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THE IMPACT OF STRATEGIC LEADERSHIP ON CRISIS MANAGEMENT

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ABSTRACT

The crisis is an unusual and stressful event. It is highlighted by the strategic gap due to the lack of adaptation to the changes that occur in the organization's environment. This study aims to identify the reality of strategic leadership represented by (investing strategic capabilities, defining strategic direction, improving and developing human capital, strengthening organizational culture with ethical practices, implementing balanced regulatory supervision) and crisis management represented by (detection of warning signals, preparedness and prevention, containing and limiting damages, restoration of activity, and learning) at OOREDOO Q.S.C. (Ooredoo), Qatar - Company, in addition to highlighting the role of strategic leadership in Crisis management in the Company. The study found that there is a statistically significant effect of Strategic leadership practices of all dimensions on Crisis management. It recommended that OOREDOO Q.S.C. (Ooredoo), Qatar - Company focus more on studying and analyzing its internal environment to identify the strengths and weaknesses in it and identify possible indicators of the occurrence of the crisis, and thus help it to enhance its strengths and take appropriate solutions to remedy its weaknesses, along with taking the necessary measures to prevent crises from occurring and reducing their impacts and its negative repercussions.

Contribution/ Originality: This study provides a deeper understanding of the role that strategic leadership plays in crisis management.

1. INTRODUCTION

The global work environment has become increasingly complex and unstable as a result of rapid development and continuous change, leaving organizations vulnerable to a wide range of crises (Sawalha, Jraisat, & Al-Qudah, 2013) which imposes on them a variety of difficulties and challenges, which lead to crises that differ in their causes, levels, and severity of impact, and this further poses a risk to the survival and continuity of these organizations (Abu, 2016). This may urge organizations to develop and improve their vision and methods towards crisis management (CM) in line with the requirements and conditions of the new work environment (Khaddam, 2014). Crises have become a fundamental feature of contemporary organizations in the third millennium, and every organization has become unscathed from the impact of crises. Consequently, interest increased in managing crises in order to face them and adapt to sudden and unexpected changes. Efficient and effective leadership can predict and manage crises by detecting early warning signals, and thus preparing, pre-preparing for a confrontation, containing

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and controlling it, and minimizing its negative effects (Irtaimeh, Obaidat, & Khaddam, 2016; Khaddam, 2014). The form of challenges facing individuals and organizations in all sectors is determined by the nature and size of crises, which may lead to more difficulties, changes, and perhaps breakdowns and problems in values, beliefs and property. Therefore, facing crises, understanding them, and awareness of them through strategic business planning is vital, important and key to avoiding more material and moral losses in organizations (Al-Mutairi, 2011).

Dealing with crises depends on the role of strategic leadership (SL) in managing them, starting with trying to predict them through working to contain and reduce their effects, and ending with addressing and benefiting from their results, and taking effective methods in facing them, where some leaders while their dealings with the crisis are subject to random choice and reaction policy, which may lead at a minimum to the impediment of the organization from achieving its goals, or cause material losses that may severely affect the organization's existence and survival (Jad Al-Rab, 2012). CM is a unique administrative process, as it is exposed to a sudden event that often does not have premises, and the crisis needs decisive actions and rapid decisions that are consistent with the seriousness of the evolving situation. Consequently, CM has the lead in leading events, influencing them and directing them according to the requirements of matters (Al-Da'abseh, Aljawarneh, & Shwiyat, 2018). The ingenuity of SL lies in visualizing the possibility of transforming the crisis and the risks it carries into opportunities to unleash the creative capabilities that invest the crisis as an opportunity to reformulate the conditions and find sound solutions. There is no doubt that this positive approach prepares for CM is a vivid and creative interaction with the great challenge it faces to the extent that it can transform the danger into an opportunity that can be invested and transform the frustrations of the ordeal into an environment that stimulates the activities of creative efforts. OOREDOO Q.S.C. (Ooredoo), Qatar - Company is affected, like other local organizations, by the occurrence of crises, conditions and events that affect the global arena in general and the Gulf in particular, and this has imposed on it great pressures in adapting to these conditions and facing these difficult challenges, which necessitates working to develop strategic leaderships that can foresee the future and respond to CM. In this regard, the two researchers see the necessity of identifying the extent of OOREDOO Q.S.C. (Ooredoo), Qatar - Company's readiness to deal with crises, and examining the impact of SL in dealing with such crises and emergency events, and thus the research questions can be crystallized in the following main question:

"Is there an impact of SL on CM at OOREDOO Q.S.C. (Ooredoo), Qatar – Company?"

2. LITERATURE REVIEW

2.1. Strategic Leadership

Leadership is one of the primary functions of organizational management, as strong leadership can help organizations be increasingly competitive, and it also helps reconcile individuals and resources to achieve organizational goals (Pitelis & Wagner, 2019; Samba, Van, & Miller, 2018). Bass and Riggio (2006) sees leaders as an important factor and a powerful source of influence for employees and employees. More recently, there has been a lot of interest in examining the impact of leadership on organizations, given their prominent positions within organizations, where senior leaders are uniquely able to recognize environmental trends and changes to initiate innovative measures to identify hazards and respond to crises and to achieve organizational effectiveness (Hughes, Lee, Tian, Newman, & Legood, 2018). Promoting effective leadership through employment, selection, promotion, training and development policies is likely to bear fruit in the health, welfare, innovation, and effective performance of the organization (Saeed & Abbas, 2016). The lack of good leadership often leads to a poor or lack of motivation among employees to perform their duties in an innovative and effective manner which reduces their ability to cope with crises (Al-Zahrani, 2018). Today's leaders face a very complex dynamic environment, in which change is one of the persistent problems that need to be dealt with effectively, by enhancing the participation of followers to see the leader and be ready to commit to achieving his direction. SL is one of the most leadership styles that have been

considered appropriate for the current dynamic environment in light of enhancing organizational effectiveness (Najm & Al-Nuaimi, 2012).

