



**Strategic Leadership Styles and its Impact on Disaster  
Management**

**: The Moderating Role of Strategic Knowledge**

**A Field Study on the Arab Red Crescent and Red Cross  
Societies**

أنماط القيادة الاستراتيجية و اثرها على إدارة الكوارث

:الدور المعدل للمعرفة الاستراتيجية

دراسة ميدانية على الجمعيات العربية للهلال الاحمر و الصليب الاحمر

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**Thesis Submitted in Partial Fulfillment of the Requirements for Master  
Degree in Business Management.**

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**April, 2019**

## Authorization

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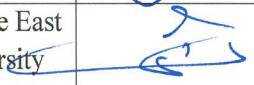

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### Discussion Committee Decision

This thesis titled: **Strategic Leadership Styles and its Impact on Disaster Management, The Moderating Role of Strategic Knowledge, A Field Study on the Arab Red Crescent and Red Cross Societies**, has been defended, accepted and approved on 11/05/2019.

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Finally, I would like to thanks the discussion committee for taking their time and effort, reviewing my thesis.

## **Dedication**

I would like to dedicate this work to my beloved family; to my father, my mother, and my sisters for their lifetime supporting and throughout my creative journey.

I also dedicate this work to my best friends for their continued encouragement, motivation, faith and support to move forward.

Finally, I would like to dedicate this work to all humanitarian workers in the world. They work in some of the world's most remote and dangerous places and they would do anything to help people.

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**Abstract**

The study aimed to recognize the impact of strategic leadership styles on disaster management with existence of strategic knowledge as a moderator variable. The field of study was the Arab Red Crescent and Red Cross Societies.

This study applied to 15 Arab Red Cross & Red Crescent Societies, and the population of this study was the field workers in the disaster management section in these societies. The sample of this study was selected by Proportional Stratified Random Sampling method and the total sample size of this study was (380) field workers. The questionnaire was used as a main tool for collecting data, (380) questionnaires were distributed, while the accepted questionnaire reached to (327) and constitute (86%) of the total distributed questionnaires.

Data that was collected was analyzed by a set of statistical methods, (Means, Standard Deviations, Cronbach Alpha, T-test, Confirmatory factor analysis, Exploratory factor analysis, Pearson correlation coefficient, VIF, Tolerance, Structured Equation Model (SEM) using Amos (V.22), and Hierarchical integration regression)

This study concluded with the following results:

That strategic leadership styles (transformational & transactional) have an impact on disaster management and the impact of transactional leadership style was more than the impact of transformational leadership style. Also, the strategic knowledge moderates the impact of strategic leadership styles (transactional & transformational) on the disaster management in Arab Red Cross and Red Crescent Societies.

This study presented the following recommendations:

- 1- Focus on implementing strategic leadership styles according to circumstances and the situations in which:
  - Encourage the managers in the Arab Red Cross and Red Crescent Societies to practice the transformational style in disaster management in the long term because it is the most appropriate model for the latest shift in the behaviour and mechanisms of dealing with disasters. This is achieved through training in practices of this style, through training courses utilize case studies extensively with focus on scenarios study, delegation of authority and strategic information systems management.
  - Encourage the managers in these societies to practice the transactional style in disaster management in the short term and during the disaster because it is a pattern suitable for rapid reaction behaviours and thus directing staff's attention towards the failures to meet certain standards and correct the deviations right away and achieve this through intensive workshops on operating room management, the practice of empowerment and crisis information systems management.
- 2- Necessity to focus on utilizing strategic knowledge in disaster management because it has significant role in energizing strategic leadership styles practices (transformational & transactional) by providing detailed information on the one hand and its role in activating disaster management through supporting decisions and accelerate decision making processes in appropriate timing.

**Keywords:** Strategic Leadership Styles (SLS), Transformational Leadership style, Transactional Leadership style, Disaster Management (DM), Strategic Knowledge (SK), and Arab Red Crescent and Red Cross Societies.

