



# INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 6.064

E-ISSN: 2249 – 4642

P-ISSN: 2454 - 4671

## THE ROLE OF STRATEGIC LEADERSHIP IN CRISIS MANAGEMENT THROUGH STRATEGIC PLANNING AS A MODERATOR VARIABLE

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DOI: <http://doi.org/10.37648/ijrssh.v12i04.036>

**Paper Received:**

10 October 2022

**Paper Accepted:**

03 December 2022

**Paper Received After Correction:**

03 December 2022

**Paper Published:**

04 December 2022



**How to cite the article:** Krar M.T., Haneen Q.H., Ibtisamah R.I., Saaduldeen A.H., Thamer H.(2022) The Role of Strategic Leadership in Crisis Management through Strategic Planning as a Moderator Variable, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 680-698 DOI: <http://doi.org/10.37648/ijrssh.v12i04.036>

## ABSTRACT

This research aims to identify the strengths in the strategic leadership that emerge through their practices and their role in crisis management in government institutions in Iraq, and to the role of strategic planning that works to strengthen that relationship. As the presence of strategic leadership is one of the most important constituents of organizations in the course of development, allowing them to face the various problems, unrest and crises that may be exposed to them, and in the circumstances characterized by uncertainty experienced by the organizations, the presence of such strategic leaders is expected to have A prominent role in facing the crises facing government institutions today.

The conceptual framework of the current study is based on three main variables: strategic planning, an interactive variable, strategic leadership, an independent variable, crisis management, and a dependent variable. As the main question of the study was formulated as follows: "What is the role of strategic leadership in crisis management in the Iraqi education sector, sample of the study? What is the role of strategic planning in strengthening that relationship?" This study was applied in the government education sector in Iraq in the Directorate of General Education in Dhi Qar and the Directorate of General Education in Muthanna.

The current study relied on the descriptive method to analyze the opinions of a sample of (148) from the directors working in the directorates of education and their affiliated departments, who were randomly chosen and using a set of statistical tools available in SPSS programs. V.22 –AMOS V.22)). The study reached several conclusions, the most important of which are:

- 1- The results obtained showed that there is a positive direct impact relationship between strategic leadership and crisis management.
- 2- The presence of an important interactive role for strategic planning that enhances the direct relationship between strategic leadership and crisis management.

**Keywords:** *strategic leadership, Strategic Planning, crisis management.*

## INTRODUCTION

Major crises often occur as a result of a hurricane, tsunami, or terrorist attack, which have effects on public administration and restrict them in a way that affects countries in a very complex way. Therefore, crisis management is a basic government responsibility that is not easy at all and puts the government in a very critical position to deal with, as Crises clearly display the problems that exist as a result of lack of preparation for them (Boin & Hart, 2003: 544).

Interestingly, the government's ability to deal with major crises is a topic that has not been explored extensively by scholars of public administration, because major crises strike at the core of democracy and governance, and thus pose challenges for accountability, legitimacy, and the ability to effectively meet citizens' demands (Christensen et al. (2016). In addition, economic hardship is one of the important reasons for crisis management, as it represents the fuel for popular movements or the emergence of forces claiming to represent the people against the political

authority (Györffy, 2018: 191) and this is exactly what happened in Iraq and thus the reason for stopping the work of Important departments and factories in the country. By taking the political-administrative perspective on crises and response to them, the mix of ideas about how to manage exceptional events becomes somewhat clearer, and perhaps more urgent. Both decision makers and government agencies that deal with crisis situations indicate that there are There are many similarities between the indicators of some seemingly unique risks and crisis events (Rosenthal & Kouzmin, 2015: 278). The great pressure and tension of decision makers in order to accomplish the task, because the organization urgently needs to take note of the existence of the problem, and to obtain all the information required to direct it correctly to make accurate decisions. After the crisis is over, the learning points should be integrated into the crisis communication plan to improve crisis management in the future (Tonga, 2019: 122).

