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The Role Of Smart Leadership Dimensions In Crisis Management- A study For Opinions Of Sample Of Administrative Leaderships In A number Of Humanities Colleges At The University Of Mosul

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Abstract

This research aims at answering many questions raised by the research problem concerning the view of the organizations under consideration for the concept of smart leadership and its most important dimensions, as well as the view of crisis management and its concept and most important methods through research objectives that define and clarify the smart leadership with its dimensions and methods of crisis management.

For the purpose of reaching the results of the research and testing the assumptions about the relationship between smart leadership and methods of crisis management, the researcher adopted a questionnaire, designed especially to be a criterion for the research, as the main tool for data collection. The results of the research sample, which consisted of (44) respondents from administrative leaders working in a number of humanities colleges at the University of Mosul, were analyzed, and important results were reached related to the existence of crisis management methods at the administrative leaders which work through smart leadership in the organization under consideration. The relation between the two variables was one of a strong correlation and the effect was significant between these two variables. The results confirmed the hypothesis of the research, and explanation of the role played by smart leadership in terms of its dimensions in crisis management in the researched field.

Keywords: Smart leadership, Crisis management, Dimensions.

1. Introduction

The research aims at achieving the following objectives: To construct a virtual diagram that describes the form of influence between the main and sub-variables of the research, and to verify the scientific and practical credibility and feasibility of the virtual diagram in order to reach the necessary conclusions and recommendations, to enable the organizations under consideration to identify the methods for their success and sustainability and to measure the impact of smart leadership behavior on the management of crises in the organization under consideration. To provide some suggestions that help the organization to benefit from modern methods and concepts in the field of strategic orientation and strategic agility.

The importance of the research is to highlight the practical dimension through which smart leadership contributes to enhancing the crisis management of the organization under consideration.

The research also highlights the need to adopt smart leadership as a means to enhance the organization's status and its continuity in a rapidly changing and progressing environment, and to face the challenges of crisis management via adopting its dimensions. This supports the importance of the research in improving and developing the performance of the organization under consideration. The research seeks, through practical application, to provide solutions to the problems that the organization under study suffers from, in an attempt to reach the achievement of smart leadership among the administrative leaders of all business organizations.

It is known that organizations vary in their degrees of performance up to excellence until they become distinguished organizations in their performance to achieve leadership, and accordingly, the current research aims to address a problem with two dimensions, the first is theoretical and the other is applied.

The research problem is represented in the following main questions:

1. Does the organization under investigation have a vision about smart leadership and its dimensions?
2. Does the organization under investigation have a vision about its crisis management's obligations?
3. What is the nature of the relationship and the effect between the smart leadership and crisis management at the organization under consideration?

2. Theoretical Aspect

2.1 Smart leadership

2.1.1 The concept of smart leadership:

Smart leadership Described by Sydanmaanlakka, (2003:78) as a leadership style based on the mutual dialogue between the leader and the subordinates in order to provide a common vision for the organization's future goals setting and their effective achievement. This process takes place within a single organized group that shares the same organizational values. Such process is also affected by the general environment surrounding the organization, including the industry and the society. (Finkelstein & Jackson 2005) define it as one of the main three pillars to build the smart organization along with the smart operations and strategy. Smart leadership is considered the source of vitality, distinction, continuity, and openness towards internationality for these organizations. The researcher sees that

smart leadership is the strategy adopted in the preparation to tackle shortcomings as quickly as possible before their occurrence and to put plans and practical programs to deal with any crisis and contain it to consolidate the positive team work and enable it to achieve leadership. On the other hand, smart leadership consists of 10 main dimensions as follows:

1. Sharing vision and goals, 2. Participation, 3. Subordinates, 4. Interaction, 5. Situation, 6. Work team, 7. Results, 8. Organization culture, 9. The organization, 10.

The industry, the society, and the world (Sydanmaanlakka, 2003: 78-83, Alsulaifani, 2013:18).

On the other hand, set 6 dimensions for smart leadership: 1. Clear strategic vision, 2. Participation, 3. Continuous training, 4. Consultation, 5. Seeking superiority, 6. Decision making exclusivity (during crisis) (Al'eiti, 2010:19). Both (Guldenberg& Konrath, 2004: 8) defined two dimensions of smart leadership; shared leadership and social intelligence. In this research, the researcher shall adopt 5 of the dimensions mentioned in (Sydanmaanlakka, 2003) study, as these dimensions coincide with the nature of this research.

