

Impact of Leadership Styles on Crisis Management According to Module H

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Abstract:

This study tries to find the relationship between the leadership styles- dictatorial, democratic and free with crisis. It is appeared from the study that the most suitable leader's style is the dictatorial. This comes from, this style of leadership capable to manage the crisis and takes the decision in the right time.

Keywords: Leadership styles, Decision making, Crisis Management

1.Introduction:

The leadership is an essential element of the success of organizations to achieve their goals. The leadership or the administrative has been added to production elements 5M (manpower, material, money, management and Manufacturing) the importance of leadership lies in the extent to which the quality of planning, organizing, directing and controlling and the extent of its impact on the performance of individuals to unite their efforts. So we find that many of the organizations which are available with all possibilities of success, but it is not able to achieve its objectives by virtue of inefficient leadership or management. We considered three styles of leadership like, Authoritarian leadership sometimes called the tyrant or dictator and this pattern is often common in military establishments where the advantage of this style in sanctification drives instructions and free leadership kind of commander comes most likely in way called leadership, an Permissive or chaotic. This exceptional cases was to be through inheritance as in monarchies or being a landlord in some economic organizations

1.1 Problem of Study

It was noted in the recent period from the year 2008 to the year 2012 that the Kingdom of Bahrain exposed to financial events and political troubles was a clear challenge to the decision makers in the financial markets and the Bahraini market in particular,

1.2: Research Hypotheses:

1. There is no statistically significant relationship between the dictatorial style and Crisis Management
2. There is no statistically significant relationship between the democratic style and Crisis Management
3. There is no statistically significant relationship between the free style and Crisis Management

2.1 The concept of leadership

The basic leadership foundation is an important component of the success of organizations at all levels, many of the organizations and people are attributed to their leaders and there are many examples as Egypt's Nasser, Mao stung of China and Churchill of Britannia.

The researcher defines leadership as " an influential human behavior and motivation others to accomplish and achieve the goals of the organization"

2.2: The importance of administrative leadership

The leadership is an essential element of the success of organizations to achieve their goals. . the leadership or the administration has been added to production elements 5M (manpower, material, money, management and Manufacturing) where cannot for production elements Whatever provided and quality of achieving the goals of the organization unless there is a leadership capable of uniting efforts and exploit elements of efficient production to achieve the desired goal of the organization..

The importance of leadership lies in the extent to which the quality of planning, organizing, directing and controlling and the extent of its impact on the performance of individuals to unite their efforts. So we find that many of the organizations which are available with all the possibilities of success, but it is not able to achieve its objectives by virtue of inefficient leadership or management.

While there are organizations suffer from a scarcity of resources and lack of experience of its members, but it can achieve its goals by virtue of driving efficiency Hence it is clear that one of the most important elements of the success of the organization depends on the availability of appropriate leadership position to unify and coordinate efforts and sharpen motivating individuals to achieve their goals

It can also be driving management style and direction one of the elements of organizational commitment and strong incentive which leads to the exploitation of all the efforts and the elements available to the Organization.

2.3 Leadership styles:

Leadership styles varied, authors have elaborated politically and academically to talk about them, there were different points of view of both of them, but what was agreed upon among the more researchers that leadership styles are numerous and varied, they can include in what leadership styles include the following

Authoritarian leadership sometimes called the tyrant or dictator and this pattern is often common in military establishments where the advantage of this style in sanctification drives instructions, procedures and control decisions demanding follower for implementation as seen without taking into account the humanitarian aspects. Authoritarian leader characterized by its individual decisions may constitute an essential need of the organization or the country in certain stage of the crises such as disasters, wars and crises that require emergency decision - maker is able to bear responsibility and firm and non hesitant

In the case of Commander authoritarian lacking participation by others and the disruption of the possibilities of individuals mental and lacking innovative initiatives and creative by virtue of its non-acceptance or Consults by authoritarian Commander. Therefore, this remains the leader prisoner for his ideas and limited experience, which brings a lot of horrors and tragedies to his organization or community. But the negatives and notes drawbacks of this type of command does not prohibit mention of its importance, this pattern was characterized by those leaders who possess qualities and Carazmah make them a source of persuading and attracting others by moving feelings towards them, authoritarian leader has emerged through the history from Huallaga, Hitler , Jamal Abdel Nasser to Saddam Hussein in Iraq . It also adsorb this style of the commander is often surrounded by doubts about belonging and live under the umbrella of fear and caution.