At the present time, organizations are facing many opportunities and threats resulting from the increasing competition and the challenges they face and are trying hard to deal with them. Strategic leadership practices can help organizations enhance their effectiveness and efficiency,

and thus their ability to compete in the most complex and uncertain dynamic environments (Wang et al., 2012: 571). In this aspect, the role of the integration of strategic planning with strategic leadership appears, as senior management and leadership play an important role in formulating the organization's work strategy, which is an important precedent for organizational success, and at the same time it represents a major challenge for senior executives, as the effective implementation of the strategy requires knowledge and specific leadership skills and styles for decision-makers (Shao, 2019: 96). These requirements are in addition to the role of knowing the indicators that we mentioned earlier to know the crisis in order to take corrective measures for the course of the organization and solve the crisis. Which was indicated by (Taneja et.al., 2010: 71) in his saying that strategic leadership is not sufficient for crisis management unless it includes the presence of strategic planning that provides advance preparation for crises and reduces or prevents their effects.

### **Research problem**

Major crises can lead to immediate and significant damage to the infrastructure of the organization as well as to its reputation, and thus lead to the complete

disruption of the organization's work and threaten its survival, which may take many years for the purpose of rebuilding the organization, and therefore the increase in the complexity of crises requires a complex group to manage. And cohesive of natural and human systems, which in turn imposes greater levels of focus, resources, coordination and administrative accountability, so the organization must have high capabilities in crisis management, so that the evolving crisis can be resolved quickly and prevent its spread to the maximum extent possible (Racherla and Hu, 2009: 561- 562). Here comes the role of strategic leadership, which is linked to the organization's ideologies, identity, mission, and vision of the overall environmental system that includes the organization as a whole and its relationship with its environment, which is the responsibility of top-level executives to practice using the organization's various core competencies (Worden, 2003: 32). Therefore, strategic and tactical leadership is an imperative for managing crises that can positively or negatively affect the competitiveness of the organization and its ability to survive, succeed and be sustainable in the long term (Taneja and Pryor, 2010: 60). And the researchers who examined the relationship between strategic leadership

and crisis management found that the role of leadership is not sufficient, because its role is activated after the occurrence of the crisis and the matter may get out of control, that is, after it is too late. And indicators of crises that can be prevented or mitigated.

Accordingly, this study came to address this aspect by presenting an integrated model to be applied in the Directorate of Education of Dhi Qar and a number of its affiliated departments in an attempt to know the role and impact of strategic leadership in crisis management through strategic planning, and to contribute to better crisis management and reduce the occurrence of crises. Future crises as much as possible, by knowing the indicators of the crisis and preventing its exacerbation. Thus, this study comes to integrate the three variables into one model and test the relationships between them and apply them in the education sector. The education sector in Iraq, and in particular in Dhi Qar, has recently suffered from a major problem as a result of the political events that led to the suspension of the entire educational system, which could lead to damage to the educational process for quite some time, and whose effects are reflected in both the educational level of students and students. And the disturbance in the ability of cadres to complete the

annual plans for the curricula without deficiency. Based on the foregoing, the study problem was summarized in the following question:

What is the role of the strategic leadership in crisis management in the Iraqi education sector, the study sample? What is the role of strategic planning in strengthening that relationship?

### **Study objectives:**

The current study aims to build a conceptual model for the variables of the study represented by the independent variable (strategic leadership) and its dimensions represented by (empowerment of employees, dissemination of organizational learning), the dependent variable (crisis management) and the interactive variable (strategic planning), for the purpose of presenting conclusions that represent the actual reality of the importance of strategic leadership Through the contribution of strategic planning in managing the crises that the public education sector may be exposed to, on the basis of which recommendations are presented that contribute to better managing crises and reducing the occurrence of crises as much as possible in the future, and by knowing the indicators of the crisis and developing appropriate

solutions before they escalate through testing following relationship:

- Testing the direct influence relationship between the independent variable (strategic leadership) and the dependent variable (crisis management).
- Testing the indirect influence relationship between the independent variable (strategic leadership) and the dependent variable (crisis management) through the interactive variable (strategic planning).

### **The importance of the study:**

1- Through a modest review of previous studies related to the variables of the current study, it was found that there are very rare studies that directly tested the relationships between the independent and the dependent variable (Taneja and Pryor, 2010) (Abu Hujair, 2014), and there was no study, according to the knowledge of the researchers, that collected Between the previous two variables with strategic planning in one model, as the current study will work on in an attempt to bridge the gap between the two variables that other studies have indicated and the need for strategic planning to strengthen the relationship between strategic leadership and crisis management.