The dimensions shall be clarified in details as follows:

1. Strategic vision: To define the path adopted by the organization to achieve its mission for the long and short terms under the surrounding environmental circumstances and the competition.

2. Setting goals: All individuals in the organization, including people like suppliers, partners and others, need to realize the nature of the task and mission of the organization in order to achieve it.

3. Interaction: A set of rules and policies for the distribution of duties and responsibilities, and as a result, employees shall be able to achieve the organization's mission as well as interact with each other.

4. Participation in decision-making: Applying information in a way that allows for better decision making with effective input for dialogue and creativity in organizations.

5. Work teams: Individual's participation in the organization's performance, i.e. achieving renewed strategic goals and their results, being ready to make more efforts by adopting new and existing experiences and practices to make radical changes, i.e. above the required level to achieve organizational success.

2.1.2 Virtual diagram for the research.

Default research form (fig. 1)

1. Independent variable: It is the smart leadership addressed through five dimensions as follows:

Strategic vision, setting goals, participation in decisions' making, interaction, work team, based on (Sydanmaanlakka,2003), (Alshaikhli and Alkubaisi,2008) and (2011, Daouda).

2. Dependent variable: It is the crisis management addressed through five stages as follows:

(Crisis discovery stage, preparation for the crisis stage, crisis containment stage, activity recovery stage (balance), learning from the crisis stage) based on the view of a group of researchers; (John, 1995), (Aspery&Woodhouw, 1992), (Carnall, 1990), (Al-khodayri, 1997) and (Schemerhorn, 1999).

