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**Master's Dissertation**



**Crisis Management: The Role of Leadership & Decision Making in Complex Environment**

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## **Summary**

Over the last 25 years, the world has faced a variety of natural and man-made crises that have impacted our decision-making, behaviors, and attitudes as individuals and as a society. These crises have forced leaders and decision-makers in various roles to prioritize crisis management and develop innovative strategic frameworks. The rapid pace of technological and industrial development has also led to increased complexity in daily operations and the need for organizational change management.

This thesis examines the importance of sound leadership and decision-making in crisis contexts to address these issues, providing empirical evidence and analysis of the key factors and phases involved. Through direct engagement with stakeholders in crisis management, the research considers the short-, medium-, and long-term impacts of decisions made before, during, and after crises.

The methodology employed a mixed-methods approach over two years, from 2021 to 2022, focusing on leadership and decision-making in complex environments as essential components of crisis management. By overlaying the findings with previous research, this work provides a clearer understanding of the scope of crisis management in today's world.

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***"In times of crisis, people reach for meaning. Meaning is strength.***

***Our survival may depend on our seeking and finding it."***

*Dawna Markova, Author, and Speaker.*



## Table of Contents

<b>1</b>	<b>Chapter 1 - Introduction</b> .....	<b>1</b>
1.1	Overview & Objective .....	1
1.2	Problem Statement.....	1
1.3	Significance of the Study .....	2
<b>2</b>	<b>Chapter 2 – Literature Review</b> .....	<b>4</b>
2.1	Background Overview.....	4
2.2	Theoretical Background.....	4
2.2.1	Contingency Theories (Situational).....	4
2.2.2	Transactional Theory .....	5
2.2.3	Transformational Theory.....	5
2.3	Leadership Styles .....	6
2.3.1	Transactional Leadership Style .....	6
2.3.2	Transformational Leadership Style .....	7
2.3.3	Charismatic Leadership Style .....	7
2.4	Strategic Leadership and Decision-Making .....	8
2.5	Crisis Management.....	9
2.5.1	Stages of Crisis Management.....	10
2.6	Conclusion.....	11
<b>3</b>	<b>Chapter 3 – Methodology</b> .....	<b>12</b>
3.1	Research Strategy & Design Overview .....	12
3.2	Sampling Size & Limitation .....	12
3.2.1	Study Population and sample size.....	12
3.2.2	Mixed Methods and Models, Structures & Construction .....	12
	Data Collection.....	12
	Data Analysis .....	13
	Research Model .....	13
3.2.3	Definition of Statistical Terms .....	17
	Descriptive Statistics .....	17
	Regression Analysis.....	17
	Pearson Correlations .....	17
	Cross-Tabulations .....	17
	Validity and Reliability .....	18
	T-Test.....	18
	Ethical Considerations/Procedure .....	18
	Conclusion / Outcome.....	18

<b>4</b>	<b>Chapter 4 – Presentation and Analysis of the Research Data..</b>	<b>19</b>
4.1	Outline .....	19
4.2	Analysis Outcome.....	20
4.2.2	Reliability Analysis.....	48
4.2.3	Validity .....	49
4.2.4	Regressions.....	50
	Regression One: Leadership Styles and Decision Making.....	50
	Regression Two: Transformational Leadership and Crisis Management .....	52
	Regression Three: Transactional Leadership and Crisis Management .....	53
	Regression Four: Charismatic Leadership and Crisis Management .....	55
	Comparison Table of Results.....	56
<b>5</b>	<b>Chapter 5 – Discussion of Findings and Results .....</b>	<b>58</b>
	Relationship between Transformational Leadership, Decision Making and Performance .....	58
	Relationship between Transactional Leadership, Decision-Making, and Performance.....	59
	Relationship between Charismatic Leadership, Decision-Making, and Performance.....	60
	Relationship between Crisis Management, Decision-Making, and Performance.....	61
<b>6</b>	<b>Chapter 6 – Conclusion.....</b>	<b>63</b>
	Key Findings.....	63
	Theoretical and Practical Implications .....	63
<b>7</b>	<b>Chapter 7 – Bibliography .....</b>	<b>65</b>
.		
.		
.		
	<b>Appendices</b>	
<b>A</b>	<b>Annex A- Questionnaire .....</b>	<b>69</b>



## **Acronyms**

BCP	Business Continuity Plan
CEO	Chief Executive Officer
CM	Crisis Management
DM	Decision Making
NGO	Non-Governmental Organization
SL	Strategic Leadership

# Chapter 1

## Introduction

### 1.1 Overview & Objective

Given the growing complexity and unpredictability of the global work environment, effective crisis management (CM) has become an essential component of organizational success. As organizations become more vulnerable to various types of crises, including economic downturns, natural disasters, and cyber-attacks, the need for proactive and agile leadership has become increasingly apparent. Consequently, the research into CM has increased, with a focus on identifying effective leadership strategies to anticipate and respond to crises. Leaders who can detect and respond to crises in a timely and efficient manner can help minimize their impact and reduce the likelihood of long-term consequences. In this context, understanding the role of different leadership styles in CM is critical for organizations seeking to build resilience and ensure continuity in the face of unexpected events

Additionally, as a result of rapid development and continuous change, the work environment has become increasingly complex and unstable, making organizations susceptible to a wide range of crises (Sawalha, Jraisat, & Al-Qudah, 2013). These crises vary in their origins, degrees of severity, and potential to disrupt the survival and continuity of organizations (Abu, 2016). Because of this, organizations may feel pressured to update their approach to CM to better suit the needs and realities of the modern workplace (Khaddam, 2014). This new century has made crises an integral part of every organization, and no modern business or institution can claim to be immune to their effects.

Subsequently, there has been an increase in research into CM as a means of preparing for and responding to different crisis events. Leadership that is both efficient and successful can foresee and handle crises by picking up on warning signs in advance, then organizing to deal with the impending conflict, keeping it under control, and limiting its bad repercussions (Irtaimeh, Obaidat, & Khaddam, 2016; Khaddam, 2014).

## **1.2 Problem Statement**

The type and scale of crises impact the shape of issues faced by people and organizations across all industries and sectors, which may cause further complications, shifts, and even breakdowns and problems in values, beliefs, and possessions. To prevent further resources and moral losses in businesses, it is crucial, significant, and fundamental to face crises head-on, comprehend them, and be aware of them via strategic leadership (SL). Some leaders, while their dealings with the crisis are subject to random choice and reaction policy, which may lead at the very least to the impediment of the organization from achieving its goals, fail to recognize the importance of SL in managing crises from the outset of trying to predict them through working to contain and reduce their effects to the end of addressing and benefiting from their results.

More precisely in the past 25 years, the world has passed through immense challenges on all levels, including natural and man-made crises, which affected and changed our behaviors and even our attitudes as human beings, individually and collectively.

These crises obliged leaders and decision makers in their different capacities, as politicians, entrepreneurs, business owners, investors, and managers to emphasize the importance of CM in all its aspects, including developing innovative strategic frameworks to accompany the planning and implementation of their work, programs, and agendas.

Adding on this, and within the novel technological and industrial revolutions, and in the change in the mindset of different populations and consumers, these crises led to producing more complexity in our daily routine in doing business and performing traditional practices and created the need for new organizational change management in organizations and institutions to follow and serve these new realities.

## **1.3 Significance of the Study**

When a crisis occurs, it requires quick actions and judgments that are commensurate with the gravity of the developing situation, making CM a one-of-a-kind administrative procedure. As a result, CM is in the driver's seat when it comes to shaping and guiding events to meet the needs of the situation.

The importance of SL rests in its ability to foresee the prospect of changing the crisis and the risks it represents into possibilities to release the creative powers that invest the catastrophe as an

opportunity to reformulate the circumstances and discover good solutions.

Without a shadow of a doubt, this optimistic strategy sets the stage for as the name implies, CM is a vivid and creative interaction with the big difficulty it encounters, to the degree that it may change the risk into an opportunity that can be invested and transform the frustrations of the experience into an atmosphere that inspires the activities of creative endeavors.

The occurrence of crises, conditions, and events in the global arena and the Middle East, in particular, has had a significant impact on the whole ecosystem, as it has on other organizations around the world. As a result, organizations, institutions, and businesses have been under intense pressure to adapt to these changes and meet the challenging encounters they face.

For this, the thesis includes clear definitions and understandings of the different scopes and definitions of 3 leadership styles as well as CM, including all mitigation, preparedness, and response and recovery stages.

Additionally, the research and analysis provide empirical evidence on the importance of sound leadership and proper DM in this context of crisis as well by showing the sense of the proper and impartial definitions and characterization of the needed leadership and DM phases that should accompany the process.

Moreover, the research provides evidence-based information collected from different stakeholders directly engaged in CM and being in leadership positions to understand better the impact and consequences of their different decisions taken and analyze the different factors, pre- and post-crisis, and their short-, medium- and long-term impact.

This will hopefully lead to generating a clearer understanding of the different scopes of CM vis-à-vis any complex environment since as well it will overlay the main findings with different previous theories and research that worked on these themes.

# Chapter 2

## Literature review

### 2.1 Background Overview

The upcoming chapter delves into the literature review of the research, which is structured into four primary sections. Firstly, the theoretical background of leadership in various sectors is explored, focusing on previous theories about leadership. Secondly, the chapter examines leadership styles, identifying and analyzing the three main types of leadership. Thirdly, the study discusses SL and DM. Finally, the fourth section analyzes CM, delving into its different stages of it and outlining how leaders should navigate and overcome these challenges.

### 2.2 Theoretical Background

#### 2.2.1 Contingency Theories (Situational)

According to the theories of contingency, there is no one best method of leadership since the method used depends on external elements such as the quality and circumstances of the followers. According to this view, there is no one best approach to leading since every scenario has its own unique set of internal and external factors. Not only do leaders alter the organization's atmosphere and dynamics, but usually they also influence the behavior of the workforce. Theories of contingency, as a broad area of behavioral theory, argue that there is no universally superior method of leadership or organizational structure and that one leader's successful methods may be ineffective in other contexts (*Greenleaf, 1977*). The situational theorists held that subordinates were crucial in shaping the nature of the leader-subordinate relationship, whereas the contingency theorists felt that the leader was the relationship's focal point. Although situational leadership continues to place a premium on the role of the leader, it shifts the spotlight to the group's dynamic to great effect.

According to the situational leadership theory, a leader's approach should vary depending on the level of experience of his or her followers (Bass, 1997). There is no one best method to lead, according to the situational leadership theory; instead, leaders need to be able to switch between task- and relationship-focused approaches depending on the circumstances.

### 2.2.2 Transactional Theory

"Centered on reciprocity where leaders not only affect followers but are under their influence," as the transactional theory put it. There seems to be a cut-off between the intensity of leaders' actions and the quality of their relationships with their subordinates, according to some research on transactional leadership. "a style of contingent-reward leadership that included active and positive interchange between leaders and followers wherein followers were paid or acknowledged for fulfilling agreed upon goals," as described by Bass and Avolio (1994). This appreciation from a superior might include pay raises, bonuses, or recognition for a job well done. Collegiality might be established via the mutual sharing of positive feedback, merit raises higher levels of productivity, and enhanced status and remuneration. Instead of correcting mistakes, leaders may choose to ignore questions and put off making choices. This mindset, called "*management by exception*" may be used for either passive or active exchanges. The time of the leaders' engagement is the defining characteristic of the former and the latter. When a leader is "active," they keep tabs on how things are going and try to make adjustments before they get out of hand (Avolio & Bass, 1997).

### 2.2.3 Transformational Theory

Differentiating transformational leadership from other historical and current theories is its emphasis on including followers in processes or activities that connect to their factors with the company and a path that would generate a higher social dividend. Motivation and ethics are increased for both the leader and the followers when transformational leaders are in charge (House & Shamir, 1993). For leaders to develop their skills and their ability to bring about change, they must take a course in transformational leadership, a strategy that emphasizes the need of shifting leaders' core values and beliefs. It is often held in the literature that both followers and leaders sacrifice themselves for the greater good of the organization. The leader is then tasked with prioritizing the concerns of his or her subordinates to inspire and encourage those who follow them to eventually assume leadership roles (House & Aditya, 1997).

Differentiating it further from other leadership theories, transformational leadership emphasizes the ethical reaches of leadership. The ability to see the need for change, win over others to that need,

craft a vision to steer that change, and then solidly implement that vision are all hallmarks of transformational leadership (MacGregor Burns, 2003). Leaders with this trait treat their employees with respect and care for their personal growth in terms of awareness, ethics, and competence on the job by giving them meaningful tasks and challenging situations to complete. These leaders give off an impression of confidence and optimism about the future, which is intended to inspire their followers. "Visionary leaders who aim to appeal to the better nature of their followers and urge them toward higher and more universal needs and objectives" (MacGregor Burns, 2003).

## **2.3 Leadership Styles**

### 2.3.1 Transactional Leadership Style

Effective transactional leaders use a system of contingent incentives to communicate to their followers what is expected of them and how their efforts will be rewarded. When it comes to inspiring their people, transactional leaders look at extrinsic incentives and the power of contracts as the primary drivers of behavior (Bass, 1985). According to the research, the "transactional style" hinders innovation and might harm workers' happiness on the job. The concept of "management by exception" helps to clarify how leaders can so accurately spot when their followers' actions deviate from the norm. Both approaches may be useful, but when to use them depends on the specifics of the circumstance.

Leadership based on performance incentives is results-oriented. This trend emerged because of the human preference for receiving material goods in return for their work. The difference between transformational and transactional leadership lies in the fact that the former "recognizes individual talents and builds enthusiasm through emotional appeals, values, and belief systems," while the latter "engenders compliance by appealing to the wants and needs of individuals." according to (Bass & Avolio, 2004). Managers that utilize contingent rewards as a motivator are counted on to provide clear instructions to their staff. Key signs of contingent incentives include monetary rewards depending on performance, providing guidance, encouraging mutual support, and fostering trust between teammates, to name a few.

Management by exception is not synonymous with a laissez-faire style of leadership. Leaders who practice management by exception assume their employees will do the task to their satisfaction and refrain from making waves. If the goal is met, then the system has succeeded, everyone is happy, and business can proceed as normal; nevertheless, this style of leadership does not motivate employees to go above and beyond (Bass & Avolio, 2004). In the case of management by exception

leaders, there is a hint of daring, risk-taking, fresh viewpoints, or white-water tactics. Culture changes in response to pressing needs. Management by exception, in a nutshell, is characterized by a reliance on employees, a lack of open lines of communication, an insistence on keeping things the same, and an overall lack of assurance.

### 2.3.2 Transformational Leadership Style

An organization and its members may benefit from a transformational leader's style of management. To put it another way, transformational leaders inspire their followers to prioritize the fulfillment of "higher-order wants" such as self-actualization and self-esteem (Bass, 1985), and to put their own needs second in order of importance to those of the group (Bass, 1995). Those in positions of idealized influence inspire trust among their teams by showing they care about their success and are sensitive to their members' demands (Jung et al., 2008). Intellectual Stimulation motivates people to think outside the box and come up with novel solutions to problems, while Inspirational Motivation provides a haven of support and pushes them to accomplish their objectives.

Leaders who transform their followers place a premium on the quality of their connections with them and show that they care about each follower as an individual when it comes to addressing their desires for more autonomy, greater success, and greater confidence in their abilities. However, not all leadership styles account for the whole range of circumstances that stimulate creativity. 'Leadership style alone could not be associated with patient mortality, according to Cummings, Midodzi, Wong, and Estabrooks (2010). Instead, they found that a declining trend in patient mortality was seen when the company in question had a shared and consistent culture.

### 2.3.3 Charismatic Leadership Style

A leader's charisma is the quality that makes his or her followers want to emulate them. Alternatively, you may use the word charisma in place of idealized influence. Inspiring, logical, and purposeful ideals are the product of idealized influence, which is also what inspires individuals to act. The effect of ideals is motivational. It shapes beliefs about what is important in life. Charismatic leadership is linked to having an enviable amount of sway (Yukl, 1999; Shamir et al., 1993). Leaders with charisma tend to inspire followers to believe in themselves. Their faith in their followers' willingness to sacrifice and ability to achieve extraordinary objectives is a powerful motivating factor in idealized influence and role-modeling behavior (House and Shamir, 1993). When leaders have faith in their



teams, they can do remarkable things. Aspirational leaders have a healthy dose of independence and may use it to their advantage.

Based on his research, Shamir (1993) demonstrated that sustaining one's sense of self-worth is a potent and ubiquitous social demand. Mentoring subordinates and gaining insight into essential leadership duties are fundamental roles of transformational leaders. They are the kind of leaders that are always trying to improve. In a nutshell, the cornerstones of idealized influence include creating a feeling of purpose, meaning, self-esteem, self-determination, emotional control, and confidence in one's followers via role modeling, articulation, and value-creation.

## **2.4 Strategic Leadership and Decision Making**

An individual's position in an organization is irrelevant to his or her ability to exert leadership, and leadership is often defined as the capacity to direct the actions of followers to achieve the leader's goals (Bass & Riggio, 2006). Leaders, according to Al-Ta'i and Kubaisi (2016), are those who motivate followers to work toward a common goal by communicating that goal effectively, fostering an atmosphere of cooperation and consensus, and facilitating the kind of behavioral and attitude shifts that are essential to the organization's success. Given that authority may originate from a senior manager's leadership, their individual history, demography, and leadership behaviors do affect strategy development and organizational success.

Strategic management elucidates the nature, scope, and context of strategic decision-making. Aslan, Diken, and Sendodu (2011) cited one of the field's pioneers to stress the importance of the distinction between strategic and operational leadership. Strategic decisions are those that answer questions about the organization's purpose, the activities in which it must engage, the locations in which such engagement must take place, the timeline for such engagement, the size of the organization, and the type of organizational structure and business model that will best facilitate the presentation of the strategy (Younis, 2012). Every day, operations managers are tasked with implementing the choices made by higher-ups. Therefore, according to the literature on strategic management, the SL function's involvement in the process of formulating and adopting strategic choices entails engagement in that same process.