## أنماط القيادة الاستراتيجية و أثرها على إدارة الكوارث

### الدور المعدل للمعرفة الاستراتيجية

### دراسة ميدانية على الجمعيات العربية للهلال الاحمر و الصليب الاحمر

#### إعداد

علي فؤاد كاظم الدوركي

#### إشراف

الأستاذ الدكتور أحمد علي صالح

#### الملخص

هدفت الدراسة الى معرفة اثر انماط القيادة الاستراتيجية على ادارة الكوارث بوجود المعرفة الاستراتيجية متغيرا معدلا، وان مجال الدراسة كان الجمعيات العربية للهلال الاحمر و الصليب الاحمر وشمل (15) جمعية عربية للهلال الاحمر و الصليب الاحمر. تألف مجتمع الدراسة من العاملين الميدانيين في مجال ادارة الكوارث في هذه الجمعيات، اما عينة الدراسة فكانت عينة عشوائية طبقية تناسبية، بلغ حجمها ( 380 ) فردا من العاملين الميدانيين في مجال ادارة الكوارث . و استخدمت الاستبانة كأداة رئيسية لجمع البيانات وكذلك المقابلة في جمع بعض المعلومات ، حيث تم توزيع (380) استبانة، و قد بلغ عدد الاستبانات الصالحة للتحليل (327) وتشكل (86%) من مجموع الاستبانات الموزعة . والتي تم تحليلها من خلال مجموعة من الوسائل الاحصائية( الوسط الحسابي. الانحراف المعياري، كرونباخ ألفا ، اختبار t ، التحليل العاملي التوكيدي و الاستكشافي، الاختبار و اعادة الاختبار، الحد المسموح به، نموذج المعادلة المهيكلة باستخدام برمجية Amos ،تحليل الإنحدار التفاعلي الهرمي). وتوصلت الدراسة إلى مجموعة من النتائج أهمها:

وجود اثر لانماط القيادة الاستراتيجية في ادارة الكوارث في جمعيات العربية للهلال الاحمر و الصليب الاحمر و ان تأثير النمط التبادلي اكبر من تأثير النمط التحويلي. كما اظهرت الدراسة بان المعرفة

الاستراتيجية تعدل من اثر انماط القيادة الاستراتيجية (التحويلي و التبادلي) في ادارة الكوارث في جمعيات العربية للهلال الاحمر و الصليب الاحمر .

قدمت الدراسة مجموعة من التوصيات أبرزها:

1. التركيز على استخدام أنماط القيادة الاستراتيجية بحسب معطيات الظروف والمواقف بحيث يتم :

- تشجيع المدراء في جمعيات العربية للهلال الأحمر والصليب الأحمر على ممارسة النمط التحويلي في إدارة الكوارث على المدى البعيد لانه النمط الانسب على احدث التحول في سلوكيات وآليات التعامل مع الكوارث ويتحقق ذلك من خلال التدريب على ممارسات هذا النمط عبر دورات تدريبية تستخدم فيها دراسات الحالات بشكل موسع مع التركيز على دراسة السيناريوهات وتفويض الصلاحيات وإدارة نظم المعلومات الاستراتيجية .

- تشجيع المدراء في الجمعيات المذكورة على ممارسة النمط التبادلي في إدارة الكوارث على المدى القصير وفي اثناء الكارثة لكونه نمط يتلائم مع سلوكيات رد الفعل السريع وبالتالي توجيه انتباه العاملين نحو الاخطاء لتحقيق المعايير الموضوعية و تصحيح الانحرافات على الفور ويحقق ذلك من خلال ورش العمل المكثفة على إدارة غرف العمليات وممارسات التمكين وإدارة نظم المعلومات الازموية .

2. ضرورة التركيز على استخدام المعرفة الاستراتيجية في إدارة الكوارث لما لها من دور كبير في تنشيط ممارسات القيادة الاستراتيجية (التحويلية والتبادلية ) من خلال امدادها بالمعلومات التفصيلية من جهة ودورها في تفعيل إدارة الكوارث عن طريق دعم القرارات وتسريع صناعتها واتخاذها في التوقيت المناسب .