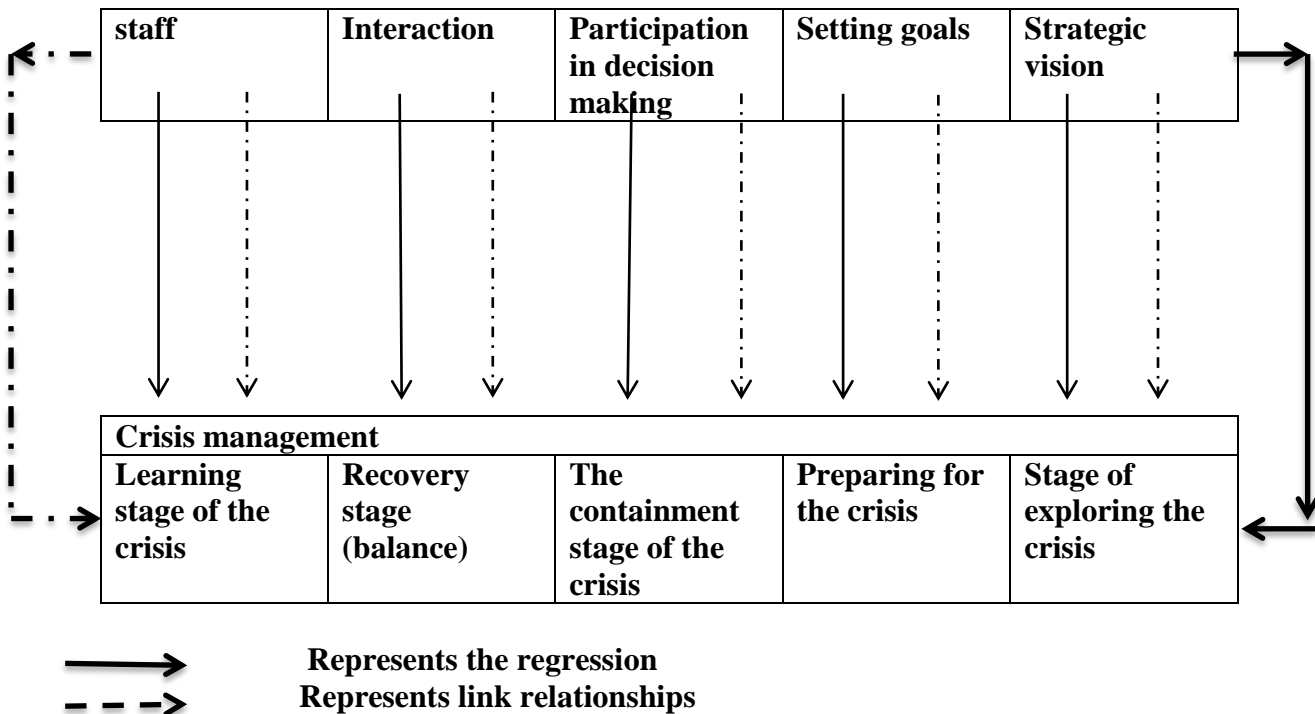


Fig. 1: Smart leadership and Crisis Management

2.2 Crisis Management

2.2.1 The concept of crisis management

Crisis management style is one of the modern trends in contemporary managerial thought. It goes beyond the familiar organizational forms and routine management methods to help organizations and institutions in crisis conditions and situations as they become an important approach to the sustainability of contemporary life. (Alkhodayri, 1987: 52) describes it as a modern human science and defines it as the science of managing the balance between the powers and monitoring their movement and trends. It is also the science of the future and the science of adapting to political, economic, military, social, or cultural changes. Thus, it is an independent science in itself and related to all other human sciences, it takes from them and adds to them new things that they need. (Fathi, 2001: 20) defines it as the intellectual and scientific efforts to avoid or modify the consequent effects of the crisis at an acceptable cost that does not involve sacrificing an intrinsic value by using multiple skills such as creative strategic thinking, effective leadership, timely decision making, human resources management and communication skills. (Ahmad, 2001:33) describes the crisis management as a modern management style that is concerned with predicting potential crises by sensing and monitoring the internal and external environmental variables that may generate a crisis , preparing with all the resources available to prevent the crisis or

preparing to deal with it efficiently to reduce material and moral losses and to return to the normal situation in the shortest time with the lowest cost, then to study the causes of the crisis and draw conclusions to prevent its occurrence, or improve the ways to deal with it in the future while trying to maximize the resulting benefit to the maximum extent.

(Abu-Qahef, 2002: 352) mentions it as a process of systematic, orderly and, regular preparation and assessment of internal and external problems that seriously threaten the organization, while (Haji, 2005: 429) adds that it is a science concerned with foreseeing and predictions as well as building the ability to prevent what is predicted or to reduce risks, and to learn lessons and remove symptoms and causes. (Maher, 2006: 21) sees it as a way of controlling the crisis by using a range of tools and efforts to overcome the crisis, contain its causes, and learn and benefit from the crisis aspects, so that future crises can be avoided.

(Margaret, 2013: 3) defines crisis management as the application of strategies designed to assist an organization where a negative event occurred suddenly as a result of an unpredictable event or as a result of some unexpected events that posed a potential risk, requiring decisions to be taken quickly to reduce the damages inflicted on the organization and to specify a person to be the manager of the crisis in case it occurred.

(Yunus, 2017: 301) illustrates the crisis management as the process of pre-planning of an unexpected negative event to reduce or minimize its damage to the organization by developing strategies or a set of expected scenarios, and proposing suitable solutions for each of them in case it took place. (Al-Sakarna, 2010: 232) deals with the crisis as a sudden disorder resulting from unstable conditions that led to unexpected events, due to the inability to contain them by the individuals.

Many researchers point out that the crisis has characteristics that they express in accordance with their orientations and the particularities of their subjects. (Al-Sairafi, 2003: 331) identifies the most important characteristics of crises as follows:

1. Entanglement and overlap of its elements and causes.
2. A direct and clear threat to the organization's entity.
3. The crisis is human-made and can be avoided by preparing to confront it.
4. Represents a fundamental turning point in tangled events that require departure from the familiar organizational patterns.

2.2.2 Crisis Management stages

The process of crisis management consists of sequential and deliberate steps to manage it in a way that reduces its gravity and facilitates its management and overcoming without losses. Many writers and researchers agreed on five stages of crises management, they are called the life circle of crisis and as follows (Angusting, 1995: 158), (John, 1996: 89), (Herrero, 1999: 30), (Abu Qahf, 1999, 10), (Schemerhorn, 1999:59), (The Arabic Organization for Administrative Development, 2006:67) and (Alkhashaly& Al Qutb 2007:26):

Stage 1: The stage of the crisis's formation (crisis discovery): At this stage, the crisis begins to appear for the first time vaguely warning of danger due to the lack of data and information about it, so if the decision-maker has the experience and ability to contain this stage of the crisis, he will be able to eliminate it directly otherwise the crisis will extend to the second stage.