2- Previous studies focused on directly linking strategic leadership to crisis

management within organizations (Taneja and Pryor, 2010), and as far as the researchers are informed, there are no studies that dealt with strategic planning as a factor enhancing the success of strategic leadership in crisis management organizations.

## **THEORETICAL FRAMEWORK**

### **Crisis Management:**

A crisis refers to “a situation in which there is a perceived threat against the basic values or life-sustaining functions of a social system and urgent corrective action is required under uncertain circumstances” (Rosentha, Michael, & Paul, 1989: 10). Regardless of the type of crisis, it restricts the management of the organization, and causes different types of challenges that differ according to the nature of the crisis. Christensen et al. (2016: 2). Risk and uncertainty disrupt rational managerial planning and day-to-day organizational performance, and often lead organizations to undertake unique, uncommon, or even risky activities to prevent or mitigate risks (Kingma, 2008: 164). Its danger lies in the fact that it arrives as "bad surprises" and "disturbing facts" that cause chaos and destroy the legitimacy of public institutions, and lead to the destruction of peace and order in societies. Natural disasters and collective revolutions such as

the Arab Spring that took place in the Arab world, new epidemics, and others represent a list of potential crises that disrupt the prevailing system (Boin, Hart & Stern, 2017: 3). In the field of crisis and emergency management, there is an idea that proves its realism strongly, which is that crises are variable in their forms, and at the present time they have increased in complexity in their nature, until they have become an inherent feature of modern society, and this changing nature of the crisis is a logical development for several different reasons such as globalization, increased mass communication, social fragmentation, and the weakening of state authority are highly contested (Boin and Lagadec, 2000: 185). This confirms that crises often occur irregularly. It differs from other routine emergencies such as fires or accidents, as well as from “disasters” and that the hallmark of a crisis is that it is a matter of perception, and therefore includes a personal component that can be addressed, and when it threatens the basic values and pillars of society, government must respond decisively and point to leadership and to act quickly, which complicates the matter and limits the options available to them, as the causes of the crisis and the course of action chosen to deal with it are uncertain (Christensen, Laegreid & Rykkja, 2016:

2). There are some indicators through which the occurrence of crises can be somewhat predicted. For example, the spread of risks and their importance in a wide range of organizational contexts has been identified as an important mechanism behind organizational crises.

Since the field of organizational studies has a rich and vibrant history of research in the field of accidents, disasters and crises that drive organizations to pursue legal and morally acceptable goals (Kingma, 2008: 164). On this basis, and in the pre-crisis phase, it is necessary to conduct an environmental survey and monitoring, to detect signs of expected crises, because many crisis situations carry warning signs. If the organization can catch such early indicators of a crisis, then it can set a better standard for prevention of this crisis or develop solutions and better manage it, and it is the responsibility of the executives to identify these signs and deal with them accordingly (Tonga, 2019: 122).

### **Strategic Planning:**

In today's turbulent business environment, managers increasingly need reliable tools to achieve superior performance. Many researchers and practitioners consider strategic planning to be one of the most prominent examples of these tools, and this view is supported by

empirical evidence that shows a close link between strategic planning and superior performance (O'Regan and Ghobadian, 2005: 63). This made most researchers realize the importance and necessity of strategic planning in the public sector (Klijn & Koppenjan, 2020: 260). Strategic planning usually focuses on the organization's environment as an open system with the realization that many of the main elements that determine the long-term fate of the organization occur in the external environment and adopts the short- and medium-term time orientation. For he is of the opinion that long-term plans will almost always fail because environmental conditions change rapidly, and plans become obsolete. Therefore, strategic planning usually works within a period of time ranging between three and five years, and instead of focusing on day-to-day operational issues, strategic planning deals with larger issues, focusing on the organization's purpose and tasks, and its relationship to its environment (Moran, 1985:3).

In spite of the severe criticism of strategic planning that he faced by management scholars in the year 1980, in which criticisms dealt with the theoretical foundations of strategic planning, especially the impossibility of forecasting in the presence of an environment

dominated by uncertainty and instability, which suggests the failure of strategic planning in this case (Grant, 2003). : 491). However, studies and through experiments have proven the exact opposite and explained the fundamental importance that strategic planning can play, as strategic planning provides a blueprint for achieving the goals of the organization. To create effective plans to guide the growth of the organization and to get rid of problems that may come without preparation (Root, 2014:1). A strategic plan is a document used to communicate an organization's goals, the actions needed to achieve those goals and all the other critical elements developed during the planning process. However, strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, enhance operations, ensure employees and other stakeholders work towards common goals, reach agreement about intended outcomes, and assess and adjust the direction of the organization in response to its changing environment (Maleka, 2014: 15).