Democratic leadership

Is a leadership that believes in the capabilities of the right of others to participate in the decision-making process and take responsibility? The advantage of this type of leadership that the majority of them clear electoral programs and throwing targets to be achieved, which is the basis for building others involvement and the convictions around them, whether their arrival to the leadership position by election or agreement.

Their programs and projects Might be elected on the basis of which are incompatible with some Laws prevailing in the organization or the community , which requires them to extraordinary efforts on the work of Laws change and develop in line with their policies to achieve the goals that were promised .

This style of leadership believes to shoulder responsibility , collective participation and so often has a distinct and creative leader, where he benefit from the experiences of others and be employed in achieving the goals , democrat leader can be held accountable for his mistakes and inflicts penalties unlike the authoritarian leader who often puts himself above Laws.

Free leadership

kind of commander comes most likely in way called leadership, an Permissive or chaotic. This exceptional cases was to be through inheritance as in monarchies or being a landlord in some economic organizations, and this may not have the leader of the qualities of leadership which it takes to lead the organization effectively and efficiently, he is often permissive and unable to decide which encourages workers someone or a group of them to make important decisions instead of him, they are not care for indifferent results or the dangers that surround the organization and threaten its existence and continuity

As we have stated previously, he does not have something from the leadership qualities, in the sense that he lacks efficiency in planning, organizing, directing and controlling, and in this case, the organization be organized in bulk, ridden fancies and desires of workers in the way that distance and deprive it from achieving its goals.

This leadership style appears in the eyes of workers as indulgent democratic and collaborator respects the views and ideas of workers being weak and unable to lead and guide them..

2.4 The concept of crisis

Crisis is the danger of surprise somehow predictable greeted by the light of some of the indicators, but the difficulty comes from nobody can put the integrated scenario in how to behave and treatment it in. The event of danger may be normal as earth quack , storms , floods or be a political crisis as in the Arab Spring or economic, as in financial crises or may be smaller at the organizational level . Where sometimes, some organizations exposed to crises cannot be predicted which threaten its existence. Most likely the seeds of this present crisis

within the organization or the society and its growing and development come according to the organization growth and development, but it surprises decision maker at a specific time.

The wise leadership capable of forecasting and study and intuition to discover the seeds of this crisis, and in this case can put out and treated in its early stages before that intensifies its promises and be resistant to treatment resulting in hard destruction of the organization or the environment. a crisis situation Require to make quick decisions and important in order to avoid or minimize the dangers, and often produces the state of imbalance and lack of balance in the overall situation.

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It is the most serious crisis what characterized in case of non-extinguished in the cradle is the Needle and snowy ball development, and often results from poor planning and regulation or improper handling of the elements of the environment or social problems, political and economic

Characteristics of the crisis

- 1 - The risk of surprise
- 2 - you cannot develop an integrated scenario in how to behave and treatment
- 3 - high cost
- 4 - a threat to the existence of the organization and communities
- 5 - upgradeable to growth and development as the ball of snow where you cannot control dimensions
- 6 - lead to a radical transformation which cannot be predicted

Figure 1 (at the end of this article) shows the basic dimensions of the crisis

Stages of the evolution of the crisis:

- 1 - sudden danger or explosion
- 2 - the stage of confusion and take quick decisions
- 3 - radical phase shift
- 4 - stabilization phase

The researcher believes that the labeled H model which illustrates the stages of the crisis as follows:

The first stage: the stage of sudden risk or blast a stage that generate from the womb of boom stage, and it can be from any point of the stage of phase prosperity, So be sudden and catastrophic because of the ravages, destruction and huge losses. So that, the organization or the community is not able to afford it, and take rapidly a downward path exceed the stabilization phase which is destined to the bottom of the bottom and timely, which represents the worst stage

Second stage: Stage of confusion is a state of imbalance, this dominates the organization or society in general, which leads to fast and confused decisions. at this stage, sometimes ill-considered, results are not guaranteed, the status of the volatility and fragmentation of all the sides of daily life, where you lose the organization or community case control and stability prevails fear, higher confusion which leads leadership to speed decisions and undo the decisions have been taken soon to the inability to imagine what will happen and how to deal with what happened

Third Stage: Radical transformation which is the stage where change all the data - and driving a radical shift to a new state sends some kind of stability and new hopes which requires a qualified leadership to deal with the requirements of the new phase. This phase leads to a change in the value system of the members of the society where each phase has its values, morals and ambitions. in many cases, this phase lead to phase stability revive hopes that it cannot able to end the state of fear, which left it the previous stages of the crisis

Fourth Stage: Stabilization phase:

It is the last stage in which disappear manifestations of fear and confusion, existence of leadership and new ideas and ambitions. This phase leads to achieve new goals based on innovative and creative ideas and be the start of a subsequent flowering stage.

Phase stability is most likely considered the beginning of a new boom phase, it was longer or shorter boom phase for each organization or community. Hence the predictable of coming crisis can be if the current crisis is studying deeply and scrutiny of the reasons behind it, and this will be the subject of our next entitled

3.1 Prediction Analysis

First: The authoritarian leadership style

It is clear from the table that the values of alpha coefficients to phrases of this dimension of the questionnaire starting from (0.448) of the term (4) , so (0.651) for the term (No. 3) , which values ranging between medium and high , especially when compared to a factor of alpha -General of the axis authoritarian management style with value of (0.610) , which indicates a high alpha coefficient.

Second: democratic leadership style

It is clear from the table that the values of alpha coefficients to phrases of this dimension of the questionnaire starting from (0.391) of the term (6) , so (0.651) for the term (1) , which values ranging between medium and high , especially when compared to a factor of alpha -General of the axis democratic leadership style with value of (0.503) , which indicates acceptable high alpha coefficient

Third: Free leadership style

It is clear from the table that the values of alpha coefficients to phrases of this dimension of the questionnaire starting from (0.631) of the term (No.3) , so (0.820) for the term (No.1) , which values ranging between medium and high , especially when compared to a factor of alpha -General of the axis free leadership style with value of (0.757) , which indicates acceptable high alpha coefficient.

Fourth: The Crisis Management

It is clear from the table that the values of alpha coefficients to phrases of this dimension of the questionnaire starting from (0.202) of the term (No.6) , so (0.437) for the term (No.3) , which values ranging between medium and high , especially when compared to a factor of alpha -General of the axis crisis with value of (0.408) , which indicates acceptable high alpha coefficient

The first hypothesis:

"There are no statistically significant relationship between the authoritarian style and Crisis Management"

To validate the hypothesis, the researcher calculates the correlation coefficient for both Pearson and Spearman correlation coefficients were values as is shown in the following table:

Table the correlation coefficient of Pearson and Spearman between the authoritarian style of leadership and crisis management

Seen from the above table that the correlation coefficient for both Pearson and Spearman between authoritarian leadership style and crisis management statistically significant at the level of significance (0.01) , where it is clear that the value of the correlation coefficient of Pearson was (0.549 **) and the value of the significance level (0.00) , which means that the value of the level of significance construed o zero , this means that the correlation between the pattern of the authoritarian leadership style and crisis management relationship is positive , strong and statistically significant elevated at a level (0.01) , and therefore we can say reject the null hypothesis and instead accept the alternative hypothesis , and we can say that in times of crisis in the institutions or organization leaders show degree of authoritarianism more likely to successes.