Getting a handle on SL requires illuminating the actions taken by successful CEOs to ensure that their companies are strategy-driven. Leaders that place a premium on strategy are the ones who

exhibit the crucial behaviors that help their organizations put their strategies into action (Bowers, Hall, & Srinivasan, 2017; Carter & Greer, 2013). According to Hughes et al. (2018), effective SL unlocks the potential of people and teams throughout an organization. However, Al-Masry (2015) argues that a lack of SL practices may be to blame for a company's inability to implement its strategies. This may be the case if, for example, leaders don't adequately convey the company's vision to their subordinates or can't inspire their employees to be passionate about and committed to the company's goals (Gaitho & Awino, 2018)

## **2.5 Crisis Management**

To put it simply, a crisis is an extraordinary circumstance that poses serious risks to a company and, if not addressed or handled properly, might lead to catastrophic results (Abdul Samee & Tayyibah, 2010). Because of this, the issue might lead to a catastrophic outcome if it continues to worsen (Tarawneh, 2011). It's what happens when something so big that it takes a lot of work to go back to normalcy, on the scale of society, businesses, and systems (Al-Khashali & Al-Qutb, 2007). As an unanticipated and, thus, hastily unfolding occurrence, a crisis inherently leaves little room for planning.

A crisis may be defined as "any incident or group of circumstances that pose an immediate and serious risk to the safety, reputation, or existence of a person or organization" (Junhong & Vanhala, 2010). Unpredictability, risk, and a limited window of opportunity all characterize crises (Tarawneh, 2011). Activities in CM include recognizing and evaluating warning indicators, making assessments, and taking steps to mitigate the impact of a crisis on an organization.

CM that works involves some forethought and preplanning. Activities related to CM include research into repositioning possible crisis scenarios and determining how to cope with them (Al-Harhi, 2012). Corporations should set aside funds to prepare for and respond to emergencies, and should also build and stock their infrastructure. To effectively handle a crisis, it is crucial that companies' upper echelons have a firm grasp of, and practiced applying, CM theory and practice.

In other words, CM is an enhanced model of management designed to eliminate the unforeseen circumstances that cause disruptions in the normal flow of work, add unnecessary stress and conflict, and make it hard to make decisions (Al-Shibli, 2018; Obeidat & Otibi, 2015).

Preparedness for, Response to, and Recovery from emergencies using a set of coordinated and planned processes is what is known as crisis management (Junhong & Vanhala, 2010). A

company's crisis management involves the actions it takes before, during, and after a crisis occurs (Elliott, Harris, & Baron, 2005). (House, Javidan, & Dorfman, 2001).

Modern strategic management includes CM, which may be thought of as a four-stage process of Prevention, Readiness, Reaction, and Recovery. As a result, CM is crucial to the continued success and security of the company. To be relevant in today's fast-paced business world, CM rules must be regularly reviewed and revised.

### 2.5.1 Stages of Crisis Management

According to the work of Pearson and Mitroff (1993), there are five distinct phases of CM management, each requiring a unique set of actions on the part of the organization and requiring a different set of priorities. By doing so, the company acquires the information necessary to complete the project effectively.

These stages are:

The first stage: Is the organization's inability to react to warning signs that might lead to a crisis, thus it is important to identify them early on. Discovering early warnings of a crisis means discovering the crisis before it occurs, ensuring preparedness for it, and taking preventive measures that would prevent the occurrence of the crisis or at least mitigate its severity and effects if it occurred despite the organization's efforts to prevent its occurrence. Ahmed (2010).

The second stage: The organization's crisis readiness, defined as its capacity to anticipate, manage, and recover from any threats. Early warning signals are used to inform possible crisis scenarios. While we keep up our efforts to eliminate it, our focus is on mitigating its negative consequences according to Al-Harhi (2012).

The third stage: When a crisis reaches its peak, it is at this period that containment efforts are most effective. In this phase, the crisis response plan is put into action by using available resources to lessen the severity of the situation and lessen the impact it will have on the company (Al-Mutairi, 2011).

The fourth stage involves getting back to work after a crisis has hit. At this point, the organization has taken the necessary steps to re-adapt to the internal changes brought on by the crisis, whether those changes be structural, cultural, behavioral, or financial. In other words, it's an effort to get back some of the resources that were lost when an organization's physical and intangible assets depreciated. Having a communication system in place that allows decision-makers to get the

information they need promptly, as well as through the implementation of training programs that have been tested to ensure their ability to achieve the desired role (Zuulf, 2014), organizations can restore their activity and continue working. In the normal course of events before the crisis (Al-Khashali & Al-Qutb, 2007).

*In the fifth and final phase*, called as well "learning stage," participants internalize the lessons they've gained from past crises to better prepare themselves for future ones. They also gain insight into where they may have fallen short, which helps them strengthen those areas and prevent similar crises from happening again (Bundy, Pfarrer, Short, & Coombs, 2017).

## **2.6 Conclusion**

This chapter addressed the literature review by addressing the leadership theories, different leadership styles, SL and its impact on DM, and last it addressed CM and its stages.

Moving forward, the next chapters will provide a chronological approach to explaining the status of different leadership styles in facing a crisis. These chapters will focus on the methodology that will be used for data collection, hypothesis development, and statistical techniques. The methodology will be critical to ensure the validity and reliability of the data that will be collected, which will then be used to test the hypotheses that will be developed.

The chronological approach will help to follow the sequence of events and understand how leadership styles have evolved in response to different types of crises. By using statistical techniques, we will be able to analyze the data collected and draw meaningful conclusions about the effectiveness of different leadership styles in CM.

# Chapter 3

## Methodology

### 3.1 Research Strategy & Design Overview

Mixed-methods research was used to examine the influence of leadership and decision-making throughout the crisis. The research observed the population, sample size, data collecting methods, and data analysis strategy. As well the construction of the research variables, model, hypothesis and, the definition of statistical terms and concepts are described.

### 3.2 Sampling Size & Limitation

#### 3.2.1 Study Population and sample size

Employees and managers working in public and private sector companies and NGOs, mainly functioning in Lebanon are studied as part of this research. Around 300 people were outreached in the study. The survey was collected from the first random 80 people to achieve the required response rate of 95%, with a margin of error of 5%.

#### 3.2.2 Mixed Methods and Models, Structures & Construction

##### **Data Collection**

Semi-structured questionnaires and interviews were used to collect primary and secondary data from interviewees who comprehend and wrote and responded to the questions. The Likert Scale was used to design the survey, with responses ranging from "Strongly Agree" to "Strongly Disagree". To preserve the research's validity and reliability, each variable has a series of questions measuring it. (*Annex A – Questionnaire*).

The evaluation of both qualitative and quantitative data was used to analyze the different scopes

and hypothesis sets. Data was collected using Google Forms<sup>1</sup> and then processed using the SPSS statistical program, which was used to evaluate all of the acquired figures.

### Data Analysis

SPSS was used to analyze the data obtained from Google Forms, which was exported to an Excel spreadsheet. A Likert Scale ranging from 1 to 5 was used to code the data, and results were created depending on the data entered.

### Research Model



The above represents the research model that was implemented in the research using transformational leadership, transactional leadership, and charismatic leadership and their relation with the DM processes as independent variables, and using performance in a complex environment as the dependent variable, all in a CM context.

The following observations were used to validate the mentioned variables:

<sup>1</sup> [https://docs.google.com/forms/d/e/1FAIpQLScpY1XViSk5-uTC0ndjJc0f7ILer8\\_ddoIJ0JM7CzjI7p9ww/viewform](https://docs.google.com/forms/d/e/1FAIpQLScpY1XViSk5-uTC0ndjJc0f7ILer8_ddoIJ0JM7CzjI7p9ww/viewform)

## **IMPACT OF *TRANSFORMATIONAL LEADERSHIP* ON DECISION MAKING AMID THE CRISIS**

Transformational Leadership has a vital role in expanding businesses and in individual success. A leader must equip his/her followers with everything they need to be successful and to progress towards a shared goal. Leaders build a vision, and then they adjust organizational and individual objectives to accomplish their individual and organizational priorities by sharing this viewpoint and by inspiring their people to overcome problems (Robbins 2019). A skilled leader offers the group advice and guides followers to the proper aims.

For example, almost every nation in the globe, including Lebanon, has been afflicted by the Coronavirus. During this epidemic, workers did not take vacations, and it was not feasible for them to leave or retire. Discipline demands awareness. The route to success takes discipline. Work should be undertaken in line with specified objectives. This virus caused and still causes fatalities every day, thus the Government has advised individuals to stay safe at home to maintain physical distance and social isolation and even undertook regional quarantining to block the spread of the coronavirus.

Leading a firm in a catastrophic health condition is a difficult activity when the leader's position and influence in times of change take up a crucial role. Transformation leadership is a crucial element for organizations that are willing to anticipate fundamental transitions and changes before they can encourage the willingness of the workers and departments to recognize and implement those changes effectively to have an adequate environment for positive or adaptive changes through processes such as inspiration, motivation, alignment, and setting direction through vision according to Mitchel (2019).

The creative style of leadership is distinguished by a leader's capacity to freshly or uniquely observe, analyze and act, encourage, and establish an inventive culture of the company and inspire subordinates to bring fresh concepts into existence and create the proper structures to accomplish such ideas. The leader should have the unique skill to draw people together, bring them together to attain a common aim and feel gratified by exceptional accomplishment according to Abigail (2020). The leader must have appealing individual attributes. To win respect, the leader must be moral, rational, hard, and equal, and display confidence and a sense of direction that comes from an optimistic perspective of the future. Based on the above literature, the following hypothesis was generated:

**H1: There is a relationship between transformational leadership and decision-making on performance amid the crisis**

## **IMPACT OF *TRANSACTIONAL LEADERSHIP* ON DECISION-MAKING AMID THE CRISIS**

Coercive power is used by the transactional leader to influence staff actions. With coercive authority, decisions are decided from above and aimed at the workforce. Top-down change is used to execute necessary changes. In most cases, this entails a strategy for organizational transformation devised by senior leaders and communicated to their workforce. There may be no other option except to offer quick, rapid rebuilding in times of crisis or turnaround (Balogun & Hailey, 2018). There isn't enough time to discuss it. A coercive manner of change is pushed on employees rather than being marketed to them, as Balagun and Hailey (2018) have documented. As a result, there will be a higher level of resistance to change in this manner. In the absence of a genuine crisis perceived by the majority of the organization's employees, this strategy is unlikely to be successful in motivating employees to accept the need for change.

Coercive methods work best when there is little opposition to be overcome. As a result of their lack of understanding, workers are likely to be apprehensive or even hostile. Employees must be persuaded of the need for change by presenting them with these arguments. Creating a sense of urgency and dissatisfaction with the existing state of affairs is essential if the goal is to get people ready. As a result, the workers will be compelled to experiment with new ideas and methods of behaving (Schalk, Campbell & Freese, 2019). Workers might be persuaded that change is required and thus a positive thing since they believe that their condition will improve as a result of improvements. This led us to validate the following hypothesis:

***H2: There is a relationship between transactional leadership and decision-making on the performance amid the Crisis.***

## **IMPACT OF *CHARISMATIC LEADERSHIP* ON DECISION-MAKING AND PERFORMANCE AMID THE CRISIS**

The link between charismatic leadership and CM may be explained in two ways. There are two ways charismatic leaders may show off their skills in crises: (Bryman, 2019). Uncertainty and ambiguity are hallmarks of a crisis, as is a pressing issue that requires immediate attention. These traits point to a problematic scenario. Few "external indications offered by external entities about the acceptability of prospective activities" are available in weak circumstances (Meyer, Dalal, & Hermida, 2010).



Due to the lack of consensus on proper actions in weak situations, idiosyncratic qualities of people are more likely to emerge and influence behavior (Johns, 2018). During a crisis, leaders have a unique chance to stand out, appeal to their followers' ideals, and display a passion for their vision of how to overcome the challenges of the present circumstance. This means that leaders have more opportunities to demonstrate their charm during a crisis.

Secondly, when a crisis occurs, the priorities and demands of followers are shifted. Their long-held ideas and morals are suddenly shaken to their core. Previously significant events in their life seem to have diminished in importance. They become "charisma hungry" as a result of their fear and worry (Bass, 2020). A person is more prone to seek out social support and assistance when the environmental clues are unclear and the path ahead does not seem as obvious as previously. There are several ways to make people feel safe like they've got direction and someone to connect with a charismatic leader can do this for them (Kets De Vries, 2018). In times of crisis, people are more receptive to the charismatic leadership of a charismatic leader. A leader who aligns with their beliefs and has an inspiring vision of how to overcome the obstacles of the crisis is sought after by followers in these times. If followers believe that they are part of a group with similar values and a strong sense of belonging, they may be better protected from the negative consequences of a crisis (Hannah et al., 2009). According to Pansardi, a crisis event leads to the development of charismatic leadership, which is supported by earlier empirical research (2019).

As an example, research has shown that followers ascribe more charisma to their leader while under severe stress or in a crisis scenario than when under regular situations (Halverson et al., 2019). To support this, Williams and colleagues (2012) discovered a significant correlation between voters' perceptions of crisis and their attributions of charisma to the presidential candidates in an election poll conducted in 2008. Empirical research also shows a clear connection to objective measures of leadership charisma in real-life crises. Bligh and colleagues (2004), for example, found that President Bush utilized more captivating rhetorical tactics in his public addresses during the 9/11 tragedy than he had before. When disasters like Hurricane Katrina or terrorist attacks strike, presidents' employment of charismatic leadership methods have been shown to increase, according to studies based on content analysis of presidential addresses and coding for these features (Davis & Gardner, 2012; Bastardo et al., 2018). Referring to the above, the following hypothesis can be validated:

**H3: There is a relationship between charismatic leadership and decision-making on performance amid the crisis.**

### 3.2.3 Definition of Statistical Terms

#### **Descriptive Statistics**

To describe a data set, descriptive statistics used a small number of descriptive coefficients, which might represent the complete population or a random subsample. Measures of central tendency and measures of variability comprise descriptive statistics. Using bar graphs or pie charts, the data was analyzed in terms of the frequency and mean average of replies.

#### **Regression Analysis**

Statistical techniques used to estimate associations between a dependent variable and one or more independent variables are referred to as regression. Analyzing the link between variables and predicting their future correlation was done using this method.

It can be measured using the following Formula:

$$Y = A + BX_1 + BX_2 + BX_3 + BX_4 + BX_5$$

Where Y = Dependent Variable, A= Constant, B=Coefficient, X=Independent Variable,

Thus,

Performance = A + B Transformational Leadership + B Transactional Leadership + B Charismatic Leadership + B Decision Making

#### **Pearson Correlations**

X and Y are two variables, and the Pearson coefficient shows the connection between them mathematically. If there is a positive connection, it is shown by an increase in the Pearson coefficient. If there is no association, it is indicated by a decrease in the Pearson coefficient.

#### **Cross-Tabulations**

Using a cross-tabulation, we find out how many people in the sample have the precise traits shown in the table's columns. Tables using cross-tabulations reveal a lot about the interrelationships among the variables.

## **Validity and Reliability**

Cronbach Alpha is an indicator used in the validity and reliability analysis to determine the validity and reliability of the data obtained. Because of this, the Cronbach Alpha indicator should not be lower than 0.5, and the questionnaire should be re-taken to get accurate results.

This suggests that the data obtained are genuine and trustworthy, although there is some bias in them if the Cronbach Alpha is between 0.5 and 0.7. Statistical analysis may begin with confidence if the Cronbach Alpha value is greater than 0.7.

## **T-Test**

For example, a level of |2| indicates that the relationship between the dependent and independent variables is 95% significant, whereas a level of |1| indicates that the relationship is only 95% significant. This suggests the dependent and independent variables are not significantly related if the value showed a value lower than |2|.

## **Ethical Considerations/Procedure**

Managers and workers' personal information was kept private and used exclusively for instructional reasons and for sending the Google Form link. To protect the privacy of those who take part in the poll, no names will be revealed. A Consent Form was developed and sent within all research assessments and surveys as deemed needed.

## **Conclusion / Outcome**

Research hypotheses were put to the test using a combination of quantitative and qualitative data in SPSS software, which were used to transcribe interviews and scientifically evaluate the results.

The acquired data were analyzed using descriptive statistics such as means, standard errors, and cross-tabulations, inferential statistics such as regression analysis, Pearson Correlations, and validity and reliability tests in the literature.

# Chapter 4

## Presentation and Analysis of the Research Data

### 4.1. Outline

This Chapter will address the analysis of the data collected using the SPSS statistical tool. After collecting the data using Google Forms, the data had been coded using SPSS and the results had been displayed using descriptive and inferential statistics.

As per the research methodology, the research questionnaire was sent to more than 300 persons via Email where 113 replied and the first random 80 complete answers were selected for this analysis, note that the date of Data collection was in May 2022, whereby the main crisis still impacting the works environment was COVID19 and its effect among other.

As mentioned in the methodology, mixed-methods research was used to examine the influence of leadership and DM throughout the crisis and the targeted population included managers and employees working in NGOs, public and private organizations functioning in different sectors and fields with different functions as shown below.

## 4.2. ANALYSIS OUTCOMES

### 4.2.1. Descriptive Statistics

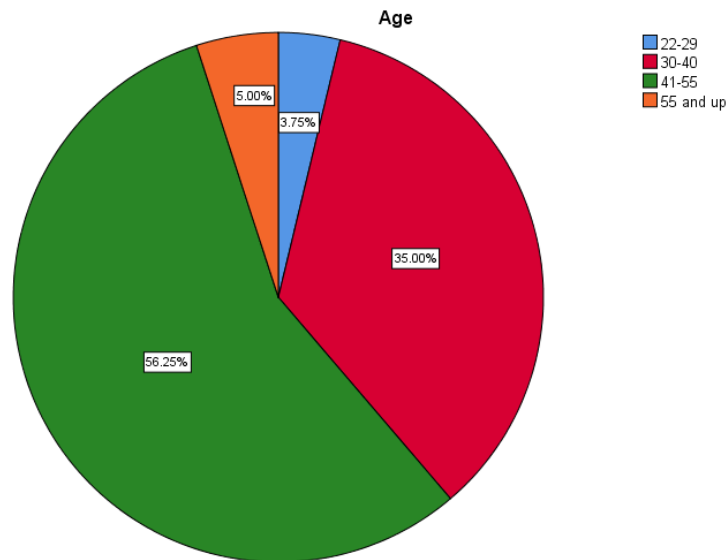


Figure 1 what is your Age

Concerning the above figure, it can be noticed that most respondents constituting 56.25% are in age ranging between 41 years and 55 years old. 35% of the respondents are aged ranging 30 years old and 40 years old. In addition, respondents whose age is between 22 years and 29 years constitute 3.75% of the sample whereas 5% of the sample constitutes respondents whose age 55 years old and above.