Stage 2: The stage of crisis builds up and expansion (preparations for the crisis): If the decision-maker could not eliminate the crisis at the first stage, it grows and enters a stage of expansion as it is fed by:

- a. An internal source of the crisis of which it draws its strength since its inception.
- B. An external source with which it interacts to add to the crisis, new momentum and the ability to grow, and expand. The crisis can be eliminated at this stage by not allowing more development and by stopping the growth at the level reached, as well as the distinction and isolation of external sources that support the crisis by their attraction.

Stage 3: The stage of maturity of the crisis (containment of the crisis): The crisis rarely reaches this stage. It only occurs when the administrative decision-maker has a high degree of ignorance, backwardness, arrogance, autocracy and seclusion, in addition to the increase in the interacting forces in the community that feed and stimulate the crisis with devastating forces, and eventually reaches its maximum strength and violence and it becomes impossible to control without a violent clash. Here the crisis might be so strong and violent that the decision-maker will be overthrown and the crisis will end with the polarization and control of its elements of power in one way or another.

Stage 4: Abatement (decrease) of the crisis (activity recovery: balance):

The crisis reaches this stage when it crumbles after achieving the goal of violent confrontation. Violent confrontation takes from the crisis an important part of its driving force, then it begins to recede and shrink.

In addition, there are some crises that are renewable with new momentum. This happens when the decision-maker does not respond to the pressure generated by the crisis and make the necessary changes, along with the inability of the decision-maker to attract the elements of the crisis, and deter its flow, this leads to failure to reach the goals; i.e. the collapse of the organization in full.

Stage 5: The stage of the disappearance of the crisis (learning from the crisis): The crisis reaches this stage when it almost completely loses the momentum which generated it or its components and then its manifestations fade away, and attention paid to the ends. Despite the existence of the life cycle of the crisis, it might not go through all the stages and could end at any stage of the above mentioned by knowing the antecedent indicators before it occurs and the availability of the appropriate solutions and alternatives to address it, and can eliminate the crisis at any stage of its life cycle.

3. Methodology

3.1 Research society and its sample

The University of Mosul represents the research society. The sample included a number of administrative leaders working in some of the humanities colleges of Mosul University. A total of (60) questionnaire forms were distributed to the members of the research sample at their workplaces in the organization under consideration. Only 44 of them were retrieved.

4. Results and Discussion

The individuals of the research sample can be described in Table (1).

Table (1)
Distribution of individuals in the research sample

Variable	Categories and nomenclatures	Number	Percentage
Kind	Male	33	75%
	Female	11	25%
Total		44	100%
AGE	25-29	-	
	30-39	10	23%
	40-49	20	45%
	50 and more	14	32%
Total		44	100%
Academic achievement	Doctorate	36	82%
	master's degree	8	18%
Total		44	100%
Years of service	1-9	2	4%
	10-19	27	61%
	20- and more	15	35%
Total		44	100%
Years of service in the current position	Less than 5 years	32	73%
	5-9	4	9%
	10- and more	8	18%
Total		44	100%

Source: Prepared by the researcher in light of computer results.

4.1 Field side

Description of the two dimensions of the research and their diagnoses

1. Description and diagnosis of the variables of smart leadership's components.

Table (2) shows the arithmetic means and standard deviations of the smart leadership dimension. Overall, they obtained a mean of 2.57, and a standard deviation of 0.0529. Answers of the research sample towards the dimensions of smart leadership showed that (73%) assured that the sample has aspects that include smart leadership dimensions.

This ratio represents more than half versus (4%) opposing this opinion. (24%) are kind of agreeing with phrases that contain smart leadership, which is considered as a positive indicator reflecting the possession of individuals (of the sample) of the knowledge of smart leadership dimensions and this contributes positively to this variable dimension(x9) represented by leadership is keen to strengthen the head of departments at decisions making during times of crises). The arithmetic mean was (3.41) and the standard deviation was (4.597), followed by the variable (x3) represented by (the vision of leadership is based on the common creative thoughts for the organization under consideration). It was supported by an arithmetic mean of (2.91) and a standard deviation of (0.607), whereas the variable (x13) was represented by (leadership is based on the common interactive language through dialogue that motivates knowledge gain in the organization under consideration) with an arithmetic mean of (2.86) and a standard deviation of (0.390).