**الكلمات المفتاحية:** أنماط القيادة الاستراتيجية، نمط القيادة التحويلي، نمط القيادة التبادلي، ادارة الكوارث، المعرفة الاستراتيجية، الجمعيات العربية للهلال الاحمر و الصليب الاحمر .

# Chapter One

## Background and Importance of the Study

This chapter divides into two parts:

The first part will discuss:

- Introduction, problem statement, study objectives, study importance, study questions and hypothesis, and study models.

The second part will discuss:

- Study limitation, study delimitation, conceptual and operational definitions.

### 1.1 Introduction

The increasing frequency and scope of manmade and natural disasters over the past decades, and its impact in terms of economic, human and losses has increased extremely. While coupled with a number of emerging threats and trend, and leaving many people vulnerable to the effects of disasters and inflicting bigger damage, loss and dislocation of people worldwide.

According to the Center for Research on the Epidemiology of Disasters, (2018) between 1998 and 2017 disasters killed 1.3 million persons and left a more than 4.4 billion injured, displaced, homeless, or in need of emergency aid, and disasters during this period combined to reason economic losses of USD 2,908 billion.

Disaster management is considered as one of the key factors that affecting disasters prevention and an effective strategy when they happen. However, despite the



actuality that crisis and disasters have always been along with humans, disaster management is still a relatively new scientific and profession field (Nojavan, Salehi, & Omidvar, 2018)

According to Nogueira, (2016) Disaster management is the group of organized procedures carried out to manage and diminish the impacts of a disaster in order to come back to normal life and give sustainability and continuity to people, communities, organizations, and nations. Although a study by Panesir,(2018) shows that Disaster Management consists of four well defined phases : Preparedness, Mitigation, Response and Recovery.

Disasters management needs to enhance its effectiveness and also need to have better performance organizing. Strategic Leadership is one of the contemporary issues to handle disasters and crisis situation and to develop pre disasters and post disasters plans, also plays an important role in affecting organizational performance during disasters, and crises.

Carter, & Greer, (2013) defined strategic leadership as being concerned with the whole scope of strategic choices and activities of the individuals at the peak of the firm or the organization. In addition strategic leaderships have the ability to inspire confidence, are rational and utilize their emotional intelligence to inspire and lure followers into their mission that converts into effective performance. Although Strategic leadership emphasize is not only on symbolic and strategic activities but as well on relational activities. (Akeke, 2016).

Strategic leadership styles can be considered as the cumulative impact of all behaviors, traits, skills and; it is in general described as what is understood as the key or prominent of the global groups of leadership characteristics. Other definitions of leadership styles include individual versus group approaches to leadership, communication, power, integrity, value orientation, and influence typologies. (Ngwa, 2012).

In the last few years, the significance of knowledge has been highlighted by both practitioners and academics. Nowadays, Strategic knowledge is the fundamental basis of competition. (López-Nicolás, & Meroño-Cerdán ,2011) . However In the strategic activities which based on knowledge, not all knowledge has the similar function and effect. The actuality analysis from the most precedent and develops knowledge based organizations show the outline of new kind of knowledge that called strategic knowledge. (Nicolescu, 2011).

According to Wang, (2009) Strategic knowledge has a significant role in disaster management and has an impact on organizational performance during disasters, and crises, which drive to the generation of companywide learning initiatives that simplify and facilitate knowledge acquisition, knowledge sharing, and knowledge institutionalization. In addition a study by Essa, (2018) showed that Strategic leadership styles can play significant role in enhancing the strategic knowledge sharing of the subordinates, as well strategic knowledge is an important and valuable player in the crisis and disaster situations.

A study by Mittal, & Dhar, (2015) showed that transformational leadership style can enhance and develop strategic knowledge sharing in individuals for top performance

and enhance and develop creative self efficacy and individual creativity to do their work in a better way. Although the research by Xiao, Liu, Zhou, & Chen, (2018) showed that leadership styles had an impact on strategic knowledge sharing and can be negative or positive impact.

