). The importance of Intellectual shrewdness for a wise leader is highlighted in the ability to use information and exploit opportunities to build value and advantage for the organization and provide better opportunities for future success. It is the main driver for the survival and development of organizations. Intellectual shrewdness is one of the methods for achieving sustainable development to address environmental, economic, and social issues and plays an influential role in achieving sustainable performance (Gogan et al., 2016).

2- Spurring action:

Spurring is a dynamic process driven by a set of factors. The psychology of Spurring focuses on stimulating internal Spurring to direct behavior towards doing something, developing behavior within the organization, and encouraging the individual to behave with positive work behaviors (Pahlevan Sharif et al., 2023). To achieve successful Spurring at work, the leader needs to balance three factors, which are called (the golden triangle of Spurring), which are self-confidence, legitimacy, and identity. Any deficiency or imbalance in these factors leads to unproductive work behaviors. The leader should focus on spurring individuals to intensify their efforts at work, which does not necessarily lead to achieving goals. Therefore, individuals' efforts must be directed towards achieving organizational goals and focusing on qualitative performance to give value to the effort made by the individual. This is achieved by aligning personal and organizational goals to maintain sustainable performance in the workplace (Daisy-Monalisa et al., 2023). Individuals need to always feel the support of the organization in the event of any problem or event facing individuals because the presence of support makes individuals feel confidence, security, and the ability to deal with the problem and reduce stress; this Spurt them to work, improve performance, and exert maximum effort and capabilities to meet the requirements of the work (Akgunduz et al., 2023).

3- Moral conduct:

Moral conduct describes the guiding role of ethics, values, and principles in how wise leaders behave and lead daily activities with all stakeholders consistently, honestly, and ethically. Wise leaders act morally and adhere to their principles. Wise leaders resort to a moral compass to set clear standards for their actions and commitments, match their actions with their words, and avoid excess and greed (Roszkowska & Melé, 2021). Moral conduct is about the extent to which an individual adheres to moral values and principles and acts according to them in a specific context of situations and challenges with other individuals. The leader has a significant role in promoting moral conduct in the work environment. The leader is considered a role model for his followers in terms of his behavior and adherence to values, customs, and ethics in his actions and dealings with others so that they can provide an ideal model for their followers to follow and act according to the leader's positive behaviors (O'Keefe et al., 2019).

4- Cultivating humility:

Humble leaders admit their mistakes and weaknesses more than others, which may increase subordinates' confidence and motivate them to work. Humble leaders admit their failures or mistakes at work or their making of unsuccessful decisions, act in ways that reduce the power gap between them and their followers, acknowledge the efforts of others to enhance and build trust with followers, and reduce their feelings of anxiety and danger, and act naturally and create a healthy and sound work environment (Oc et al., 2020). A humble leader has a degree of elevation, self-awareness, openness to others, a desire to meet their needs, and respect for differences in values and cultural diversity.

The spirit of humility often enhances relationships and bonds with individuals (Hutt & Gopalakrishnan, 2020). Confucian philosophy calls for humility and encourages leaders to be humble and tolerant. Humility is a vital basis for wise leadership. Research currently focuses on the work of organizations on the humility of the leader and its importance and positive role in organizational work by achieving higher levels of commitment, cohesion, belonging, and performance (Qiuyun et al., 2020).

The concept of Sustainable performance:

Sustainable performance ensures that organizations balance economic, environmental, and social performance goals. It helps organizations evaluate their efforts and achieve improvement in environmental, social, and economic practices, and helps create value for the organization and improve its reputation (Afum, Agyabeng-Mensah, et al., 2020). Changes must be made in leadership styles, work practices, and formal work structures to achieve sustainable performance in contemporary organizations. (Tariq et al., 2023). Sustainable performance refers to the organization's ability to achieve positive results in the long term in light of future challenges (de Jesús Melo-Monterrey et al., 2025). Sustainable performance is one of the tools that combine environmental, social, and economic performance to contribute to sustainable growth and develop the organization's capabilities to achieve its vision and long-term strategic goals (Ibrahim & Hasan, 2024). Sustainable performance enhances the creation of a culture of sustainable, ethical work to maintain ethical values and support the initiatives adopted by the organization, such as maintaining the cleanliness of the building and reducing the use of electrical appliances. Leaders must follow these practices to encourage employees to follow their steps and improve social aspects (S. S., K. R., K. S. Ali, 2023). Through sustainable performance, organizations can identify internal weaknesses and gaps that must be improved in social, economic, and environmental performance (Prabodhika et al., 2021).

Researchers have relied on three basic dimensions of (SPSP), which are:

1- Economic performance:

Economic performance is linked to effective management of capital, efficient use of resources, maximizing profits and returns, and ensuring the needs and requirements of stakeholders to raise a better standard of living, which means that organizations must operate properly, adopt the principles of occupational and environmental safety, and ensure employee health to achieve sustainable economic performance (Tawfik et al., 2021). Economic performance seeks to achieve the greatest return at the lowest cost and time and with the best quality to build value for the product or service and to build a good relationship with stakeholders (Afum, Osei-Ahenkan, et al., 2020). Economic performance is measured by achieving profits, reducing production costs and taxes, and improving the income and financial well-being of employees (Iqbal et al., 2020).

2- Social Performance:

Social performance expresses organizations' commitment to society and the environment in their industrial and commercial operations and their contribution to sustainable economic development (Costa et al., 2022). Social performance is nothing but a reflection of their social responsibility towards society. Social responsibility is an organizational effort and a business strategy that expresses a social and political movement to build rules for relations between the organization and society (Sheehy & Farneti, 2021). Social performance measures the impact of the organization's behavior on achieving employee well-being in terms of wages, vacations, medical benefits, a safe workplace, and observing work ethics rules (Foo et al., 2018). It is also measured through responsibility, employee well-being, reducing accidents, and observing work ethics rules (Dey et al., 2020).

3- Environmental performance:

Sustainable environmental performance is linked to the organization's environmental goals, which are to improve the organization's environmental status, reduce environmental accidents and risks, improve resource efficiency, and support internal and external communication with stakeholders (Diekola, 2021). Environmental performance leads to cost savings, increased productivity, increased sales, and thus improved economic performance in the long term (Tawfik et al., 2021). The organization's ability to reduce emissions and waste, reduce the use of hazardous and toxic materials, reduce the rate of accidents, and reduce greenhouse gas emissions (Asadi et al., 2020). Environmental performance is measured by reducing the use of harmful materials, using resources efficiently, reducing pollution emissions, and reducing the consumption of hazardous resources (Iqbal et al., 2020).

3. Methodology:

3.1 Society and Sample Research:

The researchers chose Midland Oil Company as a field for applying the research. The researcher distributed a questionnaire to a purposive sample of (126) managers working within The Midland Oil Company, which included (department managers and division officials). The number of questionnaires valid for analysis was (121) out of (126) distributed questionnaires.

3.2 The research model:

The research model explains the research plan to understand the influence relationship between the variables, as it represents (WL) as an independent variable with its sub-dimensions. In contrast, the dependent variable is (SPSP) with its sub-dimensions, as shown in Figure (1):