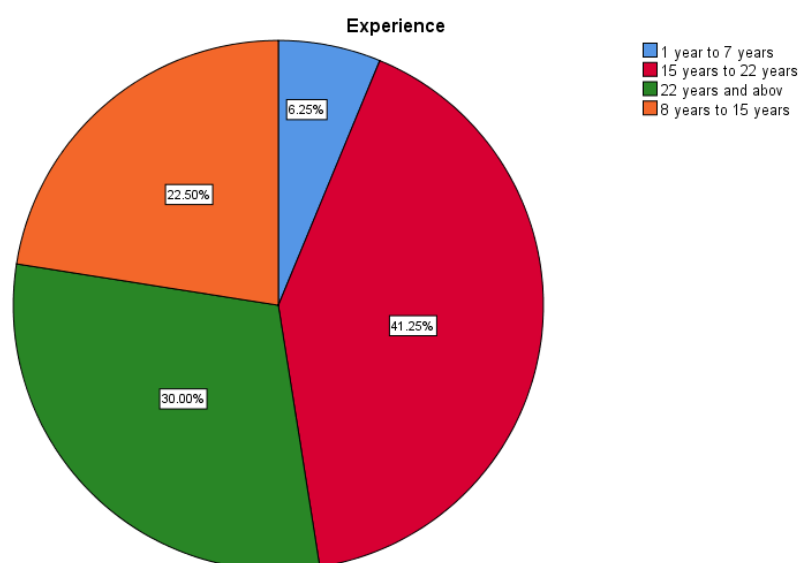


Figure 2 How many years of experience do you have?

By referring to the above, it can be noticed that 41.25% of the respondents have 15 years to 22

years of experience. 30% of the respondents have 22 years of experience and more, 22.5% of the respondents have 8 years to 15 years of experience and 6.25% of the respondents have 1 to 7 years of experience.

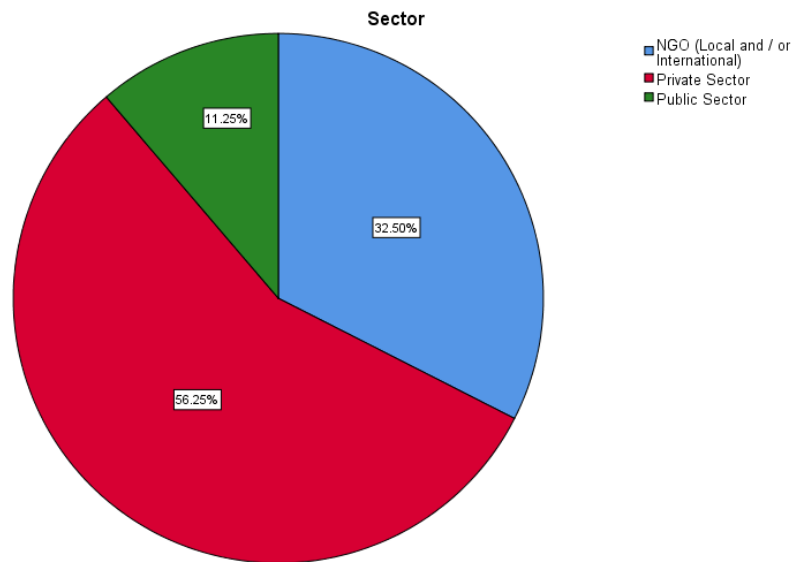


Figure 3 in which sector do you work?

Most of the respondents constituting 56.25% of the sample work in the private sector and 32.5% of the respondents work in NGOs (local and/or international) whereas 11.25% of the respondents work in the public sector.

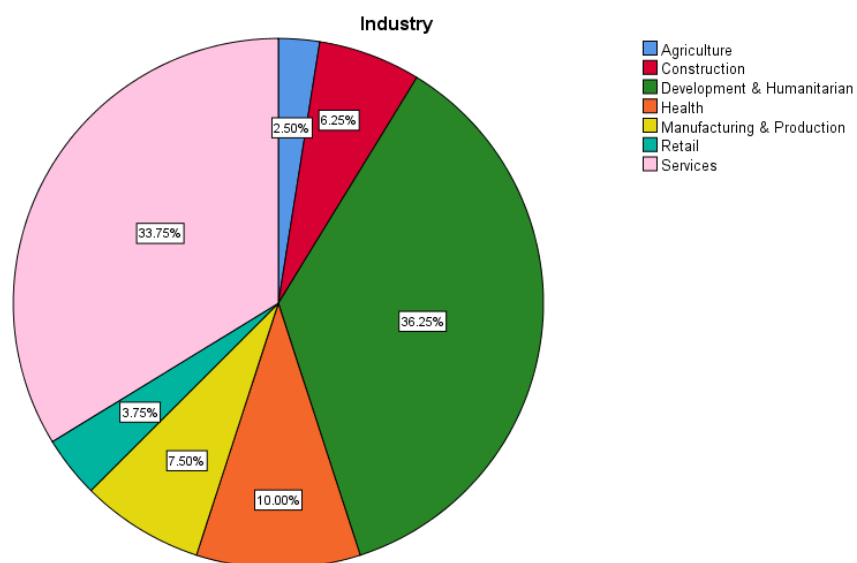


Figure 4 in which Industry you are currently working?

By referring to the above pie chart, it can be noticed that 36.25% of the respondents are currently working in Development and Humanitarian Industry, 33.75% of the respondents are working in the Service industry, 10% of the respondents are currently working in the Health industry, and 7.5% are currently working in manufacturing and production industry. In addition, 6.25% of the respondents are currently working in Construction, 3.75% of the respondents are currently working in Retail whereas 2.5% of the respondents are currently working in Agriculture Industry.

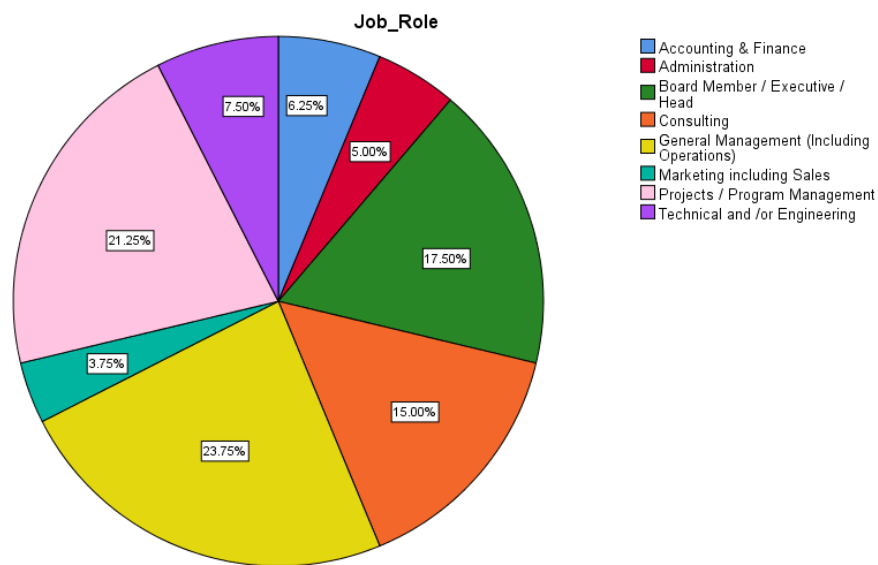


Figure 5 what is your job role?

For Job roles, it can be noticed that 23.75% of the respondents have General management roles (including operations), 21.25% of the respondents have project/program management roles, 17.5% of the respondents are Board members /executives/Head roles, 15% of the respondents are consultants, 7.5% of the respondents have technical and/or engineering roles, 6.25% of the respondents have accounting and finance roles, 5% of the respondents have administration roles, and 3.75% of the respondents have marketing and sales roles.

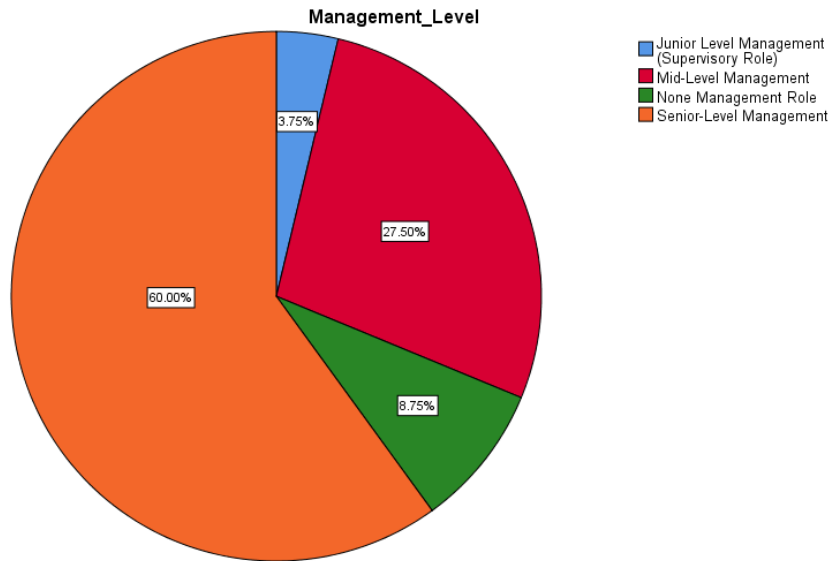


Figure 6 what is your management Level?

By referring to the above pie chart, it can be noticed that 60% of the respondents have senior-level management positions, 27.5% of the respondents have mid-level management positions, and 8.75% of the respondents don't have a management position, whereas 3.75% of the respondents have junior-level management (supervisory) position.

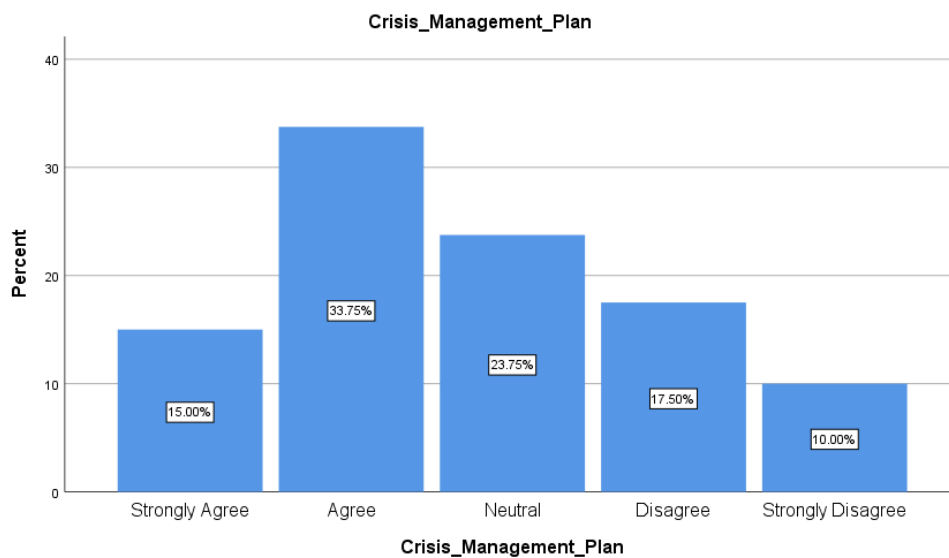
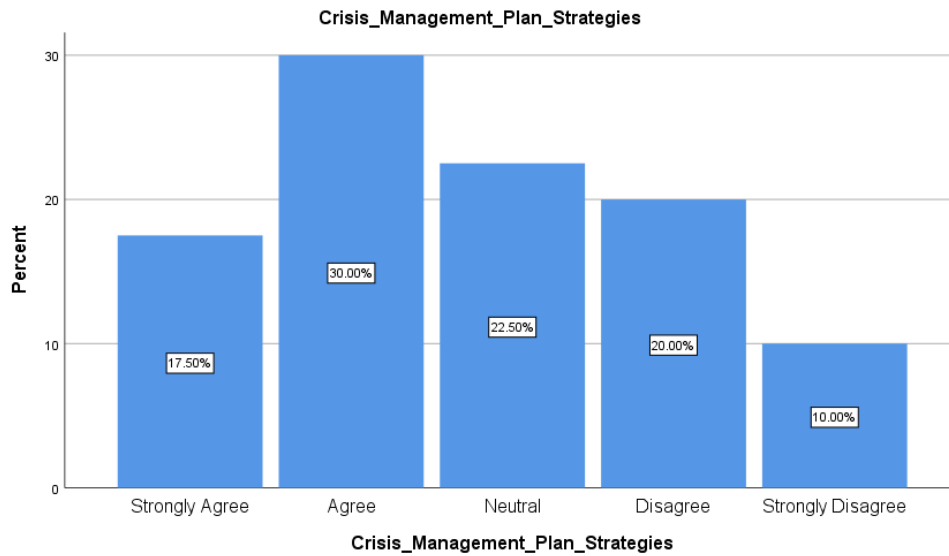


Figure 7 my organization has a Crisis Management Plan including the identification and classification of different crises

Referring to the above numbers, it can be noticed that 15% of the respondents strongly agree that their organization has a CM plan including identification and classification of different crises, 33.75% of the respondents agree to such statement and 23.75% show a neutral response to this statement.



However, 17.5% of the respondents disagree that their organization has a CM plan including the identification and classification of different crises and 10% of the respondents strongly disagree that their organization has a CM plan including the identification and classification of different crises.



*Figure 8 my organization has a crisis communication plan that includes specific strategies and messaging for all the potential crises that are high probability and/or high impact*

Concerning the statement that states “My organization have a crisis communication plan that includes specific strategies and messaging for all the potential crisis that are high probability and/or high impact”, it can be noticed that 17.5% of the respondents strongly agree with this statement and 30% of the respondents agree to this statement. 22.5% of the respondents showed a neutral response. However, 20% of the respondents disagree that their organization has a crisis communication plan that includes specific strategies and messaging for all the potential crises that are high probability and/or high impact and 10% strongly disagree with that statement.

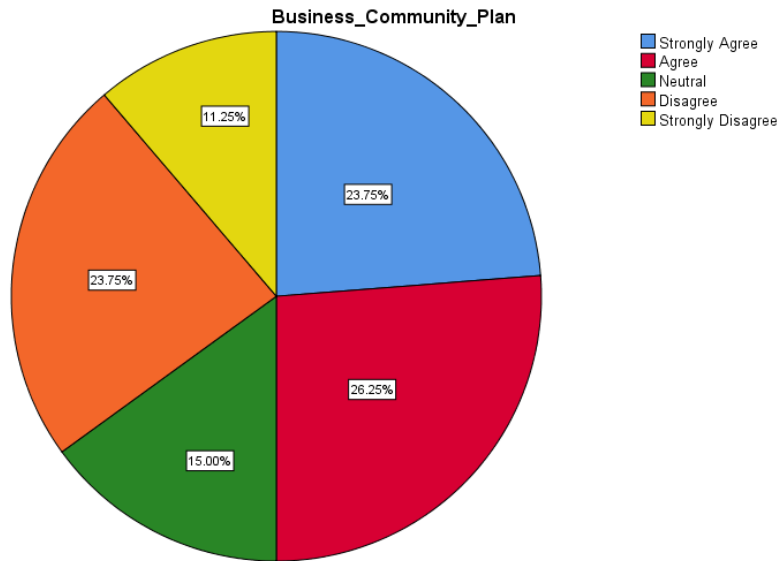


Figure 9 my organization has a BCP to determine how the organization will be served amid the crisis

By referring to the above pie chart, it can be noticed that 23.75% of the respondents strongly agree that their organization has a BCP to determine how the organization will be served amid the crisis and 26.25% of the respondents agree that their organization has a BCP to determine how the organization will be served amid the crisis whereas 15% showed a neutral response. In addition, 23.75% of the respondents disagree that their organization has a BCP to determine how the organization will be served amid the crisis and 11.25% of the respondents replied strongly disagree with such a statement.

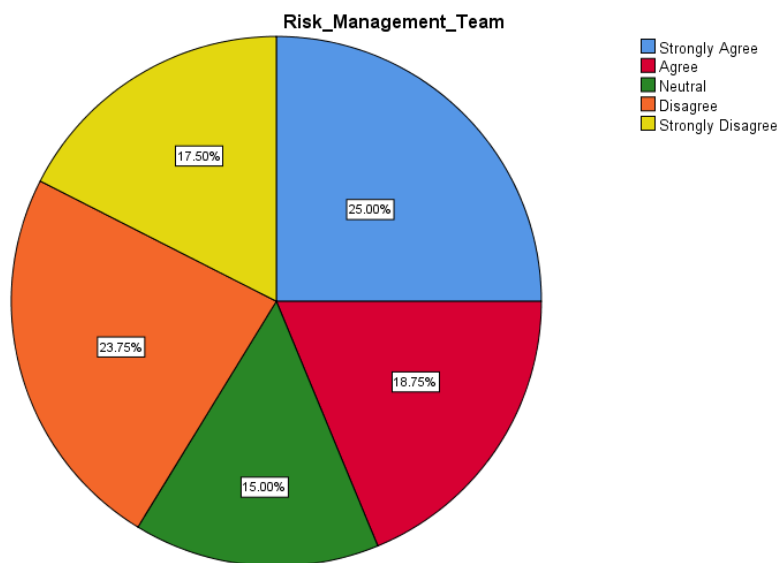


Figure 10 the organization had created a risk management team to deal with the crisis

To the statement “The organization had created a risk management team to deal with the crisis”, 25% of the respondents in the sample replied strongly agree to this statement, 18.75% agree to this statement, and 15% showed neutral response to such statement. However, 23.75% of the respondents disagree that their organization had created a risk management team to deal with the crisis and 17.5% of the respondents strongly disagree.