According to Opoku, Ahmed, and Cruickshank (2015) leadership expresses executive positions in all organizations and is a process that has an impact on others. Sarfraz (2017) indicated that leaders are necessary at all levels of the organization and can appear at different levels within the organization. Leadership can be exercised by any individual at different levels within the organization, regardless of the individual's hierarchy in the organization, and leadership is also said to concern the individual's ability to influence the behavior of others in order to deal with the leader's wishes (Bass & Riggio, 2006). Al-Ta'i and Kubaisi (2016) also describe leaders as those who inspire a shared vision, build consensus, provide direction and promote changes in beliefs and actions needed to achieve the goals of the organization. Leadership is defined as the "process of influence, and this impact can come from both internal and external stakeholders in the organization" and this is one of the most consistent definitions of leadership (Opoku et al., 2015). Leadership is a process that influences direction and organizational vision, which occurs through relationships between leaders and their followers (Taylor, Cocklin, Brown, & Wilson-Evered, 2011). Leaders must define vision, trends, high expectations, and values (Saffar & Obeidat, 2020). However, Al-Alwan, Artimah, and Al-Lawzi (2019) argue that leadership is not just a process; rather, it involves influences, which occur within a group context, and that involve discovering and developing the character as well as participating in achieving the goal. Leadership is defined as the leader's ability to influence, motivate and empower others to contribute to the effectiveness and success of institutions (Lee & Welliver, 2018).

The specific background of senior managers or leaders, demographics and leadership behaviors actually makes a difference in strategy formulation and organizational performance, given that authority may arise from the leadership of a senior manager. It is essential to understand the role that senior leadership behaviors play a role in formulating strategy and strategic alignment (Ireland & Hitt, 2005). SL has been a focus of research in strategic management studies over the past century. It depicted SL as the process of shaping a vision for the future, communicating it to subordinates, motivating their followers, and participating in exchanges that support the strategy with their peers and subordinates (Abashe, 2016; Alalfy & Elfattah, 2014; Malkawi, Baniata, & Obeidat, 2017). SL theory focuses on those strategic leaders are a dominant coalition of the organization and usually includes a senior management team. Strategic management helps clarify what is involved in strategic decisions, and the process of making and making these decisions. With reference to one of its founders, Aslan, Diken, and Sendoğdu (2011) emphasized that strategic leader's deal with strategic decisions of the organization, not operational or daily decisions. Strategic decisions are those that answer questions related to the mission of the organization, the activities in which the organization must participate, and in which locations, and in what time frame, size, and what kind of organizational structure and business model is required and that would assist in the presentation of the strategy (Younis, 2012). Daily operational decisions are delegated to operations managers who must provide what others have decided. Thus, according to the strategy literature, the participation of the SL function means the participation of the process of making and taking strategic decisions. Strategic joint leadership is defined as the leadership of an organization, including the meaningful participation of strategic decisions and the process of making and taking them, between a dominant coalition that is launched and implemented by a central strategic leader or a small group of strategic leaders such as the CEO and Chairman of the Board (Davies & Davies, 2004; Mihavan & Aven, 2017).

SL has been defined as a series of processes that determine the degree to which organizations are effective in establishing fundamentally sound links between individuals, technology, business processes, and job opportunities with the goal of adding economic, social, and intellectual capital to stakeholders, society, and employees (Al-Alwan et al., 2019; Obeidat, 2019). Understanding SL involves shedding light on what effective senior leaders are doing to produce an organization focused on strategy. Prominent strategic leaders are those executives who demonstrate key behaviors that enable an organization to implement its strategy effectively, meaning that they are leaders who focus

on strategy (Bowers, Hall, & Srinivasan, 2017; Carter & Greer, 2013). Hughes et al. (2018) has indicated that, through strategic leadership, the potential of individuals and groups is unleashed across the organization and helps the organization to succeed. SL practices are also important to organizations because they enable organizational leaders to develop an organization's vision, mission, strategies and culture. Additionally, by exercising strategic leadership, leaders can better understand the organization's environment. The leader also influences desired organizational goals by visualizing and influencing organizational culture, allocating resources, directing policy, and building consensus around the future. On the other hand, Al-Masry (2015) asserts that the failure to implement organizational strategies may be a result of the lack of SL practices that result from the leaders' failure to communicate the organizations' vision to their followers, the inability to convince subordinates that they are enthusiastic about the organization and also the failure to make employees loyal to the organization's vision and strategy (Gaitho & Awino, 2018). Many researchers have referred to SL practices, shown in the following Table 1.

Table-1. Strategic leadership practices.

SL practices	Author name (form)
Defining strategic direction, investing strategic capabilities, promoting human capital, enhancing organizational culture with ethical practices Implementing balanced regulatory supervision	Ireland and Hitt (2005)
Taking strategic decisions, futuristic vision, developing competencies and capabilities, developing organizational structures and processes, promoting an effective organizational culture, instilling ethical value systems	Boal and Hooijberg (2001)
Making strategic decisions, selecting key executives, allocating resources, formulating organizational and strategic goals, and providing guidance to the organization	House. and Aditya (1997)
Defining the roles or practices of a strategic leader, such as Innovative, facilitated or easy, supervised, coordinated, produced, oriented	Quinn (1988)
Problem solving, politics, communication, governance and management, change management, culture	Thompson, Peteraf, Gamble, and Strickland (2014)
Developing core capabilities, developing human capital, making effective use of information technology, developing appropriate strategies, developing organizational and cultural structures appropriate to the specificity of each organization	Hagen, Hassan, and Amin (1998)

Source: Prepared by the two researchers based on the Study (Al-Masry, 2015; Kitonga, 2017).