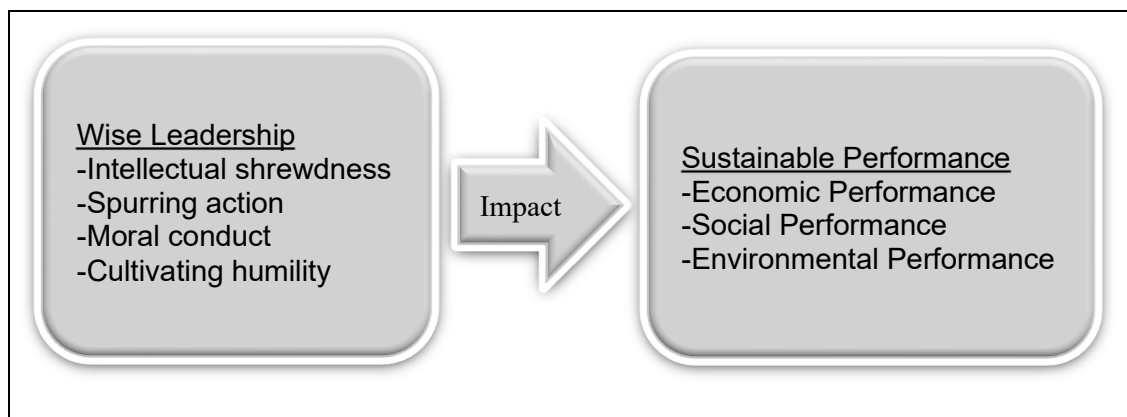


Figure (1): The research model

Source: Prepared by researchers

3.3 Research tools and methods:

The researchers relied on the questionnaire form as the main source of collecting information from the research sample after working on adapting it to suit the Iraqi environment and the nature of the research sample in Midland Oil Company and then subjecting the questionnaires to statistical analysis to obtain information.

A descriptive analytical approach was followed, and then the basic results and indicators were extracted using description to collect the data and information required by the research to determine the results and identify the most prominent indicators.

Table (1): The scale construction for dimensions and paragraph items.

Variables	Dimensions	Items	Coding	The reference
WL	Intellectual shrewdness	4	ISh	Hassi & Storti: 2023
	Spurring action	4	SA	
	Moral conduct	4	MC	
	Cultivating humility	4	CH	
SP	environmental performance	4	EP	Coutinho et al: 2018
	social performance	4	SPSP	
	economic performance	4	EPA	

Source: Prepared by researchers

The research was conducted in The Midland Oil Company, one of the formations affiliated with the Iraqi Ministry of Oil. It included all (department managers and division officials). Field follow-up continued from the period (4/21/2024) to (10/3/2024), during which the questionnaire was distributed, and data related to the research was collected.

4.Results:

4.1 Descriptive analysis of the wise leadership variable:

Table (2) shows the statistical indicators of the sample's responses to the wise leadership variable and its dimensions. (W.M) score for the wise leadership variable was (3.88) with a good rating, and (S.D) score was (0.639), which explains the impression of homogeneity of the responding sample's opinion to some extent, which explains that the managers within the organization being studied have a good wise leadership personality to some extent. Table (2) shows that the Moral conduct dimension occupied first place in terms of Relative importance, and the (C.V) value for the Moral conduct dimension reached (14.228), and (W.M) for the same dimension reached (4.21), which is an indicator that the managers within the organization being studied enjoy a Moral conduct personality with an excellent rating. The Spurring action dimension gained second place in terms of Relative importance, and the (C.V) value for the Spurring action dimension reached (19.639), and (W.M) for the same dimension reached (3.88), which is an indicator that the managers within the organization enjoy The researched person with Spurring action personality scored good, and the Intellectual shrewdness dimension ranked third in terms of Relative importance, and the value of the (C.V) for the Intellectual shrewdness dimension reached (20.129), and (W.M) for the same dimension reached (3.87), which is an indicator that the managers within the researched organization enjoy the Intellectual shrewdness personality with a reasonable degree, and the Cultivating humility dimension achieved the fourth and last place in terms of Relative importance, and the value of the (C.V) for the Cultivating humility dimension reached (21.854), and (W.M) for the same dimension reached (3.56), which is an indicator that the managers within the researched organization enjoy the Cultivating humility personality with a good degree.