Disaster preparedness is the liability of every one, business, and leader, and leadership behavioral skills and traits are an important characteristic of crisis and disaster preparedness (Francis, 2015). Although according to Odumeru & Ogbonna, (2013) transactional leadership style is effectual and influential in emergency situations, crisis, and disasters; in addition, when projects are needed to be completed in a specific fashion.

As a result, the purpose of this study is to identify the impact of the strategic leadership styles on the disaster management with the presence of the strategic knowledge as a moderate variable. This study will be applied on 15 Arab Red Crescent and Red Cross Societies, which all are a part of the truly global organization (International Federation of Red Cross and Red Crescent Societies) that is very often the first to respond to any disaster, from the small to the large scale.

## **1.2 Problem Statement**

The formulation of problem statement of this study is resultant from three sources, the first source is previous studies, and the second source is the field and practical experiences of the researcher as well as interviews.

A study by Francis,(2015) indicates that more studies must be done to investigate which leadership style is more effective during crisis and disasters, and urges to conduct a

research relevant to leadership traits and behaviors after a disasters and crisis and how community and business will get back to normal situation.

Ephraim, (2014) recommends a research could be conducted of the development and enhancement process for strategic leaderships in non government societies and organizations that respond to crisis and disasters. While Rocha, (2011) mentions in his research on uncertain dynamic disaster management duties and tasks and knowledge sharing, urges more researches and studies should be done at offices of disaster management at the district, city, county, state, and federal government and international and global levels.

A research by Wu, (2015) indicates that more studies about disaster management must be done on public and private sector. On the other hand a research by Ngma, (2012) point out that should be more researches on the effect of strategic leadership styles on organizational success in public, private, and nonprofit societies and organizations.

Essa, (2018) points out that more study can be conducted to check the relationship among strategic leadership styles, and knowledge sharing. Although Pappas, (2001) in his research evaluated strategic knowledge as an important antecedent of the capability collecting process, and he suggests studying other antecedents in this field, these can include strategic autonomy and strategic motivation. In addition Reid, (2013) in his research about the leader's role in strategic knowledge creation suggests for more future research.

Based on previous studies results and their recommendation, it should be more studies in order to examine the relationship of the strategic leadership styles and disaster management considering strategic knowledge as a moderate variable.

The researcher has another motivation to adopt the problem statement from his field and practical experience, as far as the researcher has been working for Red Crescent society for more than 10 years, in addition the researcher had interviews with some members of Disaster Management Advisory Group (DMAG) of International Federation of Red Cross and Red Crescent Societies which applied during annual meeting which was held on 1st of December 2018 in Amman (Appendix 1), and emphasized that:

The increasing frequency of disasters over the past few years, and its impact in terms of human, structural and economic losses, make Red Crescent and Red Cross Societies to face new challenges, also The significant role that disaster management leaders plays during disaster management is becoming increasingly clear, consequently researcher has noticed that this three variables concepts dose not rise to the desire ambition level.

To improve Red Crescent and Red Cross capacity, and organizational effectiveness, according to the international standards, and to provide quality humanitarian services, Red Crescent and Red Cross should consider how different strategic leadership styles can play a key role in disaster management phases, and which strategic leadership styles can be more effective during disaster management phases, also how strategic knowledge can improve effectiveness of disaster management, and which strategic leadership styles can have a better utilize of strategic knowledge during disaster management .

Based on above, it is clear that these topics need giving significance to a deeper research of evaluating these variables and the relationship among them. This study comes to develop and illuminate the concept of strategic leadership styles and their impact on the effectiveness of disaster management considering the strategic knowledge as a moderate variable in the Arab Red Crescent and Red Cross Societies.

### **1.3 Study Objectives**

The main purpose of current study is to identify the impact of strategic Leadership Styles on Disaster Management with presence of moderate role of Strategic Knowledge in the Arab Red Crescent and Red Cross Societies, through accomplish the following sub objectives:

1- Providing a conceptual and intellectual framework for basic study variables (Strategic Leadership Styles, Disaster Management, and Strategic Knowledge)

2- Describing the levels of practice of the three variables (Strategic Leadership Styles -transformational and transactional- , Disaster Management, and Strategic Knowledge) in the Arab Red Crescent and Red Cross Societies.