### **Strategic leadership:**

Strategic leadership represents an intangible core competency that can lead to a discrepancy in the organization's core ability and reputation (Petrick, Scherer,

Brodzinski, & Quinn, 1999: 58). As it represents the formulation and clarification of a vision and perception of a social reality and includes strategic objectives, which can enhance the sustainable competitive advantage of the organization (Ireland and Hitt, 1999: 43). Since power may arise from the leadership of senior managers, it is necessary to understand the role played by senior leadership behaviors in strategy formulation and strategic alignment. Strategic leadership has been a focus of research in strategic management studies over the past century. Elenkov et al., (2005: 666) presented ) conceptualized strategic leadership as "the process of shaping a vision for the future, communicating it to subordinates, motivating followers and engaging in supportive strategic exchanges with peers and subordinates." It should be noted that it is difficult to imitate strategic leadership due to its lack of ease of understanding, and this in turn contributes to its value to a large extent. On the other hand, its application may be directly frustrated due to the tension that exists within it. The principles behind the vision of permanent leadership may conflict with the urgent strategic interests, especially since These interests change amid the steadiness of the vision (Worden, 2003: 31).

Despite this, the strategic leadership theory, differently from the traditional personality theory and the theory of exchange between the leader and the member, focuses on executive work as a strategic activity and emphasizes the symbolism and social construction of high-level executives, which represents a dominant coalition for the organization. In the past decade, a large number of Empirical studies on the characteristics and behavior of strategic leadership, and the ideal influence and inspiring motivation were identified as two leading leadership behaviors that focus on the strategic issues of the organization when the leader sees a desirable opportunity and shows how to reach the desired goals and inspire others to see the future of the organization better (Shao, 2019: 97) .

### **Dimensions of strategic leadership:**

#### 1- Empowerment of employees

The issue of empowering leadership behaviors has gained great importance for researchers and organizations alike, as empowerment is a relational construct that involves the sharing of organizational resources, the participation of workers in decision-making processes, and the delegation of powers. On this basis, the concept of empowerment can be presented as involving increasing individual

enthusiasm at work through Delegation of autonomy to lower levels in the organization, where a decision can be made and implemented by the employees (Elsetouhi et al., 2018: 103). Empowering leadership is part of the broader structure of empowering workers. Studies have shown two separate approaches to the concept of empowerment during the past two decades. The first approach portrays empowerment as a relational construct, while the second approach treats it as a motivational construct. Many studies rely on the relational perspective of empowerment because it has roots in the theory of social exchange, as the perspective indicates Relational indicates that power is achieved when all members of the organization enjoy some powers, and that the results of an individual's performance depend on the actions and resources of others, but it differs according to the degree of dependence of the individual on others, and that empowerment according to this perspective is a process in which people who retain power participate with other individuals who They do not have relative power in the organization (Hassan et al., 2018: 118).

## 2- Dissemination of organizational learning

Learning represents an intermediate link between the exchange of information and the creative behavior of employees in the organization, as the exchange of information is seen as a practice of human resource management linked to the creative work behavior of employees (Battistelli et al., 2019: 1). The deliberate withholding of critical work-related information can have serious negative consequences in public organizations (Hassan et al., 2018: 116). Therefore, organizations often need employees who have knowledge, skills, and capabilities, and work to encourage learning for the purpose of obtaining knowledge and skills through training and development activities, as training and development activities seek to achieve new goals and skills and transform existing knowledge into new formations capable of meeting Emerging needs (Battistelli et al., 2019: 3). The goal of learning for organizations is to provide a better way to achieve overall organizational goals at the individual, team, departmental, and organizational levels. Learning feedback systems are a very important way to achieve organizational and bulletin learning, as the