Table (2): Descriptive of the wise leadership variables

The variable	Weighted Mean (W.M)	Standard Deviation (S.D)	Coefficient of variation (C.V)	Relative importance
Intellectual shrewdness	3.87	0.779	20.129	3
Spurring action	3.88	0.762	19.639	2
Moral conduct	4.21	0.599	14.228	1
Cultivating humility	3.56	0.778	21.854	4
wise leadership	3.88	0.639		

Source: Prepared by researchers

4.2 Descriptive analysis of the sustainable performance variable:

Table (3) shows the statistical indicators of the sample's responses to the sustainable performance variable and its dimensions. The Weighted Mean result for the sustainable performance variable was (3.9) with a good rating, and (S.D) score was (0.73), which explains the impression of homogeneity of the responding sample's opinion to some extent, which explains that the organization being studied has a relatively good sustainable performance activity. Table (3) shows that the economic performance dimension occupied the first place in terms of relative importance, and the (C.V) value for the economic performance dimension was (18.71), and (W.M) for the same dimension was (3.9), which is an indicator that the organization being studied has a good path for economic performance. The social performance dimension gained second place in terms of relative importance, and the (C.V) value for the social performance dimension was (20.20), and (W.M) for the same dimension was (3.91), which is an indicator that the organization being studied has good social performance, and the environmental performance dimension obtained third and last place in terms of relative importance. The (C.V) value for the environmental performance dimension reached (22.42), and (W.M) for the same dimension reached (3.88), which is an indicator of the organization under study adopting good environmental performance.

Table (3): Descriptive of the sustainable performance variables

The variable	Weighted Mean (W.M)	Standard Deviation (S.D)	Coefficient of variation (C.V)	Relative importance
environmental performance	3.88	0.87	22.42	3
social performance	3.91	0.79	20.20	2
economic performance	3.9	0.73	18.71	1
sustainable performance	3.9	0.73		

Source: Prepared by researchers

4.3 Hypothesis testing:

Testing the primary major hypothesis:

Table (4) results indicate a statistically significant relationship between wise leadership and sustainable performance. The statistical results indicated that the calculated (F) result for the impact of wise leadership and its dimensions on sustainable performance was (231.76), which is greater than the tabular value (F) (T.V(F)), which is (3.92), and at a standard significance level (S.S.L) of (0.05) with a confidence level (C.L) of (95%). Based on these results, we accept the first main hypothesis and its content (wise leadership and its dimensions significantly impact sustainable performance at a significant level). This indicates that whenever there is wise leadership and clarity in the company under study, it impacts the achievement of sustainable performance. The calculated marginal slope coefficient (M.S.C) (t) for the impact of wise leadership and its dimensions on sustainable performance was (15.22), which is greater than the table value (t) (T.V(t)), which is (1.659), and at (S.S.L) of (0.05) with a (C.L) of (95%), which is a significant significance of (M.S.C). Based on these results, we accept the first main hypothesis. The value of the fixed factor (α) for the wise leadership variable in the equation was recorded at (0.283), meaning that when the wise leadership variable is equal to (0), the sustainable performance will not be less than (0.283). (M.S.C) (β) for the wise leadership variable was recorded at (0.932), and it shows that increasing the wise leadership variable by one unit causes an increase in the dependent variable (sustainable performance) by (0.932). The first main hypothesis (3) branched off into sub-hypotheses, which are as follows:

- The statistical results indicate that the calculated (F) result for the impact of (WL) and its dimensions on the environmental performance dimension was (127.34), which is greater than (T.V(F)), which is (3.92) and at a (S.S.L) of (0.05) with a (C.L) of (95%). Based on these results, we accept the first sub-hypothesis and its content (WL) and its dimensions have a significant impact on environmental performance at a significant level). The result of the calculated (M.S.C) (t) for the effect of wise leadership and its dimensions on the environmental performance dimension was (11.28), which is greater than (T.V(t)), which is (1.659), and at a (S.S.L) of (0.05) with a (C.L) of (95%), which is an indication of the stability of the significance of (M.S.C). Based on these results, we accept the first sub-hypothesis. The value of the fixed factor (α) for the wise leadership variable in the equation was recorded at (0.06), meaning that when the (WL) variable is equal to (0), the environmental performance dimension will not be less than (0.06). (M.S.C) (β) for the wise leadership variable was recorded at (0.984), and It shows that increasing the wise leadership variable by one unit causes an increase in the environmental performance dimension by (0.984).
- The statistical data indicate that the calculated result (F) for the impact of wise leadership and its dimensions on the social performance dimension was (251.2), which is greater than (T.V(F)), which is (3.92), and at a (S.S.L) of (0.05) with a (C.L) of (95%). Based on these results, we accept the second sub-hypothesis and its content (WL) and its dimensions have a significant impact on social performance at a significant level). The result of the calculated (M.S.C) (t) for the impact of wise leadership and its dimensions on the social performance dimension was (15.85), which is greater than (T.V(t)), which is (1.659), and at a (S.S.L) of (0.05) with a (C.L) of (95%), which is an indication of the stability of the significance of (M.S.C). Based on these results, we accept the second sub-hypothesis. The value of the fixed factor (α) for the wise leadership variable in the equation was recorded at (0.054), meaning when the wise leadership variable is equal to (0), the social performance dimension will not be less than (0.054). (M.S.C) (β) for the wise leadership variable was recorded as (1.024), and it shows that increasing the wise leadership variable by one unit causes an increase in the social performance dimension by (1.024).

• The statistical data indicates that the calculated result (F) for the impact of wise leadership and its dimensions in the economic performance dimension was (104.01), which is greater than (T.V(F)) which is (3.92), and at a (S.S.L) of (0.05) with a (C.L) of (95%). Based on these results, we accept the third sub-hypothesis and its content ((WL) and its dimensions have a significant impact on economic performance at a significant level), and the result of the calculated (M.S.C) (t) for the impact of wise leadership and its dimensions in the environmental performance dimension was (10.19), which is greater than (T.V(t)) which is (1.659), and at an (S.S.L) of (0.05) with a (C.L) of (95%), which is an indication of the stability of the significance of (M.S.C). Based on these results, we accept the third sub-hypothesis. The value of the fixed factor (α) for the wise leadership variable in the equation was recorded at (0.842), meaning when the wise leadership variable is equal to (0), the economic performance dimension will not be less than (0.842). (M.S.C) (β) for the wise leadership variable was recorded as (0.789), and it is explained that increasing the wise leadership variable by one unit will lead to an increase in the economic performance dimension by (0.789).

Table (4): The results of the impact of wise leadership on Sustainable performance.

The hypothesis.	α	B	R2	F	T	Sig.
The First Primary Hypothesis (wise leadership with Sustainable performance).	0.283	0.932	0.661	231.76	15.22	0.00
Sub-Hypothesis 1 (wise leadership with the environmental performance).	0.06	0.984	0.517	127.34	11.28	0.00
Sub-Hypothesis 2 (wise leadership with the social performance).	0.054	1.024	0.679	251.2	15.85	0.00
Sub-Hypothesis 3 (wise leadership with the economic performance).	0.842	0.789	0.466	104.01	10.19	0.00

Source: Prepared by researchers

Testing the second main hypothesis:

The statistical data of the multiple linear regression analysis of the impact of the dimensions of the wise leadership variable together on the sustainable performance variable, which were shown in table (5), included the following:

A- The statistical results: indicate the result (F) calculated for the impact of the dimensions of wise leadership together on sustainable performance, which was (59.312), which is greater than (T.V(F)) which is (2.45), and at a (S.S.L) of (0.05) with a (C.L) of (95%), and based on these results we accept the second main hypothesis (the dimensions of wise leadership together have a significant impact on (SPSP) at a significant level)

B- The degree of (the corrected coefficient) of determination (R2 Adj)) for the dimensions of the wise leadership variable together reached (0.66), which explains approximately (66%) of the changes that occur in the sustainable performance variable, and the remaining percentage (34%) This is due to other dimensions that are not involved in the current research model.