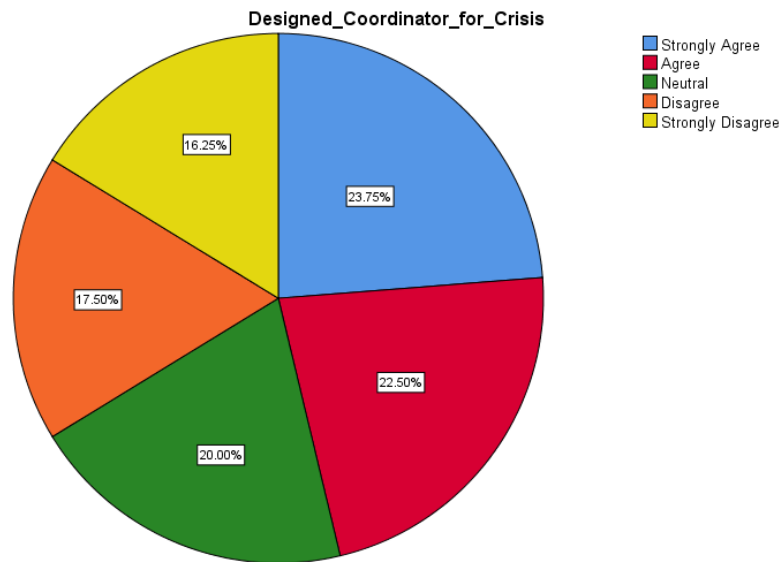


Figure 11 the organization has a designated coordinator who is ready to act in a crisis

Here we have 23.75% of the respondents strongly agree with the statement “The organization has a designated coordinator who is ready to act in crisis”, 22.5% of the respondents agreed to that statement and 20% of the respondents showed a neutral response. However, 17.5% of the respondents disagree that their organization has a designated coordinator who is ready to act in a crisis and 16.25% of the respondents strongly disagree that their organization has a designated coordinator who is ready to act in crisis.

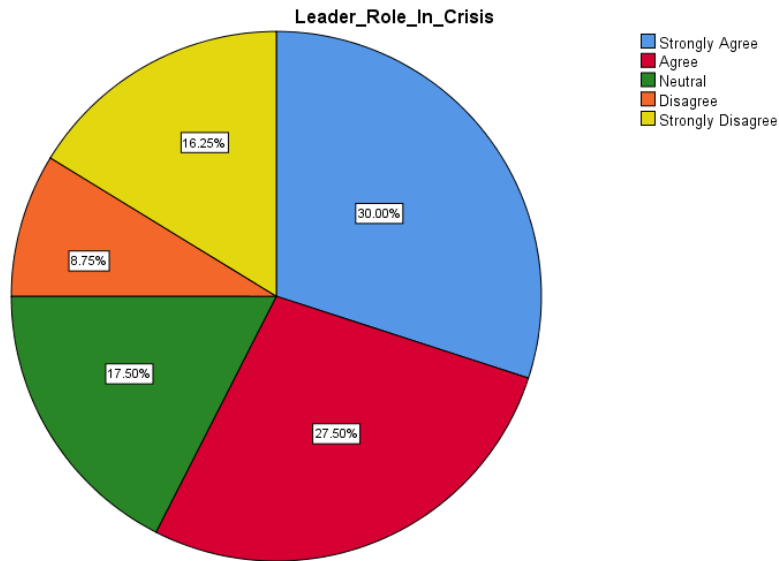


Figure 12 There is a clear role of the leader within the crisis management in my organization

By referring to the above pie chart, we notice that 30% of the respondents strongly agree that there is a clear role of the leader within the CM in their organization, 27.5% of the respondents agree that there is a clear role of the leader within the CM in their organization, and 17.5% showed a neutral response regarding such statement. In addition, 8.75% of the respondents disagree that there is a clear role of the leader within the CM in their organization and 16.25% of the respondents strongly disagree that there is a clear role of the leader within the CM in their organization.

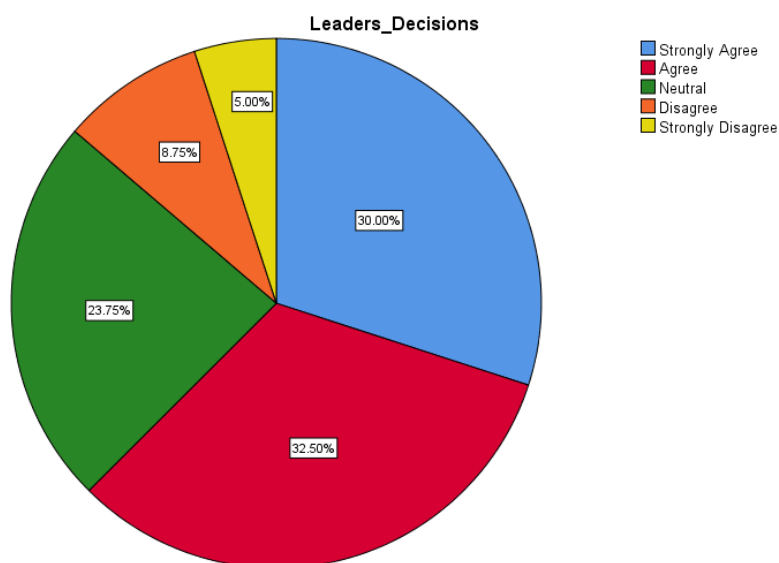


Figure 13 during crisis leaders in my organization take decisions that are both better for the team and the organization

The above pie chart shows 30% of the respondents and 32.5% of the respondents replied by strongly agree and agree respectively to the statement “During crisis leaders in my organization take decisions that are both better for the team and the organization”, and 23.75% of the respondents replied by neutral. In addition, only 8.75% of the respondents disagree that during crisis leaders in their organization make decisions that are both better for the team and the organization and 5% strongly agreed with that statement.

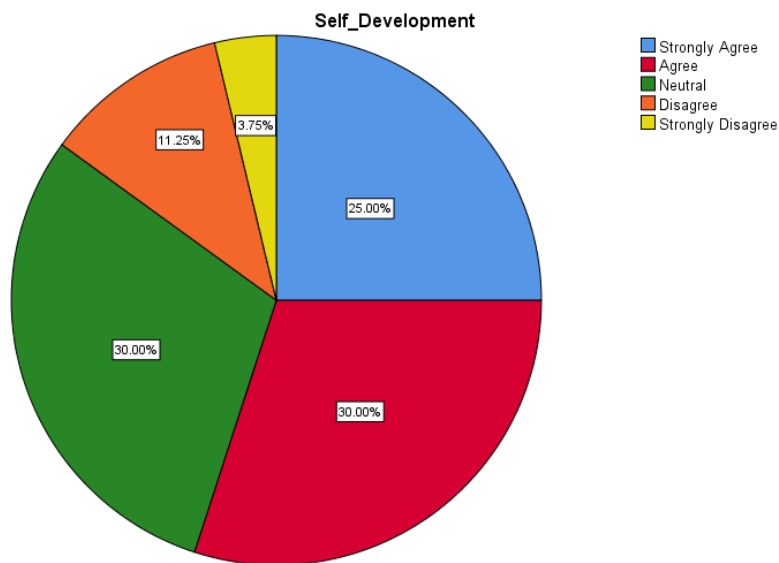
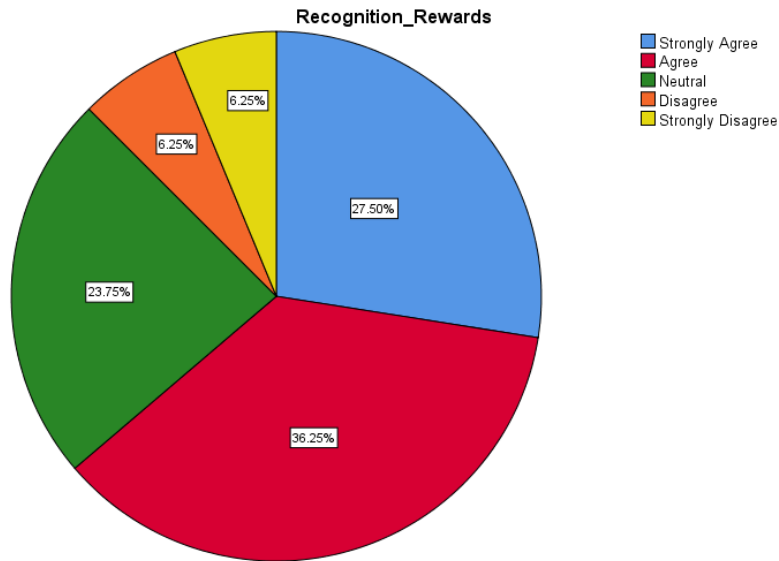


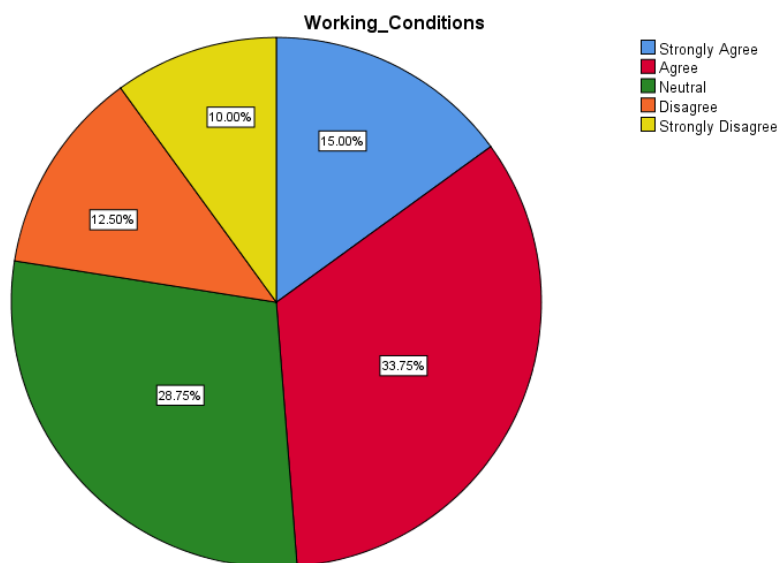
Figure 14 my manager helps the team in maintaining self-development, especially amid the crisis

By denoting the above pie chart, it can be noticed that 25% strongly agree that their managers help the team in maintaining self-development especially amid the crisis, 30% of the respondents agree that their managers help the team in maintaining self-development, especially amid the crisis, and 30% replied by neutral to such statement. However, 11.25% of the respondents disagree that their managers help the team in maintaining self-development, especially amid the crisis and only 3.75% of the respondents strongly disagree that their managers help the team in maintaining self-development, especially amid the crisis.



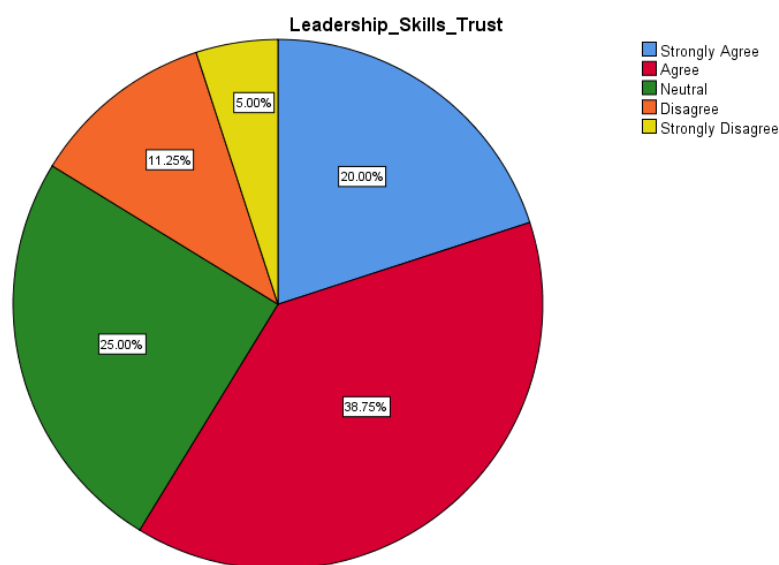
*Figure 15 my manager ensures that all employees in the workplace get recognition and/or rewards when they achieve difficult or complex goals.*

Above, it can be noticed that 27.5% of the respondents strongly agree that their manager ensures that all employees in the workplace get recognition and/or rewards when they achieve difficult or complex goals and 36.25% agree to that. However, 23.75% of the respondents showed a neutral response. In addition, 6.25% of the respondents disagree that their manager ensures that all employees in the workplace get recognition and/or rewards when they achieve difficult or complex goals, and 6.25% of the respondents strongly disagree with this statement.



*Figure 16 the manager allows employees to work in the manner that they want during a crisis.*

It can be noticed that 15% of the respondents strongly agree that the manager allows employees to work in the manner that they want during the crisis and 33.75% of the respondents also agreed to that, and 28.75% of the respondents showed a neutral response. However, 12.5% of the respondents disagreed that the manager allows employees to work in the manner that they want during the crisis and 10% of the respondents strongly disagreed with that.



*Figure 17 All the employees in the workplace trust the leadership skills of their manager throughout the crisis*

Here we have 20% of the respondents strongly agree that all employees in the workplace trust the leadership skills of their manager throughout the crisis and 38.75% of the respondents agree that all employees in the workplace trust the leadership skills of their manager throughout the crisis whereas 25% showed a neutral response. However, 11.25% of the respondent disagree that all employees in the workplace trust the leadership skills of their manager throughout the crisis and 5% of the respondents strongly disagree that all employees in the workplace trust the leadership skills of their manager throughout the crisis.

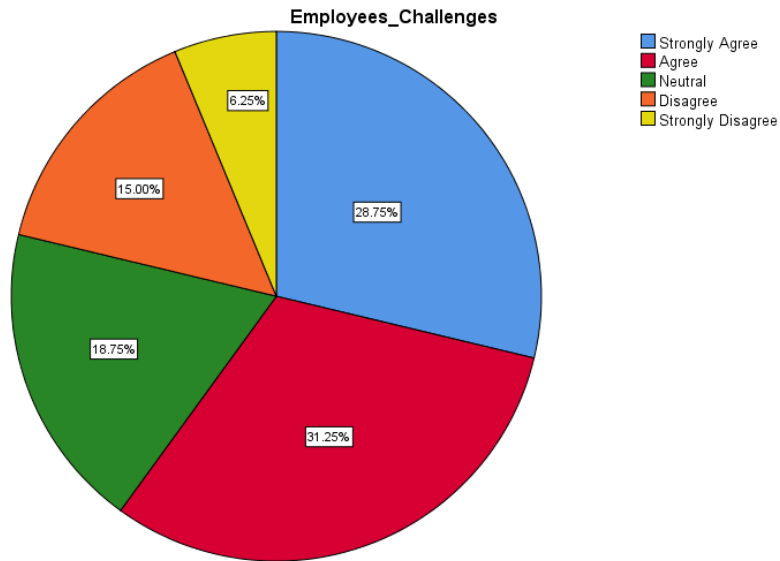


Figure 18 Challenges are shared with employees during a crisis to enhance their productivity

Concerning the statement “Challenges are shared with employees during a crisis to enhance their productivity”, 28.75% of the respondents replied strongly agree, 31.25% of the respondents replied agree, and 18.75% of respondents replied neutrally. In addition, 15% of the respondents replied disagree and 6.25% of the respondents replied strongly disagree with this statement.

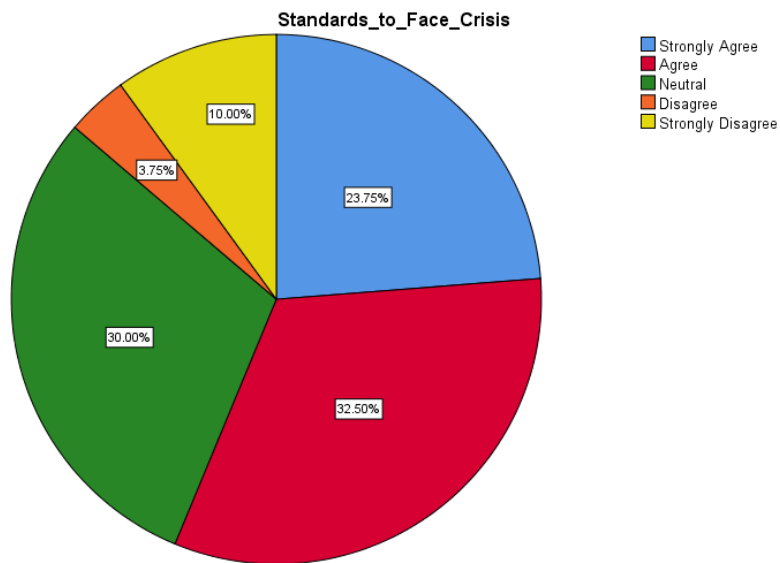


Figure 19 New standards to face the crisis are set in the workplace to meet your needs



When considering the statement “New standards to face the crisis are set in the workplace to meet your needs” 23.75% of the respondents strongly agree that new standards are set to face the crisis in the workplace to meet organizational goals. 32.5% of the respondents agreed that new standards to face crises in the workplace are set to meet the goals, however, 30% replied neutrally to this statement. However, 3.75% of the respondents disagree that new standards were set in the workplace to meet goals in case of crisis and 10% strongly disagreed with this statement.

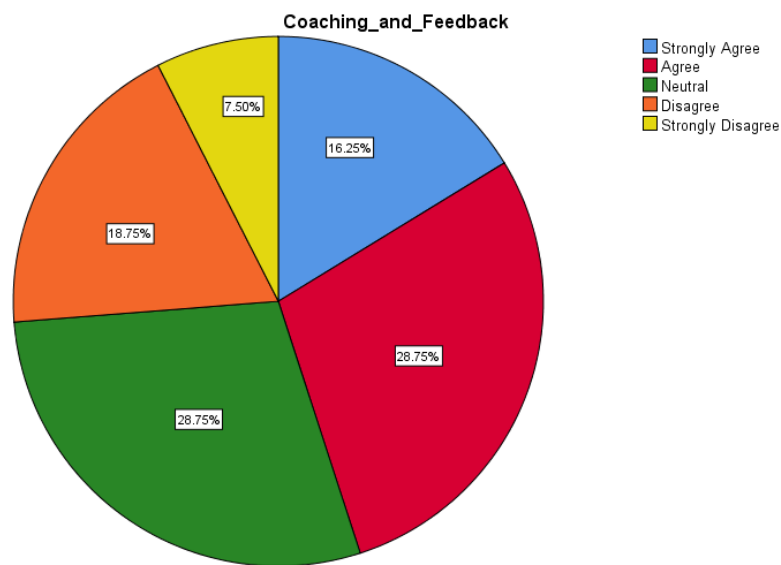


Figure 20 Coaching and feedback are provided by our manager in the workplace during the crisis management cycle

We notice that 16.25% of the respondents strongly agree that coaching and feedback are provided by their manager in the workplace during CM cycles, 28.75% of the respondents agree that coaching and feedback are provided by their manager in the workplace during all the CM cycle, and 28.75% of the respondents showed a neutral response. However, 18.75% of the respondents disagree that coaching and feedback are provided by their manager in the workplace during all the cycle and 7.5% of the respondents strongly disagree that coaching and feedback are provided by their manager in the workplace during all the CM cycle.