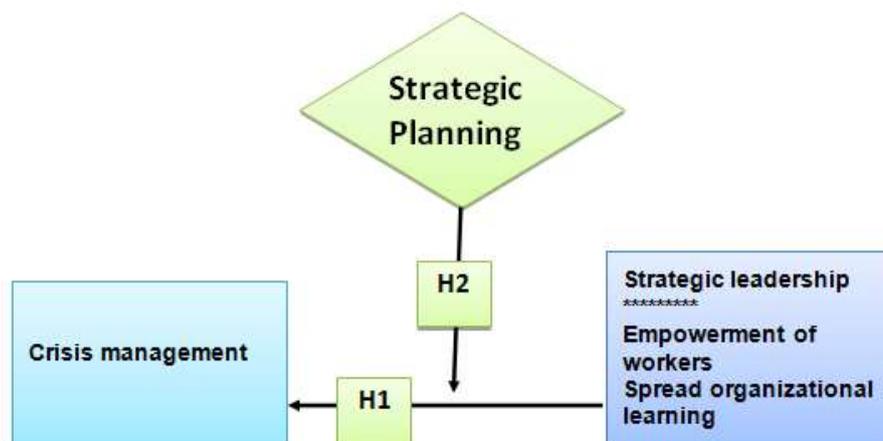
unsatisfactory results provided by the employee can provide an opportunity for the supervisor to help his subordinates improve their performance. When the organization discovers unsatisfactory results from employees, learning becomes the first way to provide suggestions to employees to improve their performance (Yuliansyah and Jermias, 2018: 7-8).

## Study plan and building and developing hypotheses

The hypothesis study chart shows the main variables and their dimensions on the basis of which the study problem was formulated, and the clarification of the relationships between the variables on the basis of which the study hypotheses were formulated, as shown in Figure (1). The construction of the hypothetical scheme of the study was based on a main hypothesis, from which a group of sub-assumptions branch out, namely:

- 1- The strategic leadership (empowering employees, spreading organizational learning) increases the possibility of effective crisis management (Abu Hajar, 2014).
- 2- Strategic planning increases the effectiveness of strategic leadership in effectively managing crises.

Figure (1): Research hypothesis



### The relationship between strategic leadership and crisis management

As the business community becomes more complex, as a result of the increase in crisis events, both in terms of their spread and severity. Therefore, we find that much of the current research has linked crisis events to relevant management strategies in the organization, given the important role that leadership can play in dealing with crises (James et al., 2011: 455-456). As both strategic and tactical leadership are an imperative for crisis management, as they can positively or negatively affect the competitiveness of the organization, and its ability to succeed, survive, and be sustainable in the long term. Therefore, crisis management must be integrated into the comprehensive strategic and tactical plans of organizations and countries alike. Strategic leaders must be strategically and tactically prepared not

only to manage crises, but also to prevent them, and chart the future for the organizations they lead (Taneja and Pryor, 2010: 61). At a time when management is described as the ability to achieve a specific goal through the optimal use of materials and personnel resources, crisis management accurately refers to management at the level of employees in situations that are characterized by a critical period in terms of the time of their occurrence, as it determines leadership decisions in moving the future. The organization is either for better or worse (Weisaeth et al., 2002: 36). The importance of leadership in organizational performance is the subject of ongoing debate among researchers, and conventional wisdom indicates that leadership is crucial to creating high-performing organizations in the academic field, and in particular the importance of

leadership in times of crisis (James et al., 2011: 472).

H1: There is a statistically significant relationship between strategic leadership and crisis management.

H1a: There is a statistically significant relationship between employee empowerment and crisis management.

H1b: There is a statistically and significant relationship between the dissemination of organizational learning and crisis management.

The role of strategic planning in strengthening the relationship between strategic leadership and crisis management.

The ability to manage crises is a responsibility that lies primarily with the strategic leadership, whose impact varies positively or negatively depending on the method of its practice in the competitiveness of the organization and in its ability to succeed, survive and sustain in the long term. On this basis, the researchers believe that crisis management must be integrated into the plans. Comprehensive strategy and tactics for organizations. Strategic leaders must be strategically and tactically prepared not only to manage crises, but also to prepare for and prevent them as much as possible,

and to draw a bright future for the organizations they lead (Taneja and Pryor, 2010: 61). Many organizations in the business world today are vulnerable to crises because of the ambiguity that characterizes the business environment and uncertainty. Often, these crises are beyond the control of the managers of those organizations, not because of weak management as much as it is because of the underlying causes of these crises for external reasons related to the environment, and thus provides a greater degree of risk. Uncertainty, and this is what strongly calls for the role of strategic planning to anticipate such events based on extrapolation of its indicators in the business environment and preparation for it (Evans & Elphick, 2005: 135). In the sense that the role of strategic planning in crisis management lies through exploring the events that the organization may face in the future in a manner in which it can be said that the success of the organization depends on the success of its strategic planning (Salamah, 2019: 144). Which is highly integrated with successful and effective strategic leadership in organizations (Martin et al., 1996: 151).