Table (5): Statistical indicators of the impact of the dimensions of wise leadership together on sustainable performance using multiple linear regression.

Dependent variable	Independent variable (wise Leadership)	Multiple Linear Regression Model		
		β	T	Sig.
Sustainable performance	Intellectual shrewdness	0.266	3.458	0.001
	Spurring action	0.39	4.267	0.00
	Moral conduct	0.173	1.83	0.07
	Cultivating humility	0.088	1.008	0.316
A		0.315		
Multi-correlation value (R)		0.82		
Coefficient of determination (R ²)		0.672		
Corrected coefficient of determination (R ²)		0.66		
Calculated (F) value		59.312		
Sig.		0.00		

Source: Prepared by researchers

5. Conclusions:

1. The descriptive analysis of the sample's responses showed good agreement with the independent variable (WL) in terms of its dimensions: Intellectual shrewdness, spurring action, moral conduct, and cultivating humility. The sample's responses tend towards agreement with a reasonable estimate of the dimensions of the dependent variable (SPSP) with its dimensions (economic performance, social performance, and environmental performance), which confirms the importance of the variables in the activities of the Midland Oil Company. The analysis results of the main hypothesis and its branches also confirm the significant effect of wise leadership on the variable of sustainable performance.
2. The Midland Oil Company can deal with the company's challenges and problems by making well-thought-out decisions and appropriate solutions to ensure the achievement of goals and the continuity of work. This reflects the leadership's skill in making decisions that enhance the company's stability, growth, and survival, in addition to the company's ability to strategically anticipate future opportunities or threats and adapt to the changing environment.
3. The Midland Oil Company enhances the company's organizational culture by adhering to controls. Moreover, instructions by quality standards, occupational safety, and company ethics aim to improve performance, ensure the achievement of strategic objectives, and protect the company from problems. It also seeks to motivate its employees to understand the company's future goals and work to achieve them in a way that contributes to organizational harmony. It also encourages employees to be part of change and development to achieve commitment, belonging, and effective communication.
4. The company is committed to integrity, transparency, avoiding misleading information and wrong practices, and respect in its stakeholder interactions. This enhances trust and maintains the company's professional and ethical reputation. It also focuses on making decisions and strategies to enhance the company's sustainable performance and long-term success by preserving the environment, contributing to social responsibility, and achieving economic profits.
5. The company seeks to build a work environment that values intellectual diversity and participation to open the way for its employees to innovate and create and improve solutions to problems realistically and logically to ensure making decisions based on participation and a comprehensive understanding of the company's conditions to enhance the chances of success and sustainable development.

Furthermore, company management is ready to bear responsibility, learn from mistakes, and search for the root causes of the problem to develop solutions and avoid its recurrence in the future.

6. The company encourages initiatives to reduce the use of resources to preserve the environment from negative effects, reduce costs, and encourage a culture of rationalization, considering it part of the company's organizational culture, thus enhancing the company's image in front of stakeholders. The company also provides processes to control internal noise levels to reduce noise levels within the work environment, to provide a healthy and suitable work environment for productivity, and to improve employee well-being and raise their level of performance.

7. The company adopts an active role in improving the social environment by encouraging its employees to participate in volunteer activities and charitable initiatives that aim to serve the community and by following clear and transparent practices in dealing with all employees and its keenness to provide a healthy and stimulating work environment for professional and personal development and to enhance their loyalty and belonging.

8. The company is keen to achieve economies of scale to efficiently exploit production capacity by maximizing its resources and capabilities by increasing production volume and reducing costs. It also allocates a percentage of profits to reinvest in research and development activities to develop its operations and enhance its ability to sustain itself in the long term.

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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