For the purposes of this study, the two researchers have relied on the most important SL practices represented in the Ireland and Hitt (2005) form which is (defining strategic direction, investing strategic capabilities, developing human capital, promoting organizational culture with ethical practices, implementing balanced organizational control) as the most important and relevant in the independent variable and to serve the objectives of the study, the following is an overview of the concept and importance of each of them:

2.1.1. Defining the Strategic Direction

The strategic direction requires clarifying the mission and vision of the organization, setting its strategic goals, and coming up with a strategic plan. Defining a strategic direction involves developing a long-term strategic vision for the organization in the future that provides the incentive for followers to act, and gives leaders the ability to engage in motivating and empowering their followers to create effective organizational designs. They all work together to promote organizational growth (Kitonga, 2017). There are several elements that clarify the concept of defining a strategic direction, namely: strategic intention or intent, which is defined as a long-term direction. The intention is a description of long-term goals and objectives instead of separate plans. Hamel and Prahalad (1994) sees it as a dream, passion, goal, mission, and is a common concern for success, or the statement of goals set by senior management. Shao (2019) has indicated that strategic intent positively and significantly affects the performance of organizations and is present in mission, vision and goals. Moreover, it provides guidance and

discovery to the organization and conveys future opportunities for the organization, in addition to a statement or clarity of vision as the vision clarification defines what the organization wants to accomplish, and inspires all employees at all levels alike. The vision clarification describes what the Company wants to be in the future and the level it wants to achieve in the future (Ozdem, 2011). Mission clarification usually reflects the values and priorities of strategic decisions and defines the vision and direction for the future organization. The strategic objective is the organization's performance objectives that are measurable. It must be achieved in the way of achieving the goal of the organization. The organizational goal is a statement that describes what the organization hopes to achieve (Narayanan & Zane, 2009). There are several benefits to organizational goals such as providing a guide to work, providing a framework for decision-making, coordinating activities, setting priorities and managing conflict, controlling performance, focusing on long-term success factors, motivating employees (Al-Ta'i & Kubaisi, 2016).

2.1.2. Investing Strategic Capabilities

Strategic leaders exploit and maintain core competencies. The core competencies are the resources and capabilities that give companies a distinction over their competitors. Strategic leaders need to understand which sets of resources and capabilities are valuable, rare, costly to imitate and difficult to replace, because this will allow the organization to gain a competitive advantage. In addition, each organization has intellectual capital (human, structural, and relational (customer) that together create core competencies. When these competencies are valuable, rare and difficult to imitate, they create a competitive advantage. But as the external environment changed, it became necessary for the organization's core competencies to diversify. Therefore, the leader's job is to identify the core competencies necessary to achieve the purpose of the organization, and to develop, maintain and exploit those core competencies (Kitonga, 2017; Mutia, K'Aol, & Katuse, 2016).

2.1.3. Improvement and Development of Human Capital

Human capital is one of the most important resources on which organizations depend, as it helps organizations respond to environmental changes in an innovative way. In addition, the importance of human capital lies in its ability to improve the effectiveness and efficiency of organizations and thus obtain a competitive advantage (Najm & Al-Nuaimi, 2012; Obeidat., Abualoush, Irtaimeh, Khaddam, & Bataineh, 2018). Therefore, human capital is considered the most important component of intellectual capital because the existence of the Company depends on it. Human capital refers to the total staff competencies, knowledge, skills, creativity, attitude, commitment, wisdom and experience, and it consists of the values, attitudes and habits of employees in the organization (Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018). The role of leadership in motivating these employees to show their potential in the organization. It is noted that the importance of human capital in all sectors of organizations, it also points to a set of skills, knowledge, competencies and personal traits that create value in the workforce (Obeidat.., Tarhini, Masa'deh, & Aqqad, 2017). Leaders should think about the future from the perspective of the skills, knowledge and competencies inherent in human capital to achieve success in a highly competitive complex environment (Saeed & Abbas, 2016).

2.1.4. Promoting Organizational Culture with Ethical Practices

It is noteworthy that ethical practices relate to the ability of strategic leaders to be modest, to care for the public interest away from the private interest, to seek justice, to take responsibility and to show respect for everyone. Ethical practices play an important role in mediating organizational culture and employee performance. Organizational success depends on sound ethical practices that contribute significantly to organizational performance (Pitelis & Wagner, 2019).

2.1.5. Implement Balanced Regulatory Supervision

Strategic supervision is a critical component of the strategic management process, especially the implementation process, as it involves tracking, monitoring and evaluating the effectiveness of strategy implementation, as well as making any necessary adjustments and improvements when necessary. Strategic control systems are usually seen as tools to implement the strategy necessary to guide the organization through changes that occur, and in response to the external and internal situations of the organization while providing feedback in the strategy management process. They are defined as formal systems for goal setting, measurement and feedback that managers use to assess whether an organization is achieving desired behavior and are successfully implementing its strategy (Norzailan, Yusof, & Othman, 2016).

2.2. Crisis Management

Crisis is defined as an abnormal situation that presents significant risks to business and that could turn into a disaster if it is neglected or mismanaged (Abdul Samee & Tayyibah, 2010). Therefore, if the crisis escalates, it may end in disaster (Tarawneh, 2011). It is defined as events that overwhelm the power of societies, companies, and systems and require massive efforts to recover and restore in order to return to normal (Al-Khashali & Al-Qutb, 2007). Crisis is naturally an unprecedented event that does not give much time to prepare. Crisis, by definition, is "an event, or a set of circumstances that threatens the safety, reputation, or survival of an individual or organization (Junhong & Vanhala, 2010). Crisis as an event includes surprise, threat, and short response time (Tarawneh, 2011).

CM includes activities that need to be done in terms of: sensing and assessing potential signs of a crisis, establishing judgments and taking actions, in order to make the organization get rid of the crisis with less damage. Effective CM requires preparedness for the crisis and drawing up plans in advance. CM activities represent studies of pre-positioning potential crisis situations and defining how to deal with them (Al-Harthi, 2012). Organizations must allocate the resources needed to cope with potential crisis situations, and establish and equip infrastructure systems. One of the most important factors in dealing with a crisis is that the management of organizations is knowledgeable and has skills on issues of preparedness and management in times of crisis. In other words, CM is a management model that has been improved to get rid of unusual situations that suddenly appear and disrupt routine work and increase risks, stress and conflict, thus making the decision-making process difficult (Al-Shibli, 2018; Obeidat & Otibi, 2015).