H2: There is an interactive role for strategic planning that supports the relationship between strategic leadership and crisis management.

**STUDY METHODOLOGY:****Study design and methodology:**

The design of the current study will be according to the quantitative design, because of the advantages that these designs have in terms of the ability to transfer an image of what has been reached in theory into a work reality in the form of (digital) results, which in turn give accurate scientific evidence on the nature of the relationships between variables that can be Other studies can be based on it. The descriptive design will be adopted (the design that attempts to describe the problem and its causes by testing hypotheses that explain the nature of the relationship between the variables) to deal with the problem of the study and better understand the phenomena (Sekaran, 2003:122; Adams et al., 2007: 20). In addition, in order for the researchers to be able to study the causal links between the main and dependent variables, so that the researcher can directly indicate the effect of the independent variable on the dependent variable (Saunders et.al, 2009:142). The appropriate method is chosen to collect the required data and the information used through the questionnaire tool and analyze it to answer the research questions and test the hypotheses through the use of a number of statistical tests to be

able to reach a solution to this problem, which represented the impetus for the launch of the research project (Sekaran and Bougie, 2016: 95).

**Data collection methods: Data collection methods**

In covering the field aspect of the study, the two researchers relied on the questionnaire tool for the purpose of collecting data from the study sample, as the questionnaire is one of the most important sources for data collection, which is in the form of a set of questions and a set of alternatives available to the respondent to choose. The final questionnaire consisted of (45) items, which in turn covered three main variables, including two sub-dimensions. The five-point Likert scale was used, which included the following responses (strongly agree, agree, neutral, disagree, strongly disagree).

**Study population and sample:**

The Directorate of Dhi Qar Public Education and the Directorate of General Muthanna Education and their affiliated departments will be selected as a community for the current study, due to the exposure of this important department to a problem that led to a complete halt to work, and the need for such a department

to know the causes and indicators that could lead to the occurrence of the crisis and how to manage and treat it , Although this problem has been exposed to most Iraqi government departments and is not limited to the Directorate of Public Education in Dhi Qar exclusively. Eight sections of Dhi Qar Governorate and seven sections of Muthanna Governorate were selected as a community for the current study. A number of principals were selected in the Directorate of Education of Dhi Qar and Muthanna and their affiliated departments, and their opinions were surveyed, as the study sample consisted of 148 principals from a community of 240 based on the table provided by Sekaran (Sekaran, 2003: 294), in which he

indicated the appropriate sample size for each community.

## RESULTS:

### Correlation and descriptive statistics

Table 1 shows the descriptive statistics (the mean and the standard deviation) and the correlation coefficient between the variables. The results showed that the average of the variables and dimensions ranged between (3.514-3.707), i.e., the average response level, and that the standard deviation was small to indicate a slight dispersion in the data. Table 1 shows correlation statistics and does not indicate multilinear problems as correlation coefficients are comfortably less than 0.60 (Anderson & Gerbing, 1988).

*Table:(1) The arithmetic mean, standard deviation, and correlation coefficient between*

Crisis Management	Strategic Planning	Strategic leadership	Std. Deviation	Mean	variants
		1	.580	3.514	Strategic leadership
	1	.567**	.654	3.707	Strategic Planning
1	.506**	.399**	.726	3.542	Crisis Management

Source: Prepared by researchers based on the outputs of SPSS V. 23

**Testing the main and sub-hypotheses**

The major and minor hypotheses were tested using the pathway analysis available in AMOS software. V. 23 For the purpose of testing the main and sub-hypotheses, the table shows that the first and second main hypotheses were accepted, and this indicates that there is a positive effect between strategic leadership in crisis

management (H1:  $p < .01$ ) and strategic leadership in crisis management through strategic planning. Table 2 shows the results of the sub-hypothesis test, and for the hypothesis to be accepted, the C.R values should be greater than 1.96, at a significant level of 0.05 (Tabachnick and Fidell, 2001). The following table shows the results that were reached.