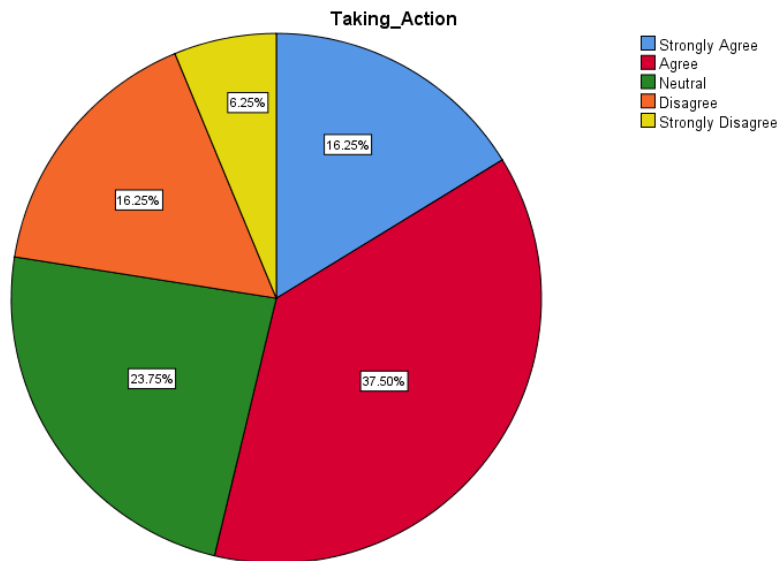


Figure 21 The Manager in our organization takes action before problems are chronic within the crisis

Here, it can be noticed that 16.25% of the respondents strongly agree that the manager in their organization takes action before problems are chronic within the crisis, 37.5% of the respondents agree that the manager in their organization takes action before problems are chronic within the crisis, and 23.75% replied by neutral to such statement. In addition, 16.25% of the respondents replied by disagreeing with the statement that the manager in their organization takes action before problems are chronic within the crisis, and 6.25% of the respondents replied “strongly disagree”.

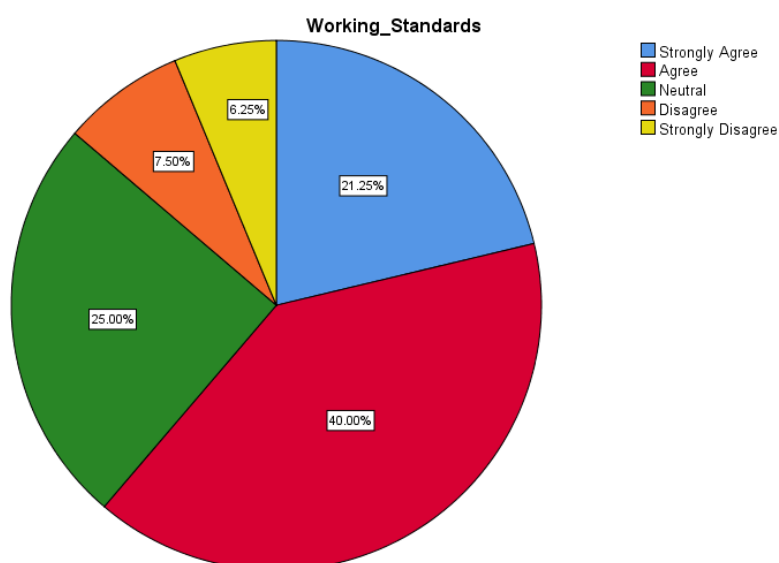
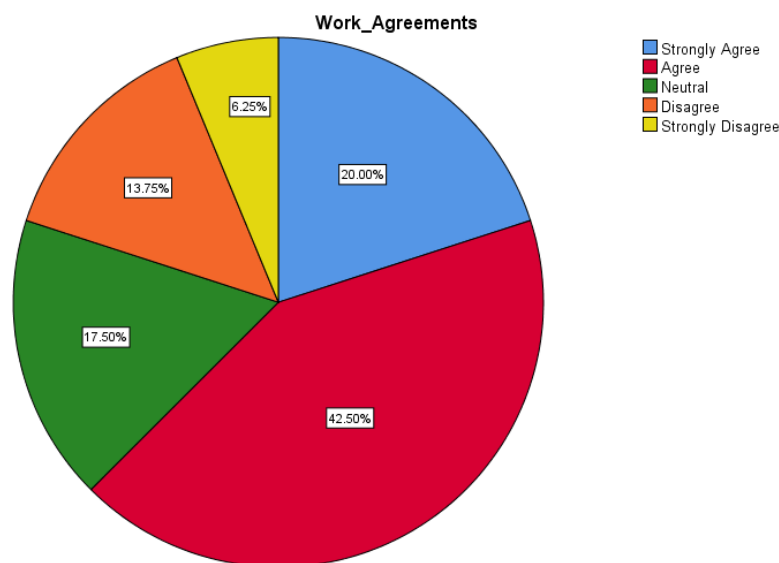


Figure 22 The Manager tells us the standards to carry out work during the crisis

By referring to the above pie chart, it can be noticed that 21.25% of the respondents strongly agree that the manager tells them standards to carry out work during crisis. The majority of the respondents constituting 40% of the sample agreed with the statement and 25% were neutral. In addition, 7.5% of the respondents disagree that the manager tells them standards to carry out work during a crisis and 6.25% of the sample strongly disagree that the manager tells them standards to carry out work during crisis.



*Figure 23 The Manager works out agreements with employees in the workplace during the crisis*

Concerning work agreements, it can be noticed that 20% of the respondents strongly agree that the manager works out agreements with employees in the workplace during the crisis, and 42.5% of the respondents agreed that the manager works out agreements with employees in the workplace during the crisis whereas 17.5% of the respondents showed a neutral response. On the other hand, 13.75% of the respondents disagree that the manager works out agreements with employees in the workplace during the crisis and 6.25% of the respondents strongly disagreed that the manager works out agreements with employees in the workplace during the crisis.

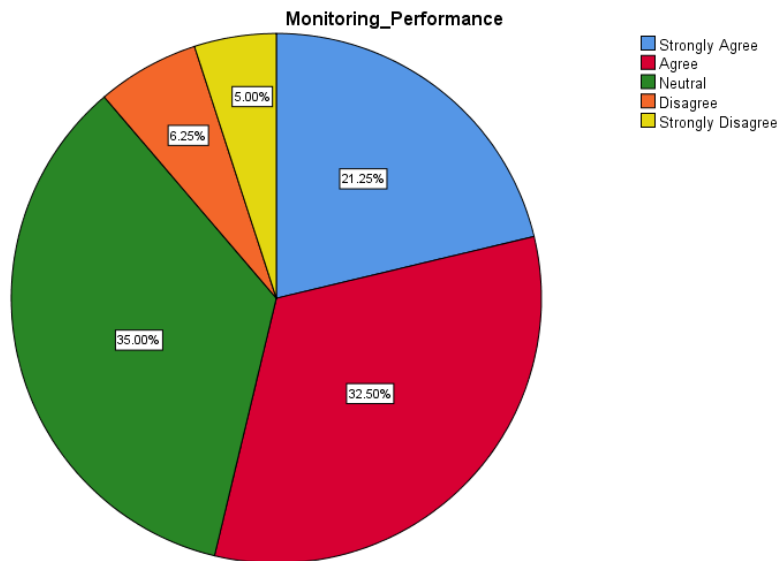


Figure 24 The Manager monitors employees' performance and keeps track of mistakes and generates best practices and lessons learned

By referring to the above pie chart, it can be noticed that 21.25% of the respondents strongly agree that the manager monitors employees' performance and keeps track of mistakes, and generates best practices and lessons learned. 32.5% of the respondents agree with this statement and 35% of the respondents showed a neutral response. On the other hand, 6.25% of the respondents disagree that the manager monitors employees' performance and keeps track of mistakes, and generates best practices and lessons learned and 5% strongly disagree with that.

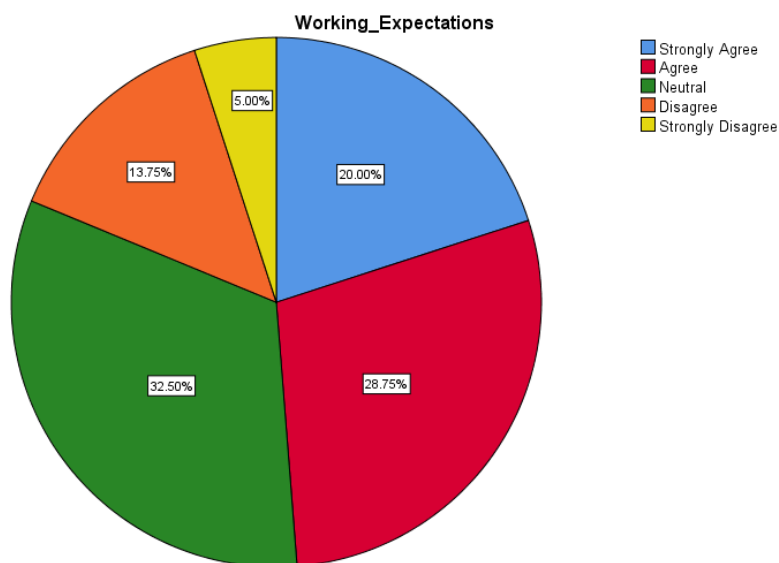


Figure 25 The Manager makes clear expectations in the workplace mainly during a crisis.

When asking the respondents about their work expectations, it can be noticed that 20% of the respondents strongly agree that the Manager makes clear expectations in the workplace mainly during the crisis, 28.75% agree that the Manager makes clear expectations in the workplace mainly during the crisis, and 32.5% showed a neutral response. Moreover, 13.75% of the respondents disagree that the Manager makes clear expectations in the workplace mainly during the crisis and 5% strongly disagreed with such a statement.

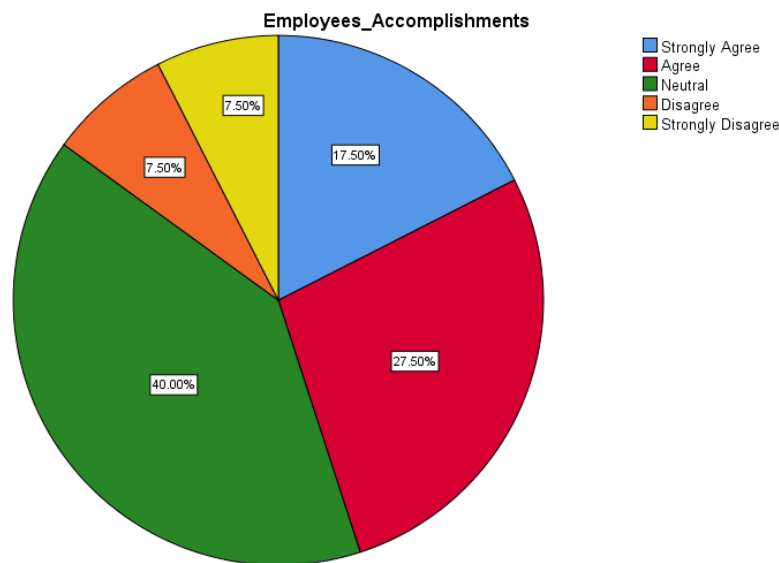


Figure 26 all the accomplishments of the employees are discussed properly amid a crisis.

Concerning the above pie chart that 17.5% of the respondents strongly agree with the statement "All the accomplishments of the employees are discussed properly amid a crisis", 27.5% agreed with this statement, and the majority with 40% showed a neutral response. However, 7.5% of the respondents replied by disagreeing as well as strongly disagreeing with the statement mentioned.

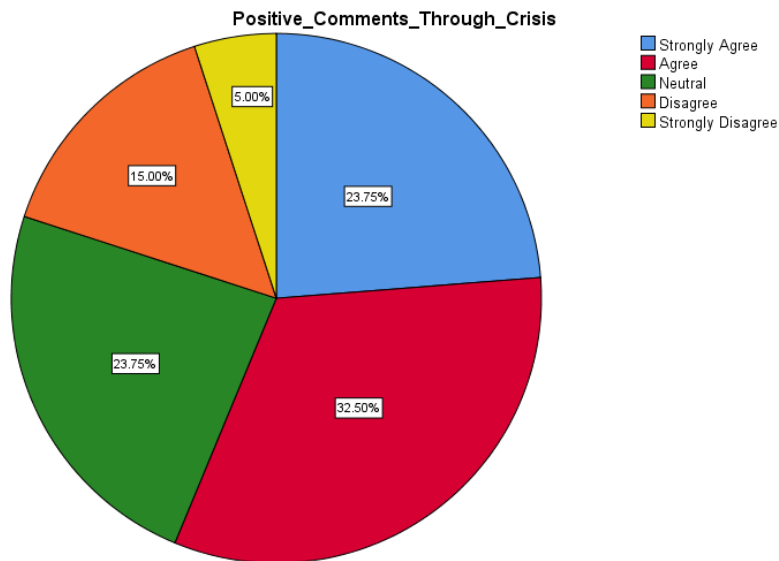


Figure 27 The manager often sends and has positive comments during the crisis.

In the above pie chart, it can be noticed that 23.75% of the respondents strongly agreed that the manager often send and have positive comments during the crisis, 32.5% agreed that The manager often send and have positive comments during the crisis, and 23.5% of the respondents showed a neutral response. However, 15% disagreed that the manager often sends and has positive comments during the crisis and 5% of the respondents strongly disagreed that the manager often sends and has positive comments during the crisis.

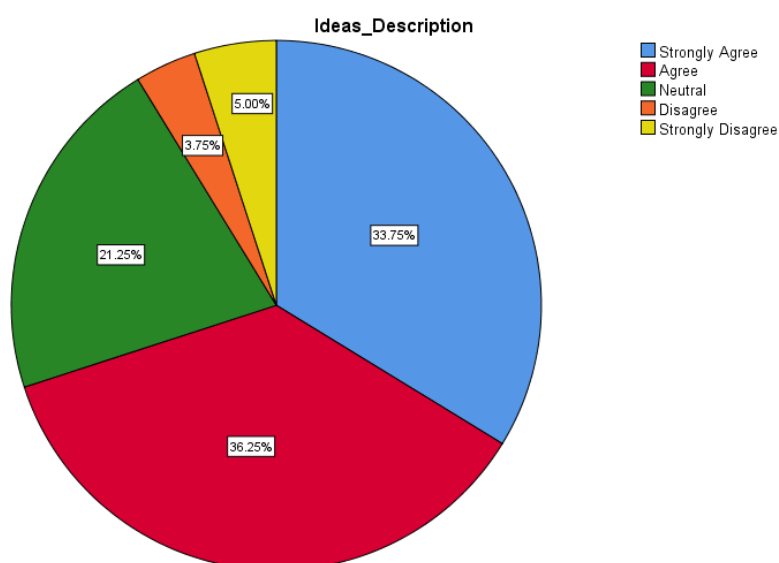


Figure 28 Even during a crisis, I am not afraid to describe my ideas and to get highly animated with my manager.

Based on the above pie chart, it can be noticed that 33.75% of the respondents strongly agree that they are not afraid to describe their ideas and get highly animated to their manager even during a crisis, 36.25% of the respondents agreed that they are not afraid to describe their ideas and get highly animated to their manager even during a crisis, and 21.25% of the respondents showed a neutral response. On the other hand, 3.75% of the respondents disagree that they are not afraid to describe their ideas and get highly animated with their manager even during a crisis and 5% strongly disagree with that.

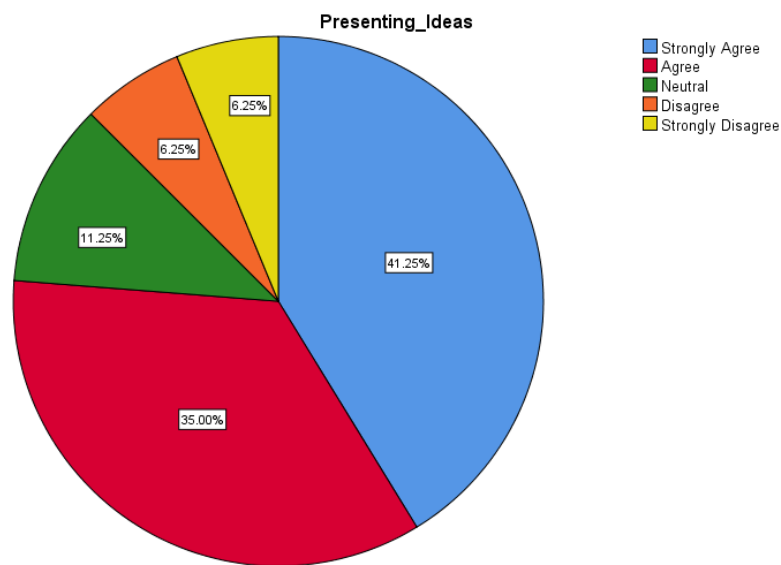


Figure 29 I can and do present my main idea to people willing to listen.

With respect to presenting ideas, the majority of the respondents constituting 41.25% strongly agree that they can present their main idea to people willing to listen, 35% of the respondents agree that they can present their main idea to people willing to listen, and 11.25% of the respondents showed a neutral response. On the other hand, 6.25% of the respondents disagree and strongly disagree that they can clearly present their main idea to people willing to listen.

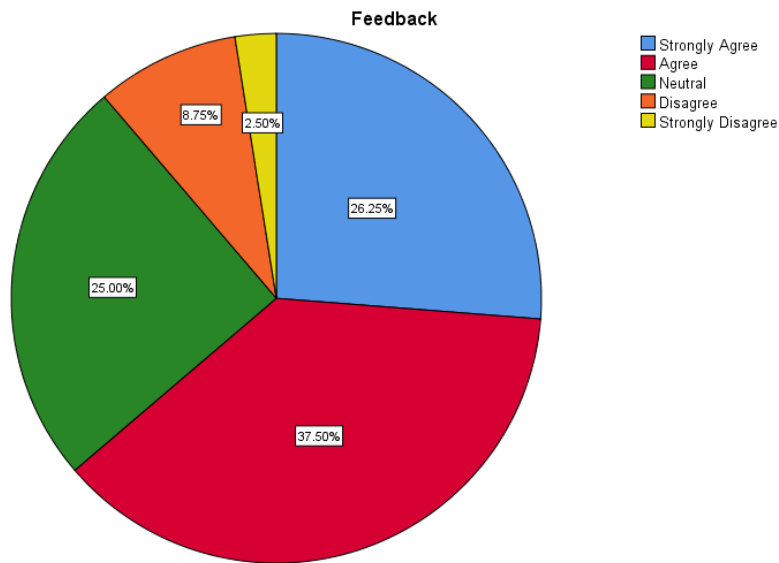


Figure 30 the manager gives specific feedback to individuals readily even during the crisis.