The second hypothesis:

There is no statistically significant relationship between the pattern of democratic and Crisis Management"

To validate the hypothesis, the researcher calculates the correlation coefficient for both Pearson and Spearman correlation coefficients were values as is shown in the following table:

Table (2) the correlation coefficient of Pearson and Spearman between the democratic leadership style and crisis management

Evident from the table (3) that the correlation coefficient between crisis management and pattern Democratic leadership , which was valued at Pearson (0.348 *) and the level of significance (0.028) and also the worth of Spearman (0.313 *) and the level of significance (0.049) , which values statistically significant at the level of significance (0 .. 05) , suggesting that the relationship between crisis management and style democratic positive relationship , that is, it can be argued that the Director higher the level of style democratization has whenever led to his ability to manage the crisis. , or in other words it can be said that the commitment of the Director to exercise the Democratic leadership guarantee him success in the management of crises that might face in the scope of work. Therefore we reject the null hypothesis and instead accept the alternative hypothesis.

The third hypothesis:

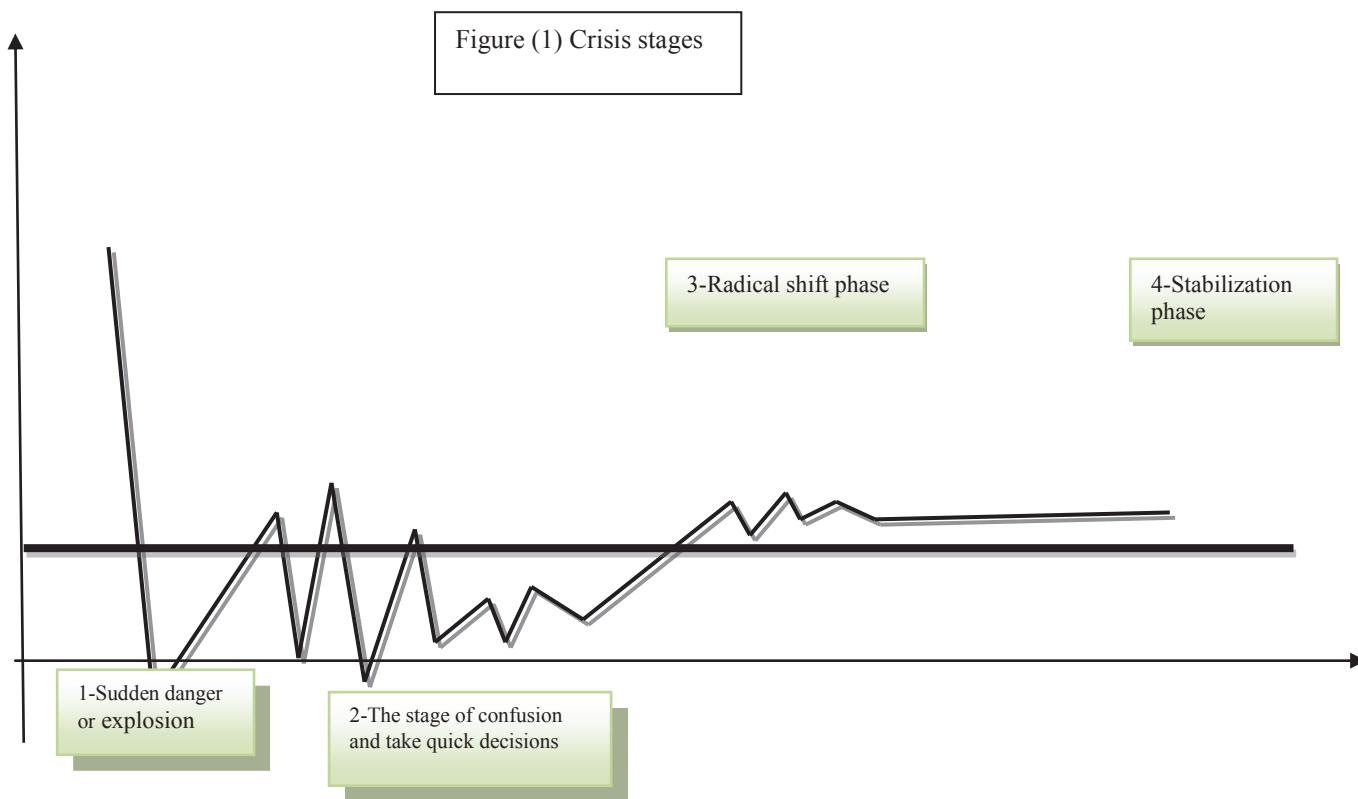
It states "there is no statistically significant relationship between the pattern of free leadership style and Crisis Management "