*Table No. (2) Testing the main hypotheses*

Label	P	C.R.	S.E.	Estimate	Track			
Accept	.021	2.308	.091	.167	Crisis Management	<---	Strategic leadership	H1
Accept	***	4.452	.053	.236	Crisis Management	<---	Strategic leadership * Strategic planning	H2
Accept	***	6.312	.080	.506	Crisis Management	<---	Strategic leadership	Total Effect

*Source: Prepared by researchers based on the outputs of AMOS V. 23*

Through Table No. (2), we conclude that the two main hypotheses of the study are acceptable. As shown in the table above, there is a direct, positive, and statistically significant effect of the strategic leadership in crisis management, as the path coefficient was (0.16) and the critical ratio was (2.30), i.e., accepting the main hypothesis of the study (H1), and a direct, positive, and statistically significant effect. For strategic planning, the strategic leadership relationship should be

strengthened in crisis management, as the path coefficient was (0.23) and the critical ratio was (4.45), meaning the acceptance of the second main hypothesis of the study (H2).

**CONCLUSIONS**

1. The results showed that there is an important interactive role for strategic planning, which enhances the direct relationship between strategic leadership and crisis management. The presence of

strategic leadership is not sufficient or effective in the education sector and in any other sector or organizations unless those leaders depend on developing strategic plans for managing crises and thus preventing or reducing their negative effects if they occurred. And the neglect of the education sector in that aspect made the Directorate of Education an unprepared department for the crisis it was exposed to, which made the crisis exacerbate until the entire system stopped for a considerable period of time for this vital sector. This is what the results of the study showed about the great lack of the education sector in the most important point, which could work in an integrated manner with the strategic leadership in crisis management, which is the strategic plans, which made the strategic leadership work in light of the crisis, that is, after it was too late.

2. The results that were reached showed that there is a positive direct impact relationship between strategic leadership and crisis management, and this is consistent with what was reached by (Aslim, 2017). The positive effects of strategic leadership appear in terms of having great experience in the field of crisis management in the best way. Managers and their ability to exploit all their capabilities to develop the best solutions to deal with crises that

organizations are exposed to and manage them through the preparation of plans and many programs that work to create readiness for crisis management at all times, to provide a state of safety for organizations to prevent as much as possible from falling into a crisis. As for the dimensions of strategic leadership, the two sub-hypotheses were accepted, which indicate the existence of a positive direct impact relationship between the dimension (empowerment of workers and dissemination of organizational learning) and crisis management, and this is consistent with the findings of (Abu Hujair, 2014).

#### **RECOMMENDATIONS:**

1. The study recommended serious interest in monitoring the indicators of crises occurring in the internal and external work environment alike, especially the changes in the political environment, as it is one of the most important factors causing the crises that most organizations are exposed to and working on developing strategic plans for crisis management and reviewing those plans based on monitoring changes. What happens in the internal and external environment in particular, due to the instability of that environment, which may carry with its indicators of future crises.

2. Interest in promoting the concept of strategic leadership through holding conferences and seminars by specialists and researchers to train managers and employees alike to spread the culture of organizational learning and apply its practices so that managers can manage crises in the best possible way and reduce the occurrence of crises in the future as much as possible

#### **Limitations:**

The current study is not devoid of some limitations, like any other study, as the current study faced a set of limitations represented by the factor of cost and time, which logically have a natural impact on the study, with the complexity that the two researchers faced due to the suspension of the work of the General Directorate of Dhi Qar Education and its affiliated departments. This made it difficult for her to reach her departments because of the security situation in Iraq.

#### **Future Research:**

Within the framework of the determinants that were dealt with above, and in light of this, the future horizons that can be worked on can be clarified by conducting the same study in other sectors that have been subjected to crises (industrial, agricultural, etc.), which allows

the results to be generalized more widely. Developing the current model of the study by the researchers to allow the inclusion of more variables that were not addressed in the current study (human resource management, motivation), which would add to the future study more feasible results.

**Financial support and sponsorship:** Nil

**Conflict of Interest:** None

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