With respect to feedback, it can be noticed that 26.25% of the respondents strongly agree that the manager provides specific feedback to individuals readily even during the crisis, 37.5% of the respondents agree that the manager provides specific feedback to individuals readily even during the crisis, whereas 25% showed a neutral response. However, 8.75% disagree that the manager provides specific feedback to individuals readily even during a crisis and 2.5% of the respondents strongly disagree that the manager provides specific feedback to individuals readily even during a crisis.

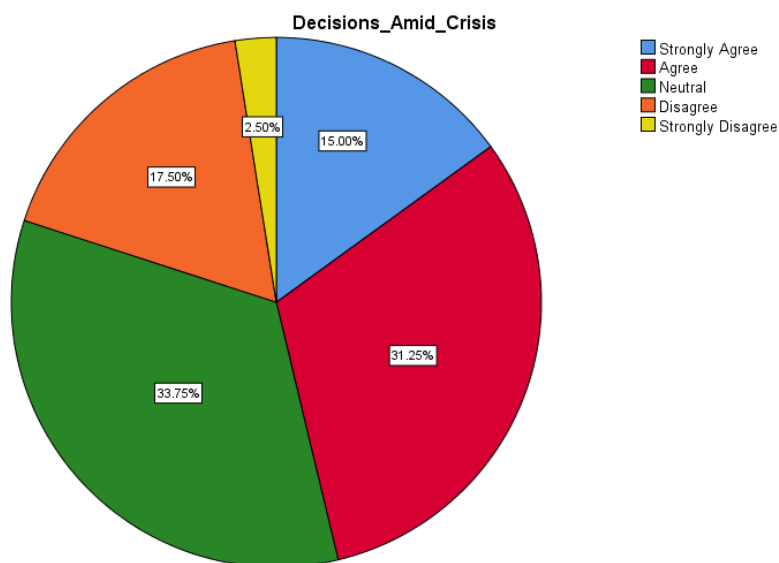
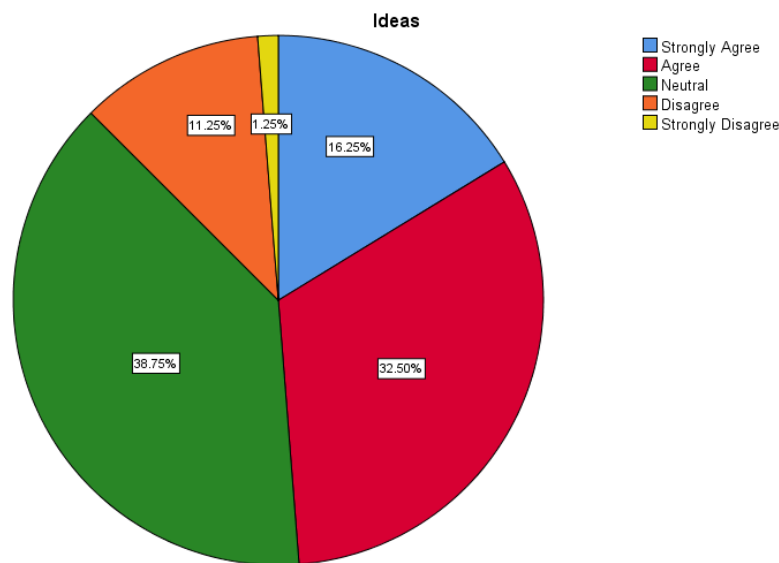


Figure 31 Leaders in my organization make (relative) employees always have an input whenever a major decision has to be made especially decisions that take place amid the crisis



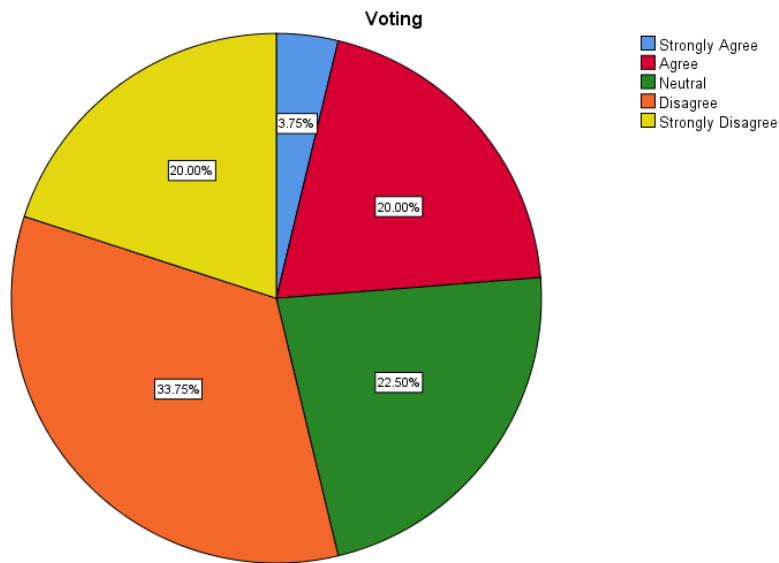
Here, it can be noticed that 15% of the respondents strongly agreed with this statement, 31.25% of the sample agreed with this statement, and 33.75% of the sample showed a neutral response.

On the other hand, 17.5% of the sample disagreed that leaders in their organization make (relative) employees always have input whenever a major decision has to be made especially decisions that take place amid the crisis, and 2.5% strongly disagreed with that.



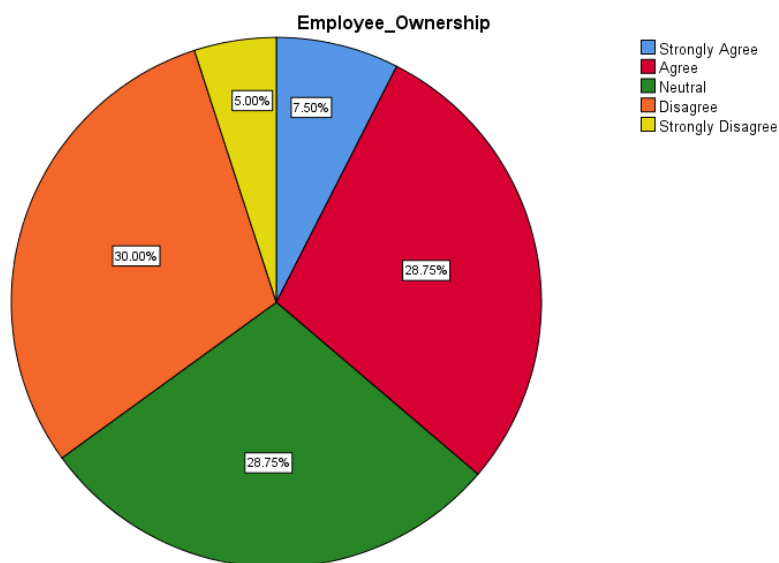
*Figure 32 during a crisis, employees are asked for their ideas and input on upcoming plans and projects and accept the ideas approved by the majority.*

It can be noticed that 16.25% of the respondents strongly agree that during a crisis employees are asked for their ideas and input on upcoming plans and projects, and accept the ideas approved by the majority, 32.5% of the respondents agreed that during a crisis employees are asked for their ideas and input on upcoming plans and projects and accept the ideas approved by the majority, and 38.5% of the respondents showed a neutral response. However, 1.25% disagreed that during a crisis employees are asked for their ideas and input on upcoming plans and projects, and accept the ideas approved by the majority and only 1.25% of the respondents strongly disagreed that during crisis employees are asked for their ideas and input on upcoming plans and projects, and accept the ideas approved by the majority.



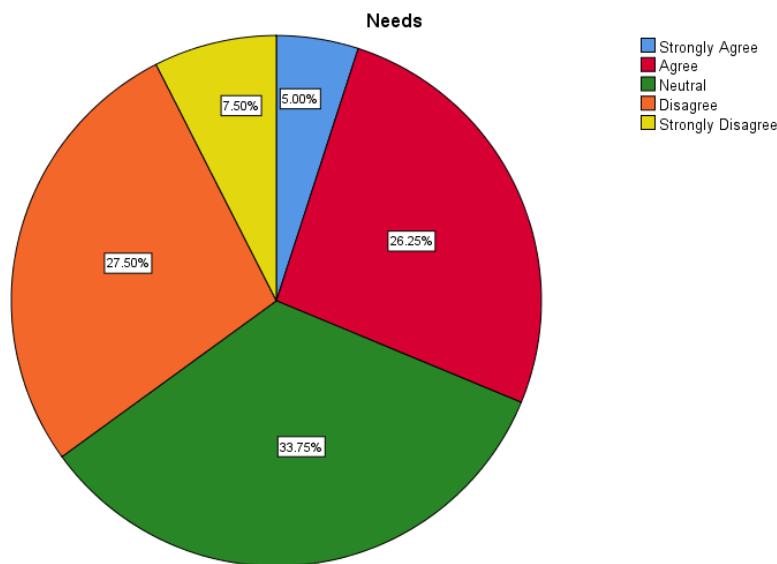
*Figure 33 for a major decision to pass during a crisis in the organization/unit/department, employees must vote*

By referring to the above pie chart, it can be noticed that 3.75% of the respondents strongly agree that employees must vote for a major decision to pass during the crisis in the organization, 20% agreed that employees must vote for a major decision to pass during the crisis in the organization, and 22.5% of the respondents showed a neutral response to that. On the other hand, 33.75% of the respondents disagreed that employees must vote for a major decision to pass during the crisis in the organization and 20% of the respondents strongly disagreed with that.



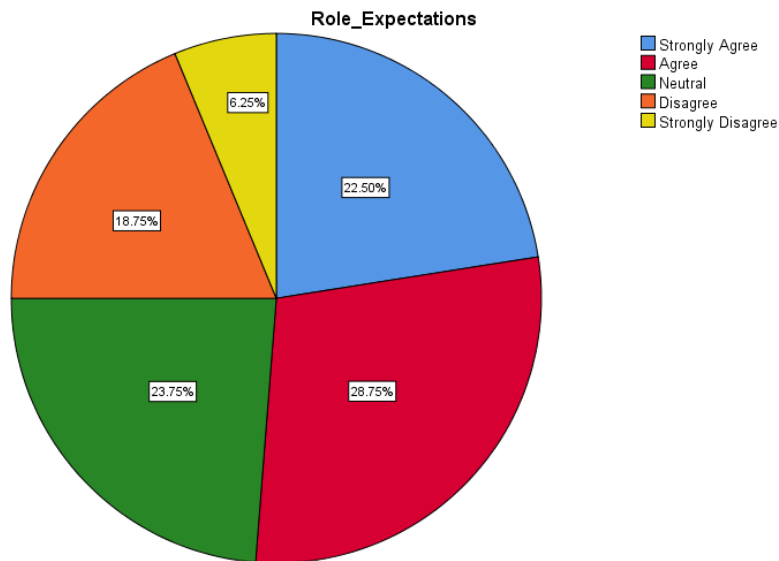
*Figure 34 amid a crisis employees take ownership of the work since the manager/leader allows them to participate in the decision making process.*

It can be noticed by referring to the above pie chart that 7.5% of the respondents strongly agree that Amid a crisis employees take ownership of the work since the manager/leader allows them to participate in the DM process, 28.75% of the respondents agree that amid a crisis employees take ownership of the work since the manager/leader allows them to participate in the DM process, and 28.75% of the respondents showed a neutral response. However, 30% of the respondents disagree that amid a crisis employees take ownership of the work since the manager/leader allows them to participate in the DM process and 5% of the respondents strongly disagree that amid a crisis employees take ownership of the work since the manager/leader allows them to participate in the DM process.



*Figure 35 Employees are allowed to determine what needs to be done and how to do it during the crisis.*

Based on the above pie chart, it can be noticed that 5% of the respondents strongly agree that employees are allowed to determine what needs to be done and how to do it during the crisis, 26.25% of the respondents agree that employees are allowed to determine what needs to be done and how to do it during the crisis, and the majority of respondents constituting 33.75% showed a neutral response. However, 27.5% of the respondents disagree that employees are allowed to determine what needs to be done and how to do it during the crisis, and 7.5% of the respondents strongly disagree that employees are allowed to determine what needs to be done and how to do it during the crisis.



*Figure 36 when there are differences in role expectations, the manager work with us to resolve the differences to meet the expectations and face the crisis.*

Based on the above pie chart, it can be noted that 22.5% of the respondents strongly agree that when there are differences in role expectations, the manager works with them to resolve the differences to meet the expectations and face the crisis, 28.75% of the respondents agree that when there are differences in role expectations, the manager works with them to resolve the differences to meet the expectations and face the crisis, and 23.75% of the respondents showed a neutral response.

On the other hand, 18.75% of the respondents disagree that when there are differences in role expectations, the manager works with them to resolve the differences to meet the expectations and face the crisis, and 6.25% of the respondents strongly disagree that when there are differences in role expectations, the manager works with them to resolve the differences to meet the expectations and face the crisis.

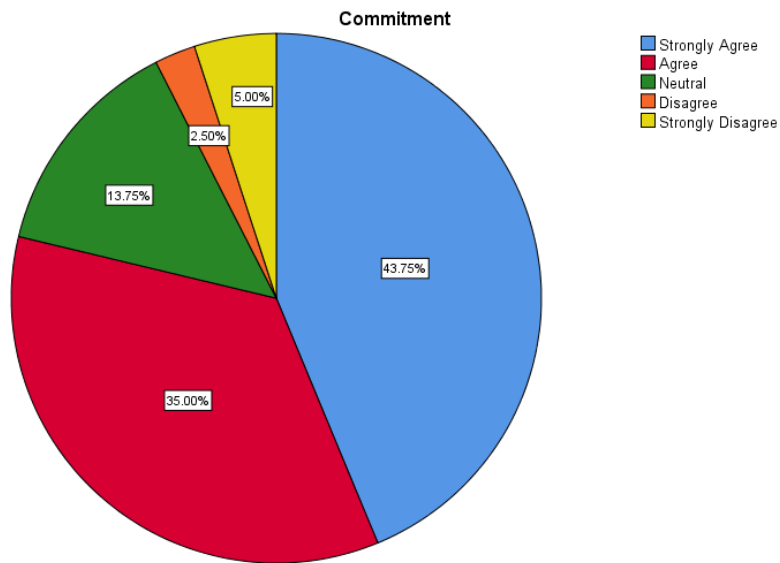


Figure 37 I give full commitment to working with my leader

Based on the above pie chart, it can be noted that the majority of the respondents constituting 43.75% strongly agree that they give full commitment to work with their leader, 35% of the respondents agree that they give full commitment to work with their leader, and 13.75% of the respondents showed a neutral response. However, 2.5% of the respondents disagree that they give full commitment to work with their leader and 5% of the respondents strongly disagree that they give full commitment to work with their leader.

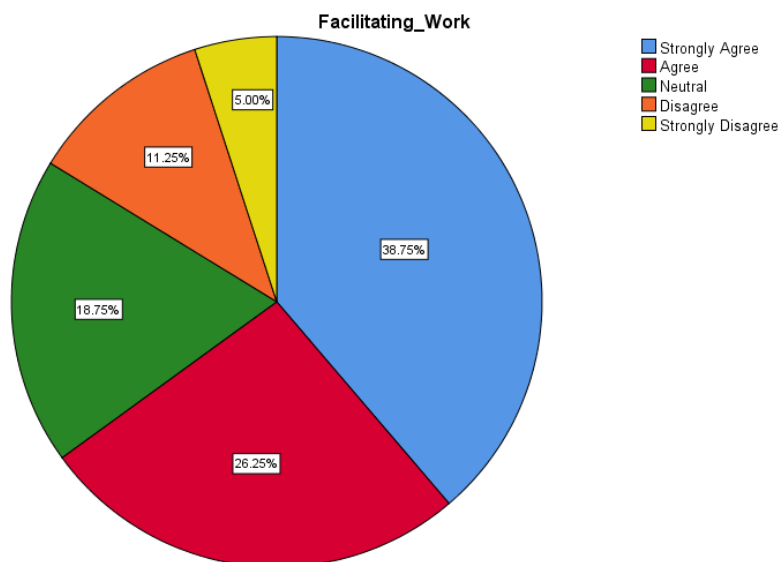
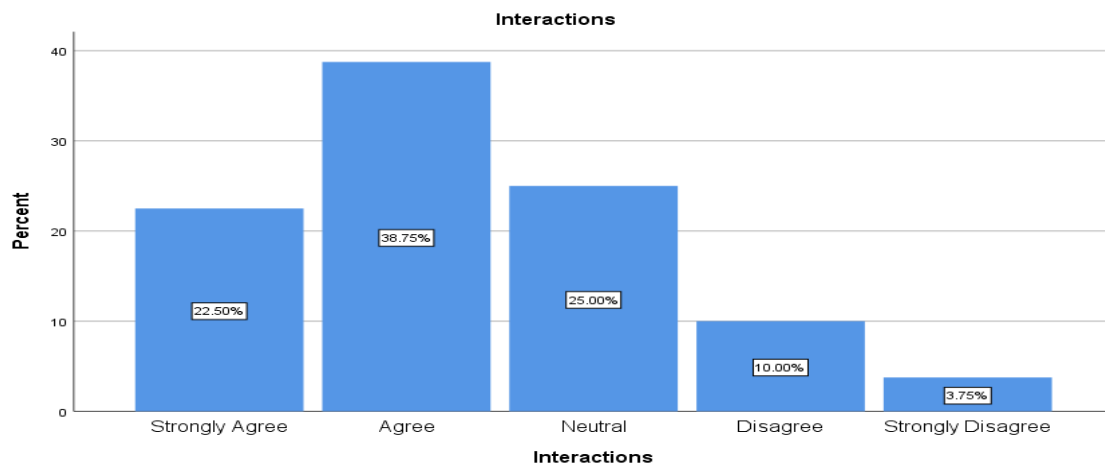


Figure 38 my leader facilitates the work during crisis even in complex situation

By referring to the above pie chart, it can be noted that the majority of the respondents constituting 38.75% strongly agree that their leader facilitates the work during crisis even in complex situations, 26.25% of the respondents agree that their leader facilitates the work during crisis even in complex situations, and 18.75% of the respondents showed a neutral response. However, 11.25% of the respondents disagree that their leader facilitates the work during crisis even in complex situations, and 5% of the respondents strongly disagree that their leader facilitates the work during crisis even in complex situations.