CM has been defined as a set of procedures applied in dealing with, containing and resolving emergency situations in a coordinated and planned step (Junhong & Vanhala, 2010). These are measures that the organization has taken to protect it in the event of unforeseen events or situations that may threaten its success or continued operation (Elliott, Harris, & Baron, 2005) and it is the management of business during the crisis period (House, Javidan, & Dorfman, 2001). CM can be considered as a four-stage process of reduction, preparedness, response and recovery, which is an important part of contemporary strategic management. Therefore, CM is an essential part of ensuring the future stability and safety of the organization. Companies must continuously update their CM policies to ensure they are responsive to the dynamic and changing environment of the organization. Pearson and Mitroff (1993) divided the stages of CM into five stages and what needs to be done by the organization in a specific stage of the crisis, and the main tasks to be appropriate for each stage. This provides the organization with the knowledge it needs to successfully accomplish this task. These stages are:

The first stage: The discovery of warning signals as they indicate the stage before the start of the crisis, and is the organization's ability to respond to warning signals that can cause the crisis. These include taking preventive measures that would prevent the occurrence of the crisis, or at least mitigate its severity and its effects if they occurred despite the efforts of the organization to prevent its occurrence, and discovering early warnings of a crisis means discovering the crisis before its occurrence, thus ensuring preparedness for it Ahmed (2010).

The second stage: The preparedness and prevention, which is the organization's ability to prepare to face a crisis, or to have adequate methods to prevent or respond to a crisis. Scenarios are developed to anticipate or potential crisis, based on early warning signals. The goal is to try to minimize its effects and damages, while continuing to make the necessary efforts to prevent it Al-Harthi (2012).

The third stage: It works on containing the crisis (containing the damage), which is the peak stage of the crisis. At this stage, the plans established to confront the crisis are implemented through the use of the organization's resources to reduce the crisis, while using possible means to mitigate its damages, which resulted from the occurrence of the crisis (Al-Mutairi, 2011).

The fourth stage: It has to do with the restoration of activity, which is the stage in which adequate measures are taken to re-adapt to the damages that resulted from the crisis that occurred, in all respects within the organization, whether organizational, psychological, behavioral or even financial. That is, it is an attempt to recover the value of tangible and intangible resources in an organization that has lost part of its value. This is done through the implementation of pre-prepared training programs that have been tested to ensure their ability to achieve the desired role (Zuulf, 2014) in addition to the existence of a communication system within the organization that helps decision-makers obtain the necessary information in a timely manner, and thus the organization's ability to recover its activity and carry out its work As usual before the crisis (Al-Khashali & Al-Qutb, 2007).

Finally, the fifth stage: It has to do with learning, which is the stage of learning the moral lessons, and benefiting from the experience of dealing with the previous crisis to form experiences capable of avoiding crises, preventing their recurrence, and knowing the points of weaknesses, improving and avoiding them through the development and improvement process (Bundy, Pfarrer, Short, & Coombs, 2017).

2.3. Strategic Leadership and Crisis Management

SL plays an important role for the organization in environmental uncertainty because it is assumed that the organizations that survive are those that adapt to organizational changes (Hitt & Ireland, 2002). For this reason, strategic leaders must bring high performance and innovation to their organizations (Abashe, 2016). The leader makes decisions in an uncertain environment, especially as globalization increases as these uncertainties become more intense, and global competition makes SL an important issue in local and global cultures. SL has unique personality traits, skills, and management styles that apply to it in the context of the organizations it leads (Al-Khatib, 2015; Aljawarneh & Al-Omari, 2018; Saeed & Abbas, 2016). Strategic leaders define key strategic and key organizational change moments, and create appropriate strategies along with translating these strategies into actions from an operational point of view towards the desired change. This matter is important for any organization that is obligated to achieve the desired goals in so far as the interests of the main stakeholders are taken (Bass., 1996). This requires SL with a future vision capable of predicting events in a manner that guarantees their ability to grow, accomplish its tasks and achieve its goals, in an environment where competition has reached its climax and has become more complex (Abu, 2016). Given that the impact of crises on organizations and individuals is stronger than ever, it is imperative that organizations leaders understand this. They must have specific skills, which will enable them to prepare, manage and find a solution to potential crises that may threaten the existence of their organizations (Al-Omari, Alomari, & Aljawarneh, 2020). Consequently, CM is one of the functions and tasks of the strategic leader, as well as one of his main duties, and that facing the crisis represents an applied example in the dynamics of the leader and the organization to confront the changes (Saadoun, 2009). To face the crisis, the leader must exercise his basic tasks of planning, controlling, granting authority, delegating decisions, and field presence, setting up control and supervision systems that are supposed to be ready in advance and come into effect effectively and efficiently, in order to conduct their business or to provide the basic information to the leader and feedback during the times of crises, and their importance in assisting the leader in directing and distributing jobs and tasks,

depending on the leader's ability to be creative and provide initiatives which affects employees and workers in self-control, and commitment to implement decisions, duties and directives (Abu, 2016; Saadoun, 2009; Tawfiq, 2009).

Lee and Welliver (2018) have indicated that leaders and managers play a crucial role during a crisis, as the strategic leader must be on the fore, show confidence, steadfastness, and take full responsibility for the crisis. Leaders must also have full control over employees, and know what is happening around them, as any small neglected problem in the initial stage may be a major concern at a later time. He must deal with problems step by step, and the strategic leader should not ignore even minor issues or problems, and he should take the lead in solving those problems. Accumulation of problems, if left unattended, may lead to a major crisis later (Fener & Cevik, 2015). In the detection stage of warning signals, the leader must be on alert, able to feel the early effects of the crisis and warn staff about the negative consequences of it, and take preventive measures to avoid any emergency. The leader must also be able to predict the crisis and do his best to prevent it from occurring, by encouraging effective communication in the organization, and opening the way for staff to discuss issues among themselves and find the best possible alternative to overcome the crisis (Garcia, 2006).