Table (3) Pearson's correlation coefficient and Spearman is driving style between the free and Crisis Management.

Table (3) shows the correlation coefficient between crisis management and style free of leadership , which was valued at Pearson (0.213) and the level of significance (0.187) and also the worth of Spearman (0.213) and the level of significance (0.170) , these show values that the correlation between the pattern of free style and crisis management correlation is very weak and do not show up to any level of significance. This confirms to accept the null hypothesis.

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First: The authoritarian leadership style

No	Terms	correlation coefficient of single item to total grads	Alpha coefficient in the case of deleting item
1	cares commander in reverence policies and procedures	0252	0.607
2	commander does not care much for the considerations of humanity and respects	0.502	0.471
3	A leader is capable of taking responsibility	0.146	0.651
4	take account of participation in decision-making by all employees	.539	0.448
5	the leader remains prisoner for his ideas and experiences	0.403	0.535

Second: democratic leadership style

No	Terms	correlation coefficient of single item to total grads	Alpha coefficient in the case of deleting item
1	Leader does not care uphold the instructions and procedures	0.195	0.504
2	commander believes in the capabilities and the rights of others	0.214	0.477
3	commander takes into account to promote his ideas and goals	0.182	0.488
4	believes in change and develop Laws and regulations prevailing in line with its objectives	0.190	0.491
5	takes advantage of the experience and the experiences of others	0.382	0.413
6	can be held accountable for mistakes	0.406	0.391
7	find distinct and creative , and caring aspects of reward and punishment	0.197	0.483

Third: Free leadership style

No	Terms	correlation coefficient of single item to total grads	Alpha coefficient in the case of deleting item
1	find spineless	0.579	0.692
2	avoid taking difficult decisions and important	0.672	0.660
3	is not interested in planning, organizing, directing and controlling	0.729	0.631
4	is seen as a democratic	0.181	0.820
5	does not suit his experiences and desires with the goals of the organization	0.501	0.721

Fourth: The Crisis Management

No	Terms	correlation coefficient of single item to total grads	Alpha coefficient in the case of deleting item
1	Is a danger of a surprise crisis can sometimes predictable	0.079	0.426
2	commander sees that the crisis takes the dimensions of economic, political and social	0.100	0.409
3	to be the leader to take quick and important decisions	0.078	0.437
4	commander sees what produces the crisis of poor planning and organization	0.188	0.372
5	commander sees that the crisis drastically change the organization	0.298	0.287
6	commander believes that the crisis of high cost	0.444	0.202

hypothesis:1

Equations of Correlation	The value of the correlation coefficient	The level of significance	Significance
Pearson	0.549**	0.00	0.01
Spearman	0.527**	0.00	0.01

hypothesis:2

Equations of Correlation	The value of the correlation coefficient	The level of significance	Significance
Pearson	0.348	0.028*	0.05
Spearman	0.313	0.049	0.05

hypothesis:3

Equations of Correlation	The value of the correlation coefficient	The level of significance	Significance
Pearson	0.213	0.187	Not significant
Spearman	0.221	0.170	Not significant