*Figure 39 my leader creates conditions that enable the interactions through which the behaviors and direction of organizational systems emerge during a crisis*

It can be noticed by referring to the above bars that 22.5% of the respondents strongly agreed with the statement “My leader creates conditions that enable the interactions through which the behaviors and direction of organizational systems emerge during a crisis”, 28.75% of the respondents agreed with this statement, and 25% of the respondents replied by a neutral option to this statement. However, 10% of the respondents disagreed with this statement and 3.75% of the respondents strongly disagreed with that.

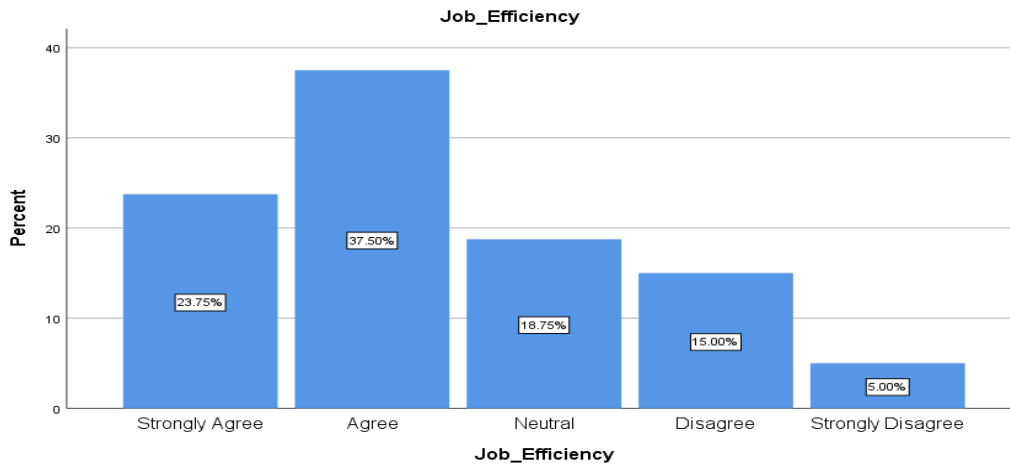


Figure 40 My leader's ideas/opinions are useful for me in doing my job and make me feel more efficient and effective

Based on the above figures, it can be noted that 23.75% of the respondents agreed that their leader's opinion and ideas are useful for them in doing their job and makes them feel more efficient and effective, 37.5% of the respondents agree that their leader's opinion and ideas are useful for them in doing their job and make them feel more efficient and effective, and 18.75% of the respondents showed a neutral response. On the other hand, 15% of the respondents disagree that their leader's opinion and ideas are useful for them in doing their job and make them feel more efficient and effective, and 5% of the respondents strongly disagree that their leader's opinion and ideas are useful for them in doing their job and makes them feel more efficient and effective.

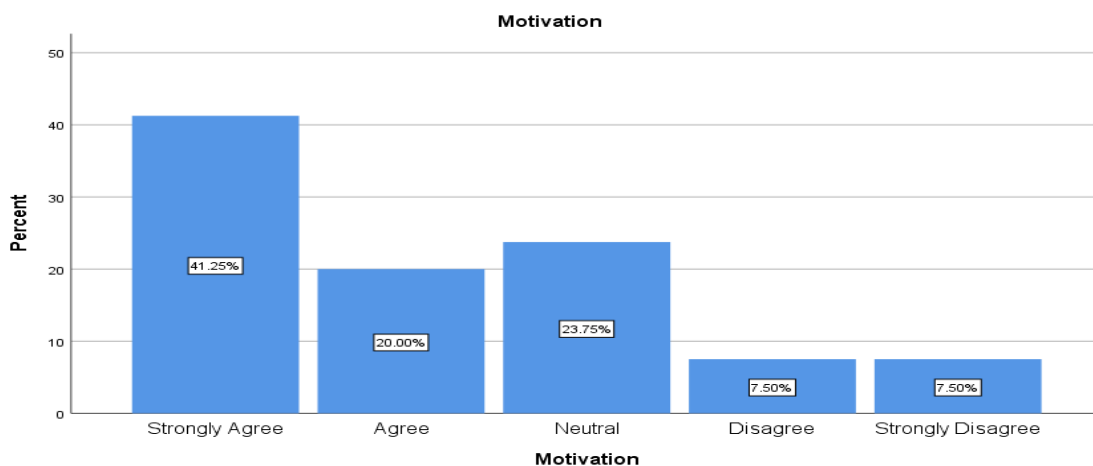
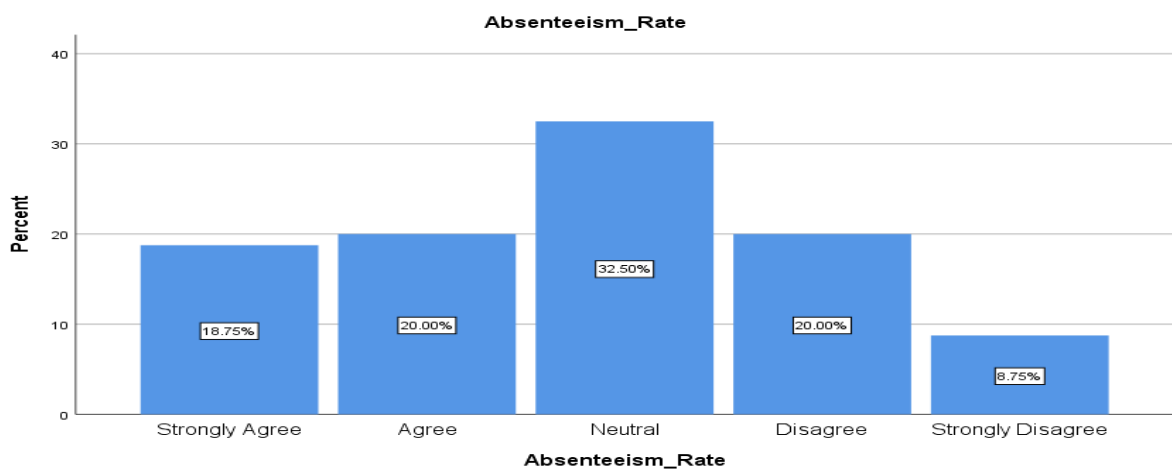


Figure 41 even during a crisis I feel motivated to come to work every day

Above, it can be noticed that 41.25% of the respondents strongly agree that they feel motivated to come to work every day even during the crisis, 20% of the respondents agree that they feel motivated to come to work every day even during crisis, and 23.75% of the respondents showed a neutral response. However, 7.5% of the respondents disagree that they feel motivated to come to work every day even during crisis, and 7.5% of the respondents also strongly disagree to that.



*Figure 42 during the crisis the absenteeism rate in the workplace is low*

For this one, it can be noticed that 18.75% of the respondents strongly agree that during crisis the absenteeism rate in the workplace is low, 20% of the respondents agree that during the crisis the absenteeism rate in the workplace is low, and 32.5% of the respondents showed a neutral response. On the other hand, 20% of the respondents disagree that during crisis the absenteeism rate in the workplace is low, and 8.75% of the respondents strongly disagree to such statement.



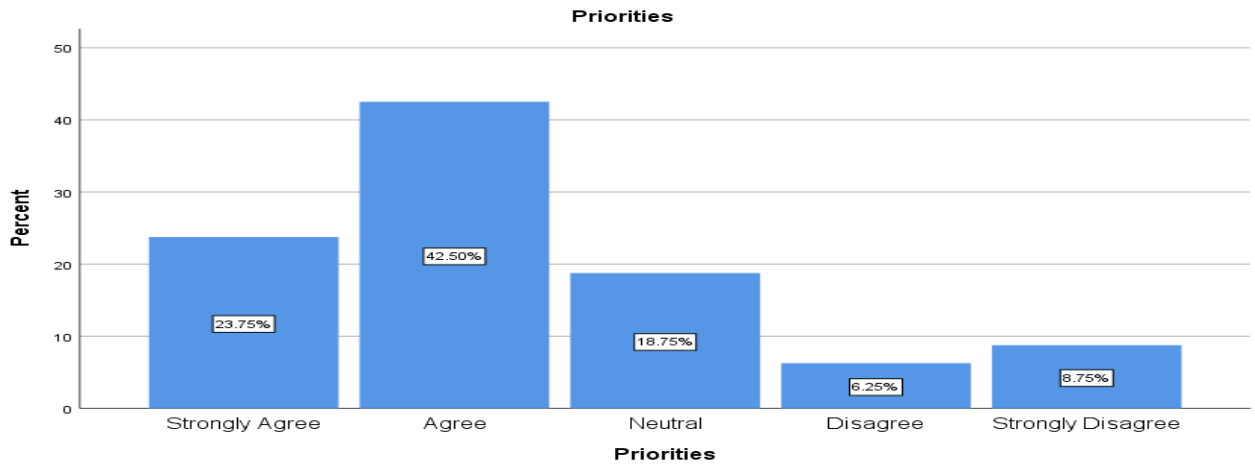


Figure 43 during a crisis, priorities are always kept to sustain the performance and reach desired outcomes

By referring to the above bars, it can be noticed that 23.75% of the respondents strongly agree that during a crisis, priorities are always kept to sustain the performance and reach desired outcomes, 42.5% of the respondents also agreed to that whereas 18.75% of the respondents showed a neutral response. On the other hand, 6.25% of the respondents disagree that during a crisis, priorities are always kept in order to perform and reach desired outcomes, and 8.75% of the respondents strongly disagree to this statement.

#### 4.2.2. Reliability Analysis

For this research, Cronbach's Alpha Coefficient is employed to verify its validity. Examine and confirm the internal consistency of the measurement items for each variable for which a coefficient was generated. There is a 0.7 minimum requirement for Cronbach Alpha Coefficient. The results are viewed in the following table:

Table 1 Reliability Statistics

Reliability Statistics	
Cronbach Alpha	Number of Items
0.832	43

The reliability analysis for the whole questionnaire shows a reliability value that equals 0.832,

indicating a high-reliability value for the whole items of the questionnaire. The findings of Cronbach's Alpha are shown in the table below for each variable.

*Table 2 Reliability Statistics*

	<b>Cronbach Alpha</b>
<b>Transformational Leadership</b>	.712
<b>Transactional Leadership</b>	.706
<b>Charismatic Leadership</b>	.713
<b>Decision Making</b>	.792
<b>Crisis Management</b>	.719
<b>Performance</b>	.780

Referring to the rule of thumb, it can be noted that:

- If Cronbach Alpha < 0.5, data is not validated
- If Cronbach Alpha is between 0.5 and 0.7 the data is validated but contains bias
- If Cronbach Alpha > 0.7 then the data are validated

By referring to the above results, it can be noted that "Transformational Leadership" scored a Cronbach Alpha of 0.712, "Transactional Leadership" scored Cronbach Alpha "0.706", as for Charismatic Leadership scored Cronbach Alpha 0.713, "Decision Making" scored a Cronbach Alpha of 0.792, "Crisis Management" also scored a Cronbach Alpha of 0.780 and "Performance" scored a Cronbach Alpha of 0.780. This means the variables are statistically validated as most of their Cronbach Alpha are almost 0.7.

#### 4.2.3. Validity

To be called reliable, the data generated by an instrument must accurately and meaningfully reflect a theoretical concept. To put it another way, the data must take into account all important factors. Once the data has been verified, conclusions must be accurate and appropriate (Mohajan, 2017).

Being able to use a wide range of facts to support research makes it more credible (Yin, 2003)

Table 3 KMO Validity Test

Factor	KMO	P-Value
Transformational leadership	.701	0.001
Transactional leadership	.603	0.002
Charismatic leadership	.793	0.005
Decision Making	.672	0.025
Crisis Management	.685	0.036

#### 4.2.4. Regressions

##### **Regression One: Leadership Styles and Decision Making**

###### **Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.446 <sup>a</sup>	.495	.495	.32363427

a. Predictors: (Constant), Transformational, Transactional, Charismatic, Decision Making, Performance

Referring to the above model, it can be noted that the addressed independent variables which are Transformational Leadership, Transactional Leadership, Charismatic Leadership, and DM scored R (0.446) which means that these variables tend to impact performance by 44.6% and that 55.4% of the variables are not addressed in this model. However, the R<sup>2</sup> score in this model is 49.5% which means that the strength between these independent variables and performance is 49.5%

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.000	.006		.048	.961
	Transformational Leadership	.074	.012	.106	6.232	.000
	Transactional Leadership	.078	.006	.779	13.00	.000
	Charismatic Leadership	.306	.006	.305	48.257	.000
	Decision Making	.088	.013	.118	6.937	.000
a. Dependent Variable: Performance						

The above regression studies the relationship between the independent variables, which are Transformational Leadership, Transactional Leadership, Charismatic Leadership, and DM, and the dependent variable, which is Performance. The significance level for all independent variables mentioned shows a level lower than 0.05, which means that there is significant relationship these independent variables and performance level.

Since all the variables scored a margin error below 0.05, then the null hypothesis is rejected and the alternative one is accepted.

The following equation can be formulated:

$$Y = A + BX_1 + BX_2 + BX_3 + BX_4$$

$$\text{Performance} = 0.961 + 0.106 \text{ Transformational Leadership} + 0.779 \text{ Transactional Leadership} + 0.305 \text{ Charismatic Leadership} + 0.118 \text{ Decision Making}$$

*This implies that:*

- For every 1% increase in Transformational Leadership, performance level will increase by 10.6%.
- For every 1% increase in Transactional Leadership, performance level will increase by 77.9%.
- For every 1% increase in Charismatic Leadership, performance level will increase by 30.5%.
- For every 1% increase in Decision Making, performance level will increase by 11.8%.

## Regression Two: Transformational Leadership and Crisis Management

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 <sup>a</sup>	.795	.895	.32363427

a. Predictors: (Constant), Transformational, Decision Making, Crisis Management, Performance

Referring to the above model, it can be noted that the addressed independent variables which are Transformational Leadership, DM, and CM scored R (0.646) which means that these variables tends to impact performance by 64.6% and that 35.4% of the variables are not addressed in this model. However, the R<sup>2</sup> scored in this model is 79.5%, which means that the strength between these independent variables and performance is 79.5%

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.000	.006		.048	.863
	Transformational Leadership	.064	.011	.506	5.818	.001
	Decision Making	.058	.010	.218	5.813	.025
	Crisis Management	.051	.012	.223	4.251	.003

a. Dependent Variable: Performance

The above regression studies the relationship between the independent variables, which are Transformational Leadership, DM, and CM, and the dependent variable, which is Performance. The significance level for all independent variables mentioned shows a level lower than 0.05, which means that there is a significant relationship between these independent variables and performance level.

Since all the variables scored a margin error below than 0.05, then the null hypothesis is rejected and the alternative one is accepted.

The following equation can be formulated:

$$Y = A + BX1 + BX2 + BX3$$

$$\text{Performance} = 0.863 + 0.506 \text{ Transformational Leadership} + 0.218 \text{ Decision Making} + 0.223 \text{ Crisis Management}$$

This implies that:

- For every 1% increase in Transformational Leadership, performance level will increase by 50.6%.
- For every 1% increase in Decision Making, performance level will increase by 21.8%.
- For every 1% increase in crisis management, performance level will increase by 22.3%

### **Regression Three: Transactional Leadership and Crisis Management**

#### **Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.746 <sup>a</sup>	.825	.905	.45363427

a. Predictors: (Constant), Transactional Leadership, Decision Making, Crisis Management, Performance

Referring to the above model, it can be noted that the addressed independent variables which are Transactional Leadership, DM and CM scored R (0.746) which means that these variables tends to impact performance by 74.6% and that 25.4% of the variables are not addressed in this model. However, the R<sup>2</sup> score in this model is 82.5%, which means that the strength between these independent variables and performance is 82.5%

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.000	.006		.048	.863
	Transactional Leadership	.068	.005	.789	13.31	.032
	Decision Making	.058	.010	.318	5.813	.025
	Crisis Management	.051	.012	.323	4.251	.003

a. Dependent Variable: Performance

The above regression studies the relationship between the independent variables, which are Transactional Leadership, DM, and CM, and the dependent variable, which is Performance. The significance level for all independent variables mentioned shows a level lower than 0.05, which means that there is a significant relation between these independent variables and performance level.

Since all the variables scored a margin error below 0.05, then the null hypothesis is rejected and the alternative one is accepted.

The following equation can be formulated:

$$Y = A + BX_1 + BX_2 + BX_3$$

$$\text{Performance} = 0.863 + 0.789 \text{ Transactional Leadership} + 0.318 \text{ Decision Making} + 0.323 \text{ Crisis Management}$$

This implies that:

- For every 1% increase in Transactional Leadership, the performance level will increase by 78.9%.
- For every 1% increase in Decision Making, performance level will increase by 31.8%.
- For every 1% increase in crisis management, performance level will increase by 32.3%

**Regression Four: Charismatic Leadership and Crisis Management**

**Model Summary**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.832 <sup>a</sup>	.885	.925	.45363427

a. Predictors: (Constant), Charismatic Leadership, Decision Making, Crisis Management, Performance

Referring to the above model, it can be noted that the addressed independent variables which are Charismatic Leadership, DM and CM score R=(0.832) which means that these variables tends to impact performance by 83.2% and that 16.8% of the variables are not addressed in this model. However, the R<sup>2</sup> scored in this model is 88.5%, which means that the strength between these independent variables and performance is 88.5%

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.000	.006		.048	.863
	Charismatic Leadership	.206	.003	.905	68.66	.015
	Decision Making	.058	.010	.418	5.813	.025
	Crisis Management	.051	.012	.323	4.251	.003

a. Dependent Variable: Performance

The above regression studies the relationship between the independent variables, which are Charismatic Leadership, DM, and CM, and the dependent variable, which is Performance. The significance level for all independent variables mentioned shows a level lower than 0.05, which mean that there is a significant relationship between these independent variables and performance level.