The strategic leader must have the ability to motivate, persuade employees not to panic at a time of crisis, and encourage them to face critical times with courage and determination and drive them to work as a team (Harwati, 2013). SL must provide a sense of direction to employees, and identify processes and systems of importance that You must continue to work for the smooth operation of the organization while trying to improve and develop alternative plans with correct and accurate information. It is important in the leader during crises, not to let negativity crawl into the organization, motivate staff to believe in their capabilities in the organization, and take firm action against those who spread rumors and try to distort the image of the organization (Harwati, 2013) in addition to not avoiding stakeholders and external parties because this would make matters worse, developing strong partnerships with external parties and asking for help. The leader is a strong pillar of his team members. Leaders must also strive to get out of stressful times as soon as possible, learn to take risks, and clarify the roles and responsibilities of individuals during this time. Once the organization emerges from the crisis, it is the duty of the strategic leader with the vision to communicate the lessons learned so that employees do not make the same mistakes again (Jabbar & Hussein, 2017).

3. RESEARCH METHODOLOGY

3.1. Hypotheses Development and Research Model

Various studies have indicated a positive relationship between SL and CM as a study (Deac, 2012; Ghazi, 2017) and accordingly, it is assumed that effective and efficient SL that works heavily in CM, a study has highlighted (Fener & Cevik, 2015) pointed to the role of SL in preventing and facing crises, especially in light of the technological and informational developments in the era and the effects that may occur at any time.

In order to test the relationship between SL and CM, the following hypotheses were developed.

H0: There is a positive effect of SL practices (investing strategic capabilities, defining strategic direction, developing and developing human capital, promoting organizational culture with ethical practices, implementing balanced organizational supervision) in CM.

H01: There is a positive effect of Defining the strategic direction in CM.

H02: There is a positive effect of investing strategic capabilities in CM.

H03: There is a positive effect of the improvement and development of human capital in CM.

H04: There is a positive effect of promote organizational culture with ethical practices in CM.

H05: There is a positive effect of implementing balanced organizational supervision in CM.

Strategic leadership

Defining the strategic direction
Investing strategic capabilities
improvement and development of human capital
Promote organizational culture with ethical practices
Implementing balanced organizational supervision

Crisis Management

Figure-1. Research model.

Source: Ireland and Hitt (2005).

3.2. Study Population and Sample

The two researchers used the questionnaire as a main tool to collect data from the study sample in order to test the hypotheses. The study population was represented by all the managers of the upper and middle departments of OOREDOO Q.S.C. (Ooredoo), Qatar - Company, who numbered 92, as they represent the decision-makers in the company. The study relied on the comprehensive survey method in selecting the study sample through distributing the questionnaire to all the particulars of the study population electronically, so that the study sample equals the study population, i.e. (92) managers who belong to the upper and middle departments in OOREDOO Q.S.C. (Ooredoo), Qatar - Company. The analysis unit consisted of the managers of the upper and middle departments of OOREDOO Q.S.C. (Ooredoo), Qatar - Company, who fall within the following job titles: General Manager, Department Director, and Head of Division, as they reached (92) managers. The two researchers distributed (92) questionnaires to the members of the study sample, and all questionnaires were retrieved, of which (6) questionnaires were not subject to analysis, so that the number of questionnaires retrieved and subject to statistical analysis is (86) questionnaires, which is (93.5%) of the total distributed questionnaires. It is a statistically acceptable percentage. The following table shows a summary of the distributed questionnaires.

It was found that the vast majority of workers in OOREDOO Q.S.C. (Ooredoo), Qatar - Company are from the category (male), where their percentage reached (60.5%) of the study sample, while the category of (female) accounted for (39.5%) of the study sample. This may be due to men's upper hand over women in the labor market, and thus reaching administrative positions faster. The age group (from 40 - less than 50) has formed the largest percentage of the study sample, which amounted to (53.5%), and this corresponds to that access to administrative positions requires sufficient time periods. It is noted that the bachelor's degree category constituted the largest percentage of the study sample, which amounted to (81.4%). This indicates the Company's orientation towards employing holders of a first university degree (Bachelor's) to work for it. This also indicates that the Company's senior and middle management enjoy professional competence and scientific knowledge, and that they possess a reasonable level of knowledge and qualification. As for the members of the sample from the work experience category (from 10 - less than 15 years). they constitute the largest percentage of the study sample, as their percentage is (45.3%) of the study sample. This corresponds to the age-related results, as it indicates that the company's senior and middle management possess the highest level of professional qualification and have sufficient experience that qualifies them to perform the tasks assigned to them. As for the career level, the category

(department head) formed the largest percentage of the study sample, which amounted to (59.3%). This corresponds to the administrative hierarchy in modern organizations, as the number increases as we go to the base of the pyramid.

Table-2. Distribution of the sample's according to demographic variables>

Variable	Category	Repetition	Percentage
Gender	Male	52	60.5%
	female	34	39.5%
	Total	86	100%
Age	Less than 30	4	4.7%
	From 30 - less than 40	23	26.7%
	From 40 - less than 50	46	53.5%
	50 and over	13	15.1%
	Total	86	1005
Qualification	Intermediate diploma or less	0	0.0
	BA	70	81.4%
	M.A.	13	15.1%
	PhD	3	3.5%
	Total	86	100%
Practical experience	Less than 5 years	9	10.5%
	From 5 - less than 10 years	16	18.6%
	From 10 - less than 15 years old	39	45.3%
	15 years and over	22	25.6%
	Total	86	100%
Career Level	General Manager	1	1.2%
	Director of the Department	34	39.5%
	Head of the Department	51	59.3%
	Total	86	100%

Source: Al-Omari et al. (2020).