The variable (x16) which included the phrase (leadership contributes to strengthen humanitarian relationships among teachers by adapting work teams bases at the organization under consideration) had the lowest arithmetic mean of (2.16) with a standard deviation of (0.7134). The other variables came in-between the above two variables.

Table (2): Description and diagnoses of the dimensions of smart leadership

Variables	3		2		1		Arithmetic mean	Standard deviation
	I agree		I agree to some extent		I do not agree			
	Frequency	%	Frequency	%	Frequency	%		
X1	40	3	4	10	-	-	2.91	0.2908
X2	32	73	9	20	3	7	2.66	0.6078
X3	40	90	4	10	-	-	2.91	0.2908
X4	36	82	8	18	-	-	2.82	0.3901
X5	35	80	9	20	-	-	2.79	0.4080
X6	35	80	8	18	1	2	2.77	0.4756
X7	36	82	5	11	3	7	2.75	0.5756
X8	30	68	14	32	-	-	2.68	0.4712
X9	33	75	8	19	2	6	3.41	4.5968
X10	31	70	13	30	-	-	2.71	0.4615
X11	33	75	10	23	1	2	2.73	0.4994
X12	36	81	8	19	-	-	2.82	0.3902
X13	38	86	6	14	-	-	2.86	0.3471
X14	35	79	8	19	1	2	2.77	0.4756
X15	29	66	14	32	1	2	2.63	0.5322
X16	34	78	9	20	1	2	2.16	0.7134
The average	32	73	10	23	2	4	2.57	0.0529

Depending on computer results using the SPSS system

2. Description of the variables of crisis management and their diagnosis.

The data in table (3) of the arithmetic means and standard deviations for the variables of crisis management in total, have an arithmetic means of (2.54) and a standard deviation of (0.0534). The answers of the research sample towards the variables of the crisis management, show that (86%) confirm that the sample of research have aspects that include variables of the crisis management, it is an average more than the half, verses (0%) opposing that opinion. (14%) of the sample are sort of agreed with phrases of crisis management, and this is considered a positive indicator reflecting that the sample of individuals have knowledge with the variables of crisis management. It also contributes positively to this variable dimension (x22), represented by (the organization under consideration uses Brainstorming to define the suitable strategies to deal with the crisis), where the arithmetic mean was (2.97) and the standard deviation (4.672), having in mind that the agreement on this variable was (39%), sort of agreement was (25%) and non-agreement of (9%). The positive variables were also (x11, x13, x15) represented by (for x11: the organization under consideration respond to the crisis by informing the top administration when it happens inside its divisions and to receive its instructions), (for x13: formation of a crisis management cell for in organization under consideration to take quick and suitable decisions to stop it from worsening), (for x15: the organization under consideration shall, in the crisis circumstances, maintain suitable measures to continue usual activities without any delay), the arithmetic mean for each of them was (2.79), with standard deviations of (0.4080),(0.4080) and (0.5532) respectively. The variable(x7) which includes (the organization under consideration can predict future crisis) has the lowest arithmetic mean of (2.29) with a standard deviation of (0.631), and the variable (x2) which includes (the top administration of the organization gives importance and support for the observation of crisis indicators) with arithmetic mean of (2.36) and a standard deviation (0.6850). The rest of variables were in-between the positive values and the lowest negative values of the previous variables.

Table (3): Description of the variables of crisis management and their diagnosis

Variable s	3		2		1		Arithmeti c mean	Standard deviation
	I agree		I agree to some extent		I do not agree			
	Frequen cy	%	Frequen cy	%	Frequen cy	%		
X1	15	34	21	48	8	18	2.48	0.5901
X2	23	52	19	43	2	4	2.36	0.6850
X3	21	47	18	41	5	11	2.50	0.5906
X4	24	55	18	41	2	4	2.50	0.5906
X5	27	61	13	30	4	10	2.52	0.6643
X6	33	75	11	25	-	-	2.75	0.4380
X7	17	38	23	52	4	10	2.29	0.6317
X8	30	68	14	32	-	-	2.68	0.4711
X9	25	57	19	43	-	-	2.56	0.5010
X10	30	68	12	27	2	4	2.63	0.5742
X11	35	80	9	20	-	-	2.79	0.4080
X12	30	68	14	32	-	-	2.68	0.4711
X13	35	80	9	20	-	-	2.79	0.4080
X14	32	73	12	27	-	-	2.72	0.4505