Since all the variables scored a margin error below 0.05, then the null hypothesis is rejected and



the alternative one is accepted.

The following equation can be formulated:

$$Y = A + BX_1 + BX_2 + BX_3$$

$$\text{Performance} = 0.863 + 0.905 \text{ Charismatic Leadership} + 0.418 \text{ Decision Making} + 0.423 \text{ Crisis Management}$$

This implies that:

- For every 1% increase in Charismatic Leadership, performance level will increase by 90.5%.
- For every 1% increase in Decision Making, performance level will increase by 41.8%.
- For every 1% increase in crisis management, performance level will increase by 42.3%

### Comparison Table of Results

Regression	Variables	R <sup>2</sup>	P-Value	Beta	Hypothesis
<b>Regression 1</b>	Transformational	<b>0.495</b>	.000	.106	<b>Validated</b>
	Transactional		.000	.779	<b>Validated</b>
	Charismatic		.000	.305	<b>Validated</b>
	Decision Making		.000	.118	<b>Validated</b>
<b>Regression 2</b>	Transformational	<b>0.795</b>	.001	.506	<b>Validated</b>
	Decision Making		.025	.218	<b>Validated</b>
	Crisis Management		.003	.223	<b>Validated</b>
<b>Regression 3</b>	Transactional	<b>0.825</b>	.032	.789	<b>Validated</b>
	Decision Making		.025	.318	<b>Validated</b>
	Crisis Management		.003	.323	<b>Validated</b>
<b>Regression 4</b>	Charismatic	<b>0.885</b>	.015	0.905	<b>Validated</b>
	Decision Making		.025	0.418	<b>Validated</b>
	Crisis Management		.003	0.423	<b>Validated</b>

Referring to the above table which summarizes the findings of the regression analysis, it can be noted that in regression 1 the  $R^2$  was 0.495 which included the relationship between transformational, transactional, charismatic leadership, DM and performance, as in regression 2, the  $R^2$  increased to reach 0.795 which is the relationship between transformational leadership, DM and CM, and in regression 3 it increased to reach 0.825 for transactional leadership and 0.885 for charismatic leadership in regression 4.

However, it can also be noted that the B for transformational leadership increased from 0.106 to 0.506, and transactional leadership increased from 0.779 to 0.789 and charismatic leadership increased from 0.305 to 0.905.

It can be noted that based on the B increase, charismatic leadership tends to have the best effect on employees' DM in the workplace since it scored the highest Beta.

# CHAPTER 5

## Discussion of Findings and Results

### **Relationship between Transformational Leadership, Decision Making and Performance**

Results demonstrated that when one or more people are involved in a social relationship, there is a tendency for transformational behavior. When the CEO impacts the success of his firm by working tirelessly to change everything, this behavior has a greater effect on people and performance than other leadership characteristics.

Transformational conduct shows that leaders' wishes are not confined to, instructions and commands alone, but they also have a feeling of inspiration, influence, and drive.

Because the organization's goal must be achieved, transformational leadership acts as an influence process. If the leader can inspire his/her colleagues, create standards for long-term objectives, encourage and meet employees' demands at work, and emphasize social-interpersonal abilities, he/she is a transformational leader.

Leaders' charm and demeanor in a certain manner, as well as their capacity to display extraordinary skill and utilize the admirable to convey their significant ideals, characterize this function for idealized influencers. When leaders articulate the vision of their company, define declarations, objectives, and needed activities, and create contentious situations in order to stimulate challenge, they are playing the inspiration motivation role.

In the position of individual attention, the leader acts as a watchdog, teaching and making his staff aware of their working demands while also fostering mutual trust and an awareness of their respective strengths and weaknesses. As a result, transformational leadership refers to the capacity of a leader to encourage and inspire people with his or her exceptional abilities, to look at the needs of his or her workers, and to share ideas to motivate them. Leaders may connect the company's vision with their employees' strengths and capabilities by engaging in these transformative actions. Influenced by excellent leaders who have the ability to convey their beliefs and assumptions via

their inspiration, people in businesses have a better chance of succeeding

Workers' opinions about their bosses and management employee attitudes are influenced by a variety of factors, and leaders can use these to motivate their workforce to work harder than is strictly necessary. This is especially true when employees share a sense of purpose and fairness, which increases their likelihood of contributing to corporate success. Employees are influenced by their bosses' or leaders' actions because of this.

It's also our belief that their companies' great performance will keep them pleased. A positive impact on employee attitudes can be seen when supervisors are seen as transformational and supportive of their employees. This leads us to mediate between employee attitudes and university performance, and when supervisors are perceived to be transformational and supportive, employees will feel encouraged to carry out high activities at work that could affect the st Transformational leadership conduct is expected to have a good impact on employee attitudes and the performance of the company, notably the performance of universities.

### **Relationship between Transactional Leadership, Decision-Making, and Performance**

With the only goal of boosting work performance, transactional leadership focuses on the requirements of its followers and outlines the means through which these demands might be satisfied. It is made up of contingent compensation and exception-based management. When a leader and subordinate engage in an exchange of behaviors, the incentives they get are constantly tied to the work and results they achieve together.

To keep their employees satisfied, transactional leaders provide them with the greatest possible method of recognizing their needs. A less competitive climate and a steady state of affairs are important considerations for a transactional leader. Transactional leaders are those who set goals for their followers; allocate tasks and get the work done; finally reward those followers who perform better and punish those who do not perform. This sort of transactional leadership has been extensively employed in organizational behavior research to encourage followers to increase their inspiration for achieving the goals of the company.

Those transactional leaders, as a pioneer in the study of transactional leadership, pointed out that they motivate their followers by appealing to their own self-interests Leader-follower interactions, according to transactional leadership theories, are built on a series of trades or an implicit pact. Leaders that practice transactional leadership emphasized the quality of interactions between themselves and their subordinates.

Achieving tasks and goals fall solely to leaders, who play a key role in energizing and encouraging their subordinates to find and attain the necessary high-performance levels.

Numerous academic studies have focused on the link between leadership and employment success. A mixed bag of data has emerged from research on the link between transformational vs. transactional leadership and employee success at work. Management relies heavily on transactional leadership. Additionally, the regression analysis findings show that transactional leadership has a strong link with employee success.

When confronted with new obstacles, effective leadership styles contribute to higher performance. Research results support this idea that transactional leadership and employee performance have a favorable association. In most research, there is a substantial correlation between the success of a company and the leadership of its managers.

At every level of an organization, leadership is essential. The management level, on the other hand, is of paramount importance. One of the most powerful methods for encouraging people to do their best is via leadership.

It is the job of the organization's leaders to educate and encourage its personnel while also requiring them to produce new and creative work. It is up to the leaders to inspire their people to work harder to reach the company's stated objectives and goals.

A mixed correlation may be shown when it comes to the link between transactional leadership and job success. According to the notion of leader-member exchange (LMX), this research attempts to investigate the alleged link between transactional leadership and job performance in NGOs.

### **Relationship between Charismatic Leadership, Decision-Making, and Performance**

Transformational leadership is seen as requiring charisma. Leaders that adopt this approach inspire others because of their willingness to take risks and their devotion to their transformation vision. Team members are inspired by charismatic leaders because they exude self-assurance, boldness, and a clear sense of direction and vision.

More than any other kind of leadership, charismatic leaders inspire a belief in the team's vision, instill trust in team members' skills, and actively engage their followers' values systems. When the group and the organization are in an uncertain and stressful situation, charismatic leadership is more likely to arise.

It's not uncommon for individuals who follow charismatic leaders to participate in high levels of

creative behavior as a result of what they see and hear from them. Research initiatives aiming to produce radical innovation tend to have high levels of charismatic behavior and intellectual stimulation.

Charismatic leaders have been shown to have greater job performance ratings than their less charismatic counterparts, according to research. Charismatic leadership is positively connected with participants' self-reported proactive personality, as well as their most important personal accomplishments. Direction and purpose are mostly communicated via leaders. Studies have demonstrated that charismatic leadership styles have a major impact on the attitudes and actions of a whole team.

### **Relationship between Crisis Management, Decision-Making, and Performance**

As a crisis threatens the goals and values of the institutions and parties involved, decision-makers in all institutions must act quickly to prevent the loss of control over events and the resulting anxiety caused by a lack of information and a sense of surprise and entanglement in crisis-related matters.

In other words, handling a crisis requires protecting institutions' assets and properties while also generating money and shielding the people who work in these institutions from a variety of threats. Decision-makers have a critical role to play now that the crisis is spreading rapidly. They must look for any possible hazards that may have arisen as a consequence of or as a result of the pandemic and work to reduce or eliminate their impact on the company.

It is necessary to deal with the crisis by using other scientific and administrative tools, avoiding its negative aspects while taking advantage of its positive ones, to achieve equilibrium and adapt to various local and global variables and to examine the consequences of those effects and consequences in all areas. There is a clear preference for participatory decision-makers and consultative DM in these results.

According to those who participated, if a choice is made to handle a crisis, it must be done in a way that keeps it from deteriorating and spreading. When it came to dealing with the COVID-19 pandemic issue, this is what transpired, starting with deciding on a home quarantine and working from home for all administrative agencies.

For example, in the COVID-19 pandemic issue, decision-makers must learn from it, and be aware, energetic, and ready to deal with the negative and catastrophic possibilities that may arise at any moment. Consequently, because the Arab nations' response to the COVID-19 pandemic problem is corrective rather than preventative, we must correct the CM system's current imbalance in the

Arab world. This involves the employment of current technologies to cope with crises, such as worst-case scenarios virtual reality or future studies, and to envisage the worst crises and build scenarios for their remedies.

# Chapter 6

## Conclusion

### Key Findings

The research findings suggest that transformative behavior is more likely to occur when individuals are connected. The head of an organization's consistent efforts to change the company as a whole has a significant impact on morale and productivity, outweighing any other leadership quality. Effective leaders inspire and motivate their followers, indicating a deeper motivation beyond just issuing orders and dictating policies.

Transactional leaders focus on meeting their followers' needs to increase job productivity through incentives, bonuses, and management by exception. Stability and an absence of competition are prioritized, and goals and responsibilities are delegated under their direction. Transactional leadership has been utilized in the field of organizational behavior to inspire employees to work towards shared objectives.

A pioneer in the transactional leadership theory argued that these leaders inspire subordinates by appealing to their interests. These leaders establish a sequence of exchanges or an unspoken bargain with their followers, with a focus on interactions with direct reports.

Charismatic leaders are essential for transformational roles, inspiring admiration for their boldness and commitment to change. Charismatic leaders motivate their teams by radiating confidence, bravery, and a sharp focus on the future. They are most effective at engaging followers in the team's mission and exciting them about the possibilities ahead. Charismatic leaders tend to emerge during times of great chaos and unpredictability, and their followers often mimic their behavior and engage in highly creative actions.

Decision-makers in all institutions must act quickly to prevent the loss of control over events, anxiety resulting from a lack of information, and crisis-related matters that threaten the institutions' goals and values. This requires safeguarding assets and buildings, generating revenue, and protecting employees from potential dangers. As the crisis spreads rapidly, decision-makers are in a pivotal position, and businesses must be vigilant for new risks and take action to mitigate or eliminate them.



## **Theoretical and Practical Implications**

This study's conclusions have significant theoretical and practical implications, regardless of how we interpret them. A survey was designed to investigate the connection between leadership, DM, and CM based on existing literature and research. The assessment of related literature reveals that no research of this kind has been undertaken in Lebanon. Therefore, this study's findings are anticipated to be significant for management, as they encourage the adoption of a leadership style that improves and develops strategies for managing and facing crises. Additionally, the study makes theoretical contributions.

The research focuses on the impact of leadership styles on CM, which may assist businesses in creating a work environment that fosters staff engagement and CM. Leadership styles have been shown to substantially influence organizational behavior, inspire people to think beyond conventional streams, and improve organizational performance or effectiveness.

The research also reaffirmed the significance of leaders who can see the bigger picture for their organizations. This pattern has significant implications for management scientists and practitioners, given leadership's central role in defining strategies in support of corporate operations and strategies. Key decision-makers need specialized knowledge, abilities, and leadership styles to execute plans effectively and manage crises efficiently.

The research also found that leadership practices may significantly influence CM in different types of organizations. Therefore, senior management should pay more attention to highly experienced human cadres and put measures in place to ensure their knowledge and expertise are preserved for future use.

Moreover, it is crucial to conduct an internal analysis of an organization, assessing its strengths and weaknesses and identifying potential warning signs of a crisis. This process can help the organization capitalize on its strengths and implement appropriate solutions to address weaknesses.

Additionally, taking proactive measures to prevent crises and minimize their impacts is vital. Management should implement measures such as CM training, formation of CM teams, provision of effective communication systems, development of business continuity plans (BCPs), and the assignment of clear duties and tasks to all employees in the event of a crisis. These preparedness measures can help the organization effectively respond to crises and minimize their short-term and long-term negative consequences.

# Chapter 7

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## Annex A- Questionnaire

### APPENDIX A Questionnaire

#### Consent to participate in a Survey/Questionnaire

I would like to invite you to participate in my research by completing this questionnaire. This research is directed as part of graduate MBA thesis research at the Open University of Cyprus. This research aims to study the importance of leadership and decision making during crisis management in complex environments.

There are no known risks, harms or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to develop a better understanding of the leadership role to take decisions during crisis management in complex environments. You will not directly benefit from participation in this study. The study will involve 80 participants. Completing the survey will take 10 minutes of your time.

By continuing with the survey, you agree with the following statements:

1. I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records;
2. I understand that all responses I provide for this study will remain confidential. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me;
3. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer;
4. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to;
5. I understand that if I have any additional questions, I can ask the research team listed below;
6. I have read and understood all statements on this form; and
7. I voluntarily agree to take part in this research project by completing the following survey.

For questions, please contact:

Name: Alain Chatry    Phone Number: +961 3 661725    Email: [alain.chatry@st.ouc.ac.cy](mailto:alain.chatry@st.ouc.ac.cy)

1. What is the age of the interviewee?
  - A. 22-29
  - B. 30-40
  - C. 41-55
  - D. 55 and up
  
2. How many years of experience do you have?
  - A. 1 year to 7 years
  - B. 8 years to 15 years
  - C. 15 years to 22 years
  - D. 22 years and above.
  
3. In which sector do you work?
  - A. Private Sector
  - B. Public Sector
  - C. NGO (Local and / or International)
  
4. In which Industry you are currently working?
  - A. Manufacturing & Production
  - B. Construction
  - C. Health
  - D. Agriculture
  - E. Retail
  - F. Services
  - G. Development & Humanitarian
  
5. What is your job role?
  - A. Sr. Executive / Head
  - B. General Management (Including Operations)
  - C. Projects / Program Management
  - D. Administration

- E. Technical and /or Engineering
- F. Consulting

6. What is your management Level?
- A. None Management Role
  - B. Junior Level Management (Supervisory Role)
  - C. Mid-Level Management
  - D. Top-Level Management

*"Please fill in only one option from each answer, the one that best represents you"*

<b>CRISIS MANAGEMENT</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
My organization have a Crisis Management Plan including the identification and classification of different crises					
My organization have a crisis communication plan that includes specific strategies and messaging for all the potential crises that are high probability and/or high impact					
My organization have a Business Continuity Plan (BCP) to determine how the organization will be served amid the crisis					
The organization had created a risk management team to deal with the crisis					
The organization has a designated coordinator who is ready to act in crisis					
There is a clear role of the leader within the crisis management in my organization					
During crisis leaders in my organization make sure to be transparent and supportive					
During crisis leaders in my organization take decisions that are both better for the team and the organization					



*In case of "My Manager" means You (no-upper management), please reflect on how would You react.*

*"Please fill in only one option from each answer, the one that best represents you"*

<b>TRANSFORMATIONAL LEADERSHIP</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
My manager helps the team in maintaining self-development especially amid the crisis					
My manager ensures that all employees in the workplace get recognition and/or rewards when they achieve difficult or complex goals.					
The manager allows employees to work in the manner that they want during a crisis.					
All the employees in the workplace trust the leadership skills of their manager throughout the crisis					
Challenges are shared with employees during crisis to enhance their productivity					
New standards to face the crisis are set in the workplace to meet your needs					
Coaching and feedback are provided by our manager in the workplace during all the crisis management cycle.					

*"Please fill in only one option from each answer, the one that best represents you"*

<b>TRANSACTIONAL LEADERSHIP</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The Manager in our organization takes action before problems are chronic within the crisis					
The Manager tells us standards to carry out work during the crisis					
The Manager works out agreements with employees in the workplace during the crisis					
The Manager monitors employees performance and keeps track of mistakes and generate best practices and lessons learned					
The Manager makes clear expectation in the workplace mainly during crisis.					

*"Please fill in only one option from each answer, the one that best represents you"*

<b>CHARISMATIC LEADERSHIP</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
All the accomplishments of the employees are discussed properly amid a crisis.					
The manager often send and have positive comments during the crisis.					
Even during a crisis, I am not afraid to describe my ideas and to get highly animated to my manager.					
I can and do clearly present my main idea to people willing to listen.					
The manager gives specific feedback to individuals readily even during crisis.					

*"Please fill in only one option from each answer, the one that best represents you"*

<b>DECISION MAKING</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Leaders in my organization make (relative) employees always have an input whenever a major decision has to be made especially decisions which takes place amid the crisis					
During crisis employees are asked for their ideas and input on upcoming plans and projects, and accept the ideas approved by the majority.					
For a major decision to pass during a crisis in the organization/unit/department, employees must vote.					
Amid a crisis employees take ownership of the work since the manager/leader allows them to participate in the decision making process.					
Employees are allowed to determine what needs to be done and how to do it during the crisis.					
When there are differences in role expectations, the manager work with us to resolve the differences to meet the expectations and face the crisis.					

*"Please fill in only one option from each answer, the one that best represents you"*

<b>PERFORMANCE IN COMPLEX ENVIRONMENT</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I give full commitment to work with my leader					
My leader facilitate the work during crisis even in complex situation					
My leader creates conditions that enable the interactions through which the behaviors and direction of organizational systems emerge during a crisis					
My leader's ideas/opinions are useful for me in doing my job and makes me feel more efficient and effective					
Even during a crisis I feel motivated to come to work everyday					
During crisis the absenteeism rate in the workplace is low					
During a crisis, priorities are always kept in order to sustain the performance and reach desired outcomes					

Thank you for your participation!

**Word Count 14,630**