4. RESEARCH METHOD

The two researchers designed a questionnaire consisting of the following parts. With regard to the first part, this part contains the demographic variables of the respondents, namely: gender, age, educational qualification, work experience, and career level. With regard to the second part, this part targets the variables and dimensions of the main study, which was divided into two axes:

The first axis: The independent variable represented by SL practices, and it includes the following dimensions: investing strategic capabilities, determining strategic direction, improving and developing human capital, promoting organizational culture with ethical practices, implementing balanced organizational supervision;

The second axis: the dependent variable represented by CM, and includes the following dimensions: detection of warning signs, preparedness and prevention, containment of damages, restoration of activity, and learning;

Each variable was measured using a Likert quintet scale which consists of (1-5) degrees where (5) means strongly agree, (4) means agree, (3) means neutral, (2) means disagree, and (1) means strongly disagree.

4.1. Validity and Reliability

The apparent integrity of the questionnaire was tested by presenting it in the panel of experienced and specialized arbitrators of academic professors in order to express an opinion regarding it in terms of its suitability to collect data related to the study, and its clarity, coherence and cohesion, or any other notes that they deem appropriate in relation to correction, deletion and according to what the arbitrator sees fitter. The comments of the arbitrators and their suggestions have been taken into consideration. The questionnaire review and auditing process has been considered by the arbitrators, and their observations and suggestions have been taken into account, in addition to making the amendments referred to by them as a test of the apparent validity of the tool. Thus, the study tool is valid for measuring what you are designed for. Then, the stability of the tool used to

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measure the variables included in it was tested using the Cronbach Alpha Coefficient test), where the result of the scale is statistically acceptable if the value of the Cronbach alpha is greater than (0.60) (Sekaran, 2013). The closer the value is to (100%), this indicates higher stability levels for the study tool. Given the data in the following table, the internal consistency coefficient of Cronbach alpha was measured for the study variables, their dimensions, and for the study tool as a whole. It has been shown that the values of the internal consistency coefficient of Cronbach for the study tool paragraphs ranged (0.739 - 0.955), in addition to the fact that the value of alpha for all of the paragraphs was (0.976). Thus all values are greater than (0.60). This is an indication of the consistency between the paragraphs of the study tool, the credibility and reliability of the study tool for conducting statistical analysis, according to Table 3.

Table-3. The constructs 'measure, mean, standard deviation, level and Cronbach Alpha.

Q	Measurement	Mean	S D	Level	Cronbach Alpha
	Investing strategic capabilities	3.965	0.751	0.751	0.875
1	The Senior Management of our Company attaches great importance to the innovative work of employees	4.058	0.886	High	
2	Our Company pays attention to highly experienced staff	3.826	1.020		
3	We take advantage of the accumulated knowledge in the implementation of the Company's business	3.837	0.866	High	
4	Our Company has distinct success factors (information systems, human resources)	4.140	0.722	High	
	Defining the strategic direction	4.067	0.656	0.656	0.835
5	Our Company develops a strategic vision that embodies our future and its direction	4.256	0.689	High	
6	Our Company is constantly analyzing the external environment to identify the various variables that affect its work in the future	4.081	0.843	High	
7	Our Company constantly analyzes the internal environment to identify its strengths and weaknesses	3.814	0.888	High	
8	Our Company has the ability and the will to initiate and take decisions in light of the new changes	4.116	0.773	High	
	The improvement and development of human capital	3.683	0.966	0.966	0.880
9	The leaders of our Company stimulate human capital through inspiration	3.651	1.244	Med	
10	Our Company is keen on organizing various training courses	3.779	1.022	High	
11	Our Company is concerned with empowering human capital by giving it the necessary powers and authorities to complete their business	3.547	1.165	Med	
12	Our Company is trying to create future leaders	3.756	1.062	High	
	Promoting organizational culture with ethical practices	3.875	0.622	0.622	0.739
13	Our Company seeks to spread values and beliefs that are consistent with the strategy followed	3.884	0.758	High	
14	Ethical standards are emphasized during the work	4.267	0.602	High	
15	Our Company rewards those who adhere to ethical behavior	3.140	1.065	Med	
16	The Head is the role model for the employees through his ethical practice	4.209	0.828	High	
	Implement balanced regulatory supervision	3.962	0.696	0.696	0.856
17	Verify that actual performance is in line with strategic objectives	3.756	0.894	High	
18	There is a supervisory system for performance verification accompanying the financial regulatory system	4.186	0.805	High	
19	A balance is made between attention to supervision and the independence necessary to perform the work	3.907	0.903	High	
20	The Head exercises results-based leadership rather than control-based	4.000	0.719	High	
	Discover alarm signals	3.936	0.669	0.669	0.754
21	The indicators of previous crises are used to monitor indicators of possible crises	3.930	0.892	High	

22	Staff experiences help discover indicators of potential crises	3.977	0.811	High	
23	The internal work environment is regularly scanned to identify crisis indicators	3.767	0.966	High	
24	The external work environment is surveyed regularly to identify signs of crisis	4.070	0.851	High	
Preparedness and prevention		3.610	0.835	0.835	0.848
25	The Company's management shall form a team of people with experience to manage the crisis when it occurs	4.058	0.817	High	
26	The Company's management is working on preparing pre-solutions (scenarios) to face the expected crisis	3.616	0.996	Med	
27	The Company's management provides adequate training programs for employees to deal with the crisis	3.279	1.214	Med	
28	The Company's management provides all data and information related to the crisis to those concerned parties	3.488	0.967	Med	
Containment of damages		3.788	**0.750**	0.750	0.847
29	The Company's management determines specific and clear duties for each employee when the crisis occurs	3.547	1.070	Med	
30	The Company's management pays its departments to support each other administratively when the crisis occurs	3.942	0.845	High	
31	The Company's management provides the requirements needed to deal with the crisis	3.919	0.857	High	
32	The Company has a strategic reserve of other materials and supplies to contain the crisis	3.744	0.829	High	
Restoration of activity		3.922	**0.801**	0.801	0.939
33	The Company's management is flexible enough to help it conduct normal business during and after the crisis	3.802	High	High	
34	The experience and knowledge the Company possesses help to overcome the crisis	4.012	High	High	
35	The Company's management allocates the necessary requirements to resume the activity during and after the crisis	4.000	High	High	
36	The Company's management determines the most important actions required to resume the activity	3.872	High	High	
Learning		4.023	**0.765**	0.765	0.934
37	Crisis information and handling methods are documented and preserved in ways that allow them to be recovered when needed	3.930	High	High	
38	The Company's management adopts preventive measures to prevent the occurrence or recurrence of the crisis	4.105	High	High	
39	The Company's management generalizes the lessons learned from the crisis after its completion	3.977	High	High	
40	The Company's management is working on analyzing the results and the measures taken in dealing with crises after its completion	4.081	High	High	