X15	38	86	3	7	3	7	2.79	0.5532
X16	30	68	14	32	-	-	2.68	0.4711
X17	32	73	12	27	-	-	2.72	0.4505
X18	28	64	15	34	1	2	2.61	0.5376
X19	29	66	13	30	2	4	2.61	0.5793
X20	30	68	14	32	-	-	2.68	0.4711
X21	25	57	17	39	2	4	2.52	0.5901
X22	17	39	23	52	4	9	2.97	4.6729
X23	29	66	14	32	1	2	2.63	0.5322
X24	27	62	15	34	3	4	2.56	0.5865
The average	38	86	6	14	-	-	2.54	0.0534

Depending on computer results using the SPSS system

5. Testing the hypotheses of the research

This section is dedicated to identifying the nature and the strength of the correlations as well as the influence between the two dimensions of the research and as follows:

5.1 Testing the first hypothesis:

This hypothesis tackles the relationship between the two variables of the research, table (4) demonstrates the results of the correlation analysis.

The data in Table (4) indicate that there is a significant positive correlation between smart leadership and crisis management variables. The coefficient of correlation is (0.671). This relationship indicates that the greater the tendency towards the variables of intelligent leadership is, the more it will enhance the management of the crisis and activate it properly, and this indicates paying sufficient attention to benefit from smart leadership by the administrative leaders in their supporting of dimensions of crisis management, hence, the first hypothesis which states: (There is a positive significant correlation between the variables of smart leadership and crises management in the administrative leadership of the organization under consideration) is accepted. The relationship between each dimension of smart leadership variables to the dimensions of crisis management is as follows:

A. The relationship between smart leadership and crisis discovery:

The data in Table (4) indicate that there is a positive correlation between the smart leadership and the stage of discovery of the crisis; the degree of correlation (the total index) is (0.422).

B - The relationship between smart leadership and the stage of preparation for the crisis:

Table (4) shows that there is a positive significant correlation between smart leadership and the stage of preparation for crisis, as the correlation degree (the total index) is (0.584).

C. The relationship between smart leadership and the stage of crisis containment:

A significant positive correlation between smart leadership and the stage of crisis containment is seen in Table (4); the correlation level (total index) is (0.526). According to the results of the analysis there is a positive correlation between each dimension of the smart leadership and the stage of crisis containment.

D. The relationship between smart leadership and the stage of recovery of the activity (balance).

The data in Table (4) indicate that there is a significant positive correlation between smart leadership and the activity recovery stage (balance), as the correlation degree (the total index) is (0.636).

E. The relationship between smart leadership and learning from the crisis.

A significant positive correlation between smart leadership and the stage of learning from the crisis is seen in Table (4). The correlation degree (total index) is (0.499). The results of the analysis indicate that there is a correlation between each variable of smart leadership and learning from the crisis.

Table (4)

The relationship between the variables of smart leadership and crisis management at the overall level of variables

Smart leadership dimensions	Strategic vision	Setting goals	Participation in decision making	Interaction	Work team	Overall index
Crisis Management						
Stage of discovering the crisis	0.124	0.343*	0.377*	0.429*	0.523*	0.422
Stage of preparing for the crisis	-0.005	0.463*	0.407*	0.428*	0.586*	0.584
Stage of containment of the crisis	-0.006	0.217	0.456*	0.305*	0.414*	0.526
Activity recovery stage (Balance)	0.147	0.351*	0.544*	0.443*	0.639*	0.626
Stage of learning from the crisis	0.038	0.474*	0.324*	0.380*	0.516*	0.499
Overall index	0.095	0.504	0.506	0.518	0.683	0.671

*Significant at the level of $P \leq (0.05)$

Source: Prepared by the researcher based on computer results.

Table (5): Results of analysis for smart leadership regression and crisis management

Independent variable	Smart leadership			F	
	BO	B1	R2	Calculated	Tabular
Dependent variable					
Crisis Management	1.544	0.357	0.357	6.115	6.85

At a significance level $P = 0.05$, D.F= (1.42), N=(44), T=(3.534)

Source: Prepared by the researcher based on computer results.

5.2 Testing the second hypothesis

This hypothesis aims to identify the nature of the impact of smart leadership and crisis management.