4.2. Descriptive Statistics

In order to study the effect of SL on CM, descriptive analysis was used to describe respondents' viewpoints on questionnaires related to independent and dependent variables. According to the Likert quintet scale for the alternatives of the answer to each paragraph, through the relative importance, and was determined according to the following mathematical formula, the upper limit of the alternative - the minimum of the alternative / the number of levels (5-1 / 3 = 1.33) where the level is considered low if the arithmetic average of 1.00 - to less than 2.33. The alternative is moderate if the mean is from 2.33 - to less than 3.66. The alternative is considered high if the mean is from 3.66 - up to 5.00 as we see from Table 3 that the general average of SL practices in terms of relative importance is high, as the general mean reached (3.910) and with a standard deviation of (0.662). It came after (determining the strategic direction) in the first rank with an arithmetic mean of (4.067) and with a standard deviation (0.656) and with a high relative importance, while it came after (the improvement and development of human capital) in the last rank with an arithmetic mean of (3,683) and a standard deviation (0.966) of high relative

importance. We also note from the previous table that the general average of CM dimensions in terms of relative importance is high, as the general mean reached (4.023) and with a standard deviation of (0.660). It came after (learning) in the first rank with an arithmetic mean of (4.023) and with a standard deviation (0.765) with a high relative importance, while it came after (preparedness and prevention) in the last rank with an arithmetic mean of (3,610) and a standard deviation of (0.835) with medium relative importance.

4.3. Hypotheses Testing Results

The main objective of this study is to identify the impact of SL in CM at OOREDOO Q.S.C. (Ooredoo), Qatar - Company. To test the study hypotheses, multiple regression analysis was used to test the study hypotheses where the significance level (α level) was chosen to be 0.05, and the probability value (p value) obtained from the statistic hypothesis test is the decision rule to reject the nihilistic hypothesis (Creswell, 2009). If the value p is less than or equal to the level α-, the nihilistic hypothesis will be rejected and the alternative hypothesis will be accepted. However, if the value of p is greater than the level of α, the nihilistic hypothesis cannot be rejected and the alternative hypothesis will not be supported.

The results of the hypothesis test to measure the impact of SL practices in CM are shown in Table 4:

Table-4. *Results of testing the impact of (SL practices) on CM.

Dependent variable	Model Summery		ANOVA			Coefficients				
	R	R²	F Calculated	Df	Sig F*	Description	B	Standard error	T Calculated	Sig t*
CM	0.920	0.847	88.638	5	0.000	Investing strategic capabilities	0.049	0.058	0.843	0.402
						Determining the strategic direction	0.189	0.067	2.833	0.006
						The development of human capital	0.279	0.047	5.937	0.000
						Promoting organizational culture with ethical practices	0.007	0.074	0.091	0.928
						Implement balanced regulatory supervision	0.310	0.054	5.754	0.000

Note: * The effect is statistically significant at (α≤0.05).

The results of Table 4 indicate that the correlation coefficient (R = 0.920) indicates the relationship between the independent variables and the dependent variable, and the effect of the independent variables (SL practices) on the dependent variable (CM) is a statistically significant effect, where the calculated value F (88.638), with a significance level (Sig = 0.000) which is less than 0.05, where it appeared that the value of the determination coefficient (R2 = 0.847) indicates that (84.7%) of the variance in (CM) can be explained by the variance in (SL Practices) population.

As for the table of processes, it has been shown that the value of B at (Investing strategic capabilities) dimension has reached (0.049) and that the value of t has (0.843), and at a level of significance (Sig = 0.402), which indicates that the effect of this dimension is not significant. As for the value of B at the (Determining strategic direction) dimension, it reached (0.189) and the value of t at it is (2.833), with a significance level (Sig = 0.006), which indicates that the effect of this dimension is significant. The value of B at the dimension of ((the improvement

and development of human capital) was (0.279), and the value of his t is (5.937), with a significance level (Sig = 0.000), which indicates that the effect of this dimension is significant. The value of B at (dimension of organizational culture with ethical practices) was (0.007) and the value of t was (0.091), with a level of significance (Sig = 0.928), which indicates that the effect of this dimension was insignificant. The value of B at a dimension (implementing balanced regulatory supervision) was (0.310) and the value of t at it is (5.754), with a significance level (Sig = 0.000), which indicates that the effect of this dimension is significant.