The results of the analysis of the regression at the overall level of table (5) indicate a significant effect of the indicators of smart leadership in crisis management. The calculated value of (F) is (6.115) and that is more than its tabular value (6.85) at the degree of freedom (1.42) and significance level (0.05). The coefficient of restriction for the general model is (36%) of the variation in crisis management explained by the dimensions of smart leadership of the respondents in the organization under consideration. The remaining variables represent the other influential variables that have not been included in the current research. By following Beta coefficients in the sample, it is clear that the coefficient of crisis management is (0.357), and this indicates that the dimensions of smart leadership have an impact on the elements of crisis management and on their ability to activate the dimensions of smart leadership and their achievement to reach the realization of the management of the crisis, which serves the interest of the organization and the achievement of its objectives.

Table (6): Results of analysis for the dimensions of smart leadership's regression and crisis management

Independent variables	BO	Strategic vision	Goals setting	Participation in decision making	Interaction	Work team	R2	Calculated F
Stage of discovering the crisis	0.128	0.077	0.024	-.074	0.173	0.424	0.313	3.460
Stage of preparing for the crisis	0.013	0.042	0.140	0.142	0.324	0.377	0.484	7.132
Stage of containment of the crisis	1.842	-.033	-.150	0.278	0.089	0.468	0.299	3.240
Stage of activity recovery (balance)	0.253	0.139	0.006	0.225	0.150	0.508	0.437	5.891
Stage of learning from the crisis	-1.026	0.031	0.162	-.030	0.080	0.191	0.117	1.008

Source: By the researcher based on computer results.

P. 0,05

D.F=(5.43)

N=44

A- The impact of the dimensions of smart leadership at the stage of exploring the crisis in the organization under consideration

Table (6) shows the results of the regression analysis indicating the existence of a significant effect on the dimensions of smart leadership at the stage of crisis discovery, confirming the calculated value of F (3.460) which is greater than its tabular value (2.29) at a degree of freedom (5.43) and a level of significance (0.05).

The coefficient of restriction (R2) is (31%), and from checking Beta coefficients, it is found that the highest effect rates in the stage of the crisis discovery is due to the smart leadership of the work team and then the interaction, the coefficient of regression and Beta are (0.424) and (0.173) respectively.

B- The impact of smart leadership at the stage of preparation for the crisis in the organization under consideration.

Table (6) indicates that there is a significant effect of smart leadership on the stage of s preparation for the crisis at the organization under consideration in crisis management. The calculated value of (F) is (7.132) which is greater than its tabular value (2.29) at a degree of freedom of (5.43) and a significance level of (0.05) with restriction coefficient (R2) of (48.4%). Through following coefficients, it is found that the highest rates of effect in the element of the stage of discovery of the crisis are due to the dimensions of smart leadership represented by the work team then the interaction and participation in decision making as the coefficient of regression and of Beta are (0.37) (0.32) (0.14) respectively.

C- The impact of smart leadership at the stage of containment of the crisis.

Table (6) indicates the existence of a significant effect of the smart leadership dimensions in the crisis containment stage at the organization under consideration. The calculated value of F is (3.240) which is greater than its tabular value (2.29) and at a significance level of (0.05) with a coefficient of restriction of (29.9%). Checking Beta coefficients reveals that the highest rates of influence in the stage of crisis containment are due to the two dimensions of smart leadership represented by the work team, and then the participation in decision making, with coefficients of regression and Beta are of (0.468 and 0.278) respectively.

D- The effect of smart leadership at the stage of activity recovery (balance).

Table (6) indicates that there is a significant effect of smart leadership in the management of the crisis by using the recovery stage. The calculated (F) value is (5.891) which is greater than its tabular value (2.29) with a significance level of (0.05) and a restriction coefficient of (43.7%). Checking Beta coefficients reveal that the highest effect in the recovery stage (balance) is due to intelligent leadership dimensions of the work team, then participation in decision making, interaction, and strategic vision. The values of the restriction coefficient and of Beta for them are (0.508, 0.225, 0.150, 0.139) respectively.

E- The effect of smart leadership at the stage of learning of the crisis.