5. CONCLUSION AND DISCUSSIONS

This study aimed to know the impact of SL practices in CM, as this study was applied to OOREDOO Q.S.C. (Ooredoo), Qatar - Company. The two researchers have found, through testing the study hypotheses, that there is a statistically significant effect of SL practices with their dimensions combined in CM in OOREDOO Q.S.C. (Ooredoo), Qatar - Company. The two researchers believe that the reason for this effect may be due to CM is one of the functions and tasks of the strategic leader, and one of his main duties, due to what they possess of the skills, capabilities and potentials that qualify them to control events and changes and prevent their occurrence through the strategic vision and their skills. This is emphasized by Hitt and Ireland (2002) in that SL understands environmental disturbance and ambiguity and makes sense to it, and provides a vision and a road map that allows the organization to develop and innovate. Shao (2019) pointed out the need for organizations to adopt a leadership style that is able to help organizations to successfully navigate, continue and hold in the dynamic and uncertain environment you are competing in today. This result was consistent with the result of a study of Baghdadi (2014) which concluded that leadership is necessary in organizations that seek stability, continuity and growth, and that the complexity and frequency of crises impose the need to always search for the best methods and the latest methods that provide a degree of preparedness and protection for organizations in face of Crises or get them out with minimal losses. This result also coincided with the result of the study (Al-Zahrani, 2018) which concluded that there is a positive and statistically significant relationship between the SL in all its dimensions on organizational learning capabilities at Umm Al-Qura University, as well as the results of the study of Wang and Lu (2010) which concluded that the job recycling and steering system helped organizations examine their ability to circulate critical knowledge, and thus develop effective methods to transfer them to where needed during the crisis. In general, Bhaduri (2019) indicated that during the detection phase of signs, there must be traits for the leader with a sense of crisis, and they are important leadership competencies. In the prevention stage, organizational agility and creativity are critical leadership competencies. During the containment stage, effective decision making and communication are the main leadership competencies. In the activity stage, the leader needs to enhance organizational flexibility and work with integrity. In the learning stage, the leader's ability to learn is crucial to organizational success in a crisis and when studying the impact of each dimension individually. The two researchers did not find an investment in strategic capabilities in Ooredoo to have an impact in CM despite investing strategic capabilities playing a very important role during the crisis, as SL is an important axis in the strategic understanding of the total environmental variables, through which the strategic leader is able to develop multiple scenarios to reach prevention that prevent the occurrence of the crisis. The study also found traces of defining the strategic direction in CM. This result was consistent with the results of the study of Al-Mutairi (2011) which found a high impact of the use of strategic planning methods on CM. The two researchers believe that the reason for this effect is due to the determination of the strategic direction that is based on studying the future and forecasting its conditions and variables along with clarity of vision, mission and strategic goals that will all make future events known scenarios that are trained to treat and prevent their effects. The improvement and development of human capital also has an impact on CM. This is logical, as the development of human capital from the viewpoint of the researchers would work to activate the spirit of initiative and creativity they have and make them active partners in the work. The promotion of organizational culture with ethical practices has not had an impact in CM, although it reflects a

positive atmosphere in the work environment based on common rules and values of good customs and beliefs among working individuals. This helps workers to integrate toward their job duties in the event of crisis and stability. The test of the last sub-hypothesis came to the effect of implementing a balanced organizational supervision in CM, which contributes to correct deviations and assessing the current situation in a way that ensures the achievement of quality in the future work, reducing waste of energies and capabilities and ensuring that they are optimally invested in CM.

On the other hand, the results of the analysis of the study tool showed that the relative importance of SL practices in OOREDOO Q.S.C. (Ooredoo), Qatar - Company has increased, reaching the arithmetic mean of (3.910). The dimension of (determining strategic direction) bagged the first rank, while the dimension (the improvement and development of human capital) came last, with a high relative importance for all dimensions. This indicates the Company's interest in adopting SL practices that allow its leadership to develop the Company's vision, mission, strategies and culture, and enables them to better understand the Company's work environment, in addition to helping them direct their policies and build consensus on the future. The findings of the analysis of the study tool also showed an increase in the relative importance of CM in OOREDOO Q.S.C. (Ooredoo), Qatar - Company, where arithmetic mean was (3,856). The dimension of (Learning) bagged the first rank with high relative importance, while (Preparation and Prevention) ranked last with medium importance. This indicates the interest of the Company's management in possessing all the elements that qualify it to confront the crises surrounding it efficiently and effectively, achieving flexibility in responding to it and adapting to it, and working to control its effects and negative repercussions and controlling it, which would positively reflect on its survival and ensuring its continuity.

6. IMPLICATIONS

The findings of this study have important implications, whether at the level of theoretical or applied effects. The study form was developed based on previous studies and published works related to the topic with the aim of studying the relationship between strategic management and CM. After reviewing the relevant literature review, it can be noted that there were no similar studies conducted in the State of Qatar, especially in the Qatari banking sector. Consequently, in addition to the contribution of this study to a set of theoretical contributions, it is expected that the results of this study are important for management in terms of encouraging and focusing on adopting a SL style that will improve and develop strategies for managing and facing crises.

SL is one of the most effective leadership styles. This study proposed a different research model from previous studies to link SL with its various dimensions with CM. The present study investigates the significant and important impacts of SL on CM, as the exercise of SL may provide organizations not only with a favorable climate for employee motivation, but also an effective way to confront and manage crises.

Several studies have indicated the importance of leadership styles in organizational performance or effectiveness, their impact on organizational behavior, or their role in motivating employees towards creativity and innovation. Most of these studies were directed to studying transformational leadership, dealing leadership, or servant leadership. Despite the importance of the roles of these patterns, the organizations environment in the third millennium is characterized by the increasing changes of technology, customer needs and global economic integration, which led to the organizations facing many difficulties and challenges, and to the need for organizations to adopt a leadership style that is able to help organizations move, continue and successfully stabilize in a dynamic and uncertain environment in which you compete today. This study came to confirm the importance of SL with a future vision for organizations. This pattern of leadership has important implications for management scientists and practitioners, as SL plays an important role in shaping strategy to support business operations and strategies. Effective implementation of the strategy requires specific knowledge, skills and leadership styles for key decision-makers and thus dealing with crises with high efficiency and effectiveness.

The findings of this study also showed that SL practices can have a major role in CM in OOREDOO Q.S.C. (Ooredoo), Qatar - Company. For this reason, the management of OOREDOO Q.S.C. (Ooredoo), Qatar - Company should increase its level of interest in highly experienced human cadres, by adopting appropriate procedures to preserve them in order to benefit from their knowledge and skills at work. Greater attention should also be paid to studying and analyzing its internal environment in order to identify its strengths and weaknesses and to identify potential indicators of the occurrence of the crisis, and thus help it to enhance its strengths and take appropriate solutions to remedy its weaknesses, and take the necessary measures to prevent crises from occurring and reduce their impacts and negative repercussions. The Company's management must also provide all the preparations and methods and prepare preparatory plans to protect it from crises through training on how to deal with crises, the formation of CM teams, the provision of effective information and communication systems, preparation of business continuity plans, and the determination of duties and tasks assigned to all individuals working in the Company when the crisis occurs clearly and precisely.

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