The data in Table (6) indicate that there is a non- significant effect of smart leadership in crisis management represented by the stage of learning from the crisis. The calculated value of (F) is (1.008) which is smaller than the value of the tabular value (2.29) with a significance level of (0.05) and a restriction coefficient (R2) of (11.7%). Checking Beta coefficients reveal that the highest rates of effect in the learning of the crisis stage are due to the smart leadership dimensions of the work team, setting goals and interaction. The regression and Beta coefficients are (0.19),(0.16) and (0.08) respectively. In crisis management, the focus is on the learning of the crisis stage at the organization under consideration.

6. Conclusions

The study has revealed that the indicators of the analysis showed that the administrative leaders at the University of Mosul have knowledge and awareness of the dimensions of smart leadership and above the average level as well. The field of research indicators has shown that the administrative leaders have the ability to interact with crisis management, and are also above the average level. In addition, the data of the field research indicate that there is a significant correlation between smart leadership and crisis management, in which it can be concluded that any attempt by the administrative leaders at the University of Mosul to improve the level of crisis management, depends on the extent of interaction with the dimensions of smart leadership.

Field analysis results also have shown that there is a significant positive correlation between each dimension of the smart leadership and the crisis management in the administrative leadership of the organization under consideration. The indicators of the dimensions of smart leadership significantly affect the management of the crisis at the administrative leaders in the University of Mosul (the overall and the dimensions level) in a way that we may conclude that crisis management at the administrative leaders depends to some extent on what the leadership and administration possess of smart leadership, represented by its dimensions.

It resulted to attempt to benefit from the dimensions of smart leadership in influencing the administrative leadership as it is very vital in activating the crisis management strategies achieved by the smart leadership. It helps the administrative leaders to reach the work team by adopting interaction and empowerment in decision-making, setting objectives and strategic orientations by cooperation and coordination among the senior administration. So, the necessity of strengthening the role of pioneer trends for the strategies of crisis management at the administrative leaderships in the organization under consideration, in a fast-changing and highly competitive business environment based on the dimensions of smart leadership and activating it at the administrative leaderships in the University of Mosul.

To study all the means and tools that support the dimensions of smart leadership considering the significant role this variable has in crises management, the thing the researcher was unable to do, due to the short time span. The interest, activation, and sharing of knowledge at the administrative leaderships under consideration at the University of Mosul considering their importance in achieving competitive advantage through training and participation in scientific and technical courses specialized in top administrative leadership of advanced levels because of their positive influences in the formation of the intellectual and cognitive basis to enhance the capabilities and potentials of the organization under consideration to understand and apply these strategic topics to achieve leadership.

We suggest that the academic and educational organizations working at the University of Mosul in Nineveh Governorate should interact continuously with the organizations investigated in order to achieve the main objectives for which these organizations were established, which is community service, where they can provide consultations and implement training programs in the field of smart leadership and crisis management.

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دور أبعاد القيادة الذكية في إدارة الأزمات- دراسة لآراء عينتا من القادة الإداريين في عدد من كليات الإنسانية في جامعة الموصل

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مستخلص البحث

يهدف هذا البحث إلى الإجابة على العديد من الأسئلة التي تناولتها مشكلة البحث بخصوص وجهة نظر المنظمات الحالية لمفهوم القيادة الذكية وأهم أبعادها ، وكذلك رؤية إدارة الأزمات ومفهومها وأهم الأساليب من خلال أهداف البحث. تحدد وتوضح القيادة الذكية بأبعادها وأساليب إدارة الأزمات. ولغرض الوصول إلى نتائج البحث واختبار الافتراضات حول العلاقة بين القيادة الذكية وأساليب إدارة الأزمات ، اعتمدت الباحثة استباناً مصمماً خصيصاً لتكون معياراً لهذا البحث ، وكأداة رئيسية لجمع البيانات. تم تحليل نتائج عينة البحث التي تكونت من (44) مستجيبة من القيادات الإدارية العاملة في عدد من كليات العلوم الإنسانية بجامعة الموصل ، وتم التوصل إلى نتائج مهمة تتعلق بوجود أساليب إدارة الأزمات لدى القيادات الإدارية. التي تعمل من خلال القيادة الذكية في المنظمة قيد الدراسة. كانت العلاقة بين المتغيرين إيجابية وعلاقة قوية وكان التأثير معنويًا بين هذين المتغيرين. أكدت النتائج فرضية البحث ، وبناء على ذلك تم اقتراح عدد من الاستنتاجات والاقتراحات.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: القيادة الذكية، إدارة الأزمات، الأبعاد