3- Detecting the impact of Strategic leadership styles (transformational and transactional) on Disaster Management.

4- Detecting the impact of strategic leadership styles (transformational and transactional) on disaster management with the presence of strategic knowledge as moderating variable.

## 1.4 Study Importance

The significance of this study is considering from both scientific and practical points of view as follow:

From the scientific aspect, this research deals with studying and analyzing the three contemporary variables in management literature (Strategic Leadership Styles, Disaster Management, and Strategic Knowledge), while there is no study that connect this three variables together and discussed the relationship among them. Although this study will allow other researchers to have further research relaying on the study results; in addition this study help to fill the knowledge gap the Arab library in this kind of studies of these three variables together.

From the practical aspect, the study sector is the Arab Red Crescent and Red Cross Societies, which all are part of The International Federation of Red Cross and Red Crescent Societies that is the world's largest humanitarian network.

The results of this study can benefit the Red Cross and Red Crescent Societies with development work to strengthen the capacities of its member and to have a effective disaster management through consideration strategic leadership styles and strategic knowledge and to achieve the desired ambition in provides protection and assistance to people affected by disasters and conflicts.

## 1.5 Study Questions and Hypothesis

- **Study Questions:**

Based on the study problem following main questions has been identified:

- 1- What is the impact of strategic leadership styles (transformational and transactional) on disaster management in the Arab Red Cross Red Crescent societies?

- 2- What is the impact of transformational leadership style on disaster management in the Arab Red Cross Red Crescent societies?
- 3- What is the impact of transactional leadership style on disaster management in the Arab Red Cross Red Crescent societies?
- 4- Does strategic knowledge moderate the impact of strategic leadership styles (transformational and transactional) on the disaster management in the Arab Red Crescent Red Cross Societies?

- **Study Hypothesis:**

**H01.** There is no impact of strategic leadership styles (transactional & transformational) on disaster management at ( $\alpha \leq 0.05$ ), in the Arab Red Crescent Red Cross Societies.

**H02.** There is no impact of transformational leadership style on disaster management at ( $\alpha \leq 0.05$ ).

**H02.1.** There is no impact of transformational leadership style on mitigation at ( $\alpha \leq 0.05$ ).

**H02.2.** There is no impact of transformational leadership style on preparedness at ( $\alpha \leq 0.05$ ).

**H02.3.** There is no impact of transformational leadership style on response at ( $\alpha \leq 0.05$ ).

**H02.4.** There is no impact of transformational leadership style on recovery at ( $\alpha \leq 0.05$ ).

**H03.** There is no impact of transactional leadership style on disaster management at ( $\alpha \leq 0.05$ ).



**H03.1.** There is no impact of transactional leadership style on mitigation at ( $\alpha \leq 0.05$ ).

**H03.2.** There is no impact of transactional leadership style on preparedness at ( $\alpha \leq 0.05$ ).

**H03.3.** There is no impact of transactional leadership style on response at ( $\alpha \leq 0.05$ ).

**H03.4.** There is no impact of transactional leadership style on recovery at ( $\alpha \leq 0.05$ ).

**H04.** Strategic knowledge doesn't moderate the impact of strategic leadership styles (transactional & transformational) on the disaster management at ( $\alpha \leq 0.05$ ) in the Arab Red Crescent Red Cross Societies.

**H04.1.** Strategic knowledge doesn't moderate the impact of Transformational leadership style on the disaster management at ( $\alpha \leq 0.05$ ).

**H04.2.** Strategic knowledge doesn't moderate the impact of Transactional leadership style on the disaster management at ( $\alpha \leq 0.05$ ).

## **1.6 Study Model and Conceptual Framework :**

- **Study Model**

This study seeks to achieve its main objective of verifying the impact of the strategic leadership styles on the disaster management with the presence of strategic Knowledge as a moderating variable in the Arab Red Crescent and Red Cross Societies, as shown in the following study model Figure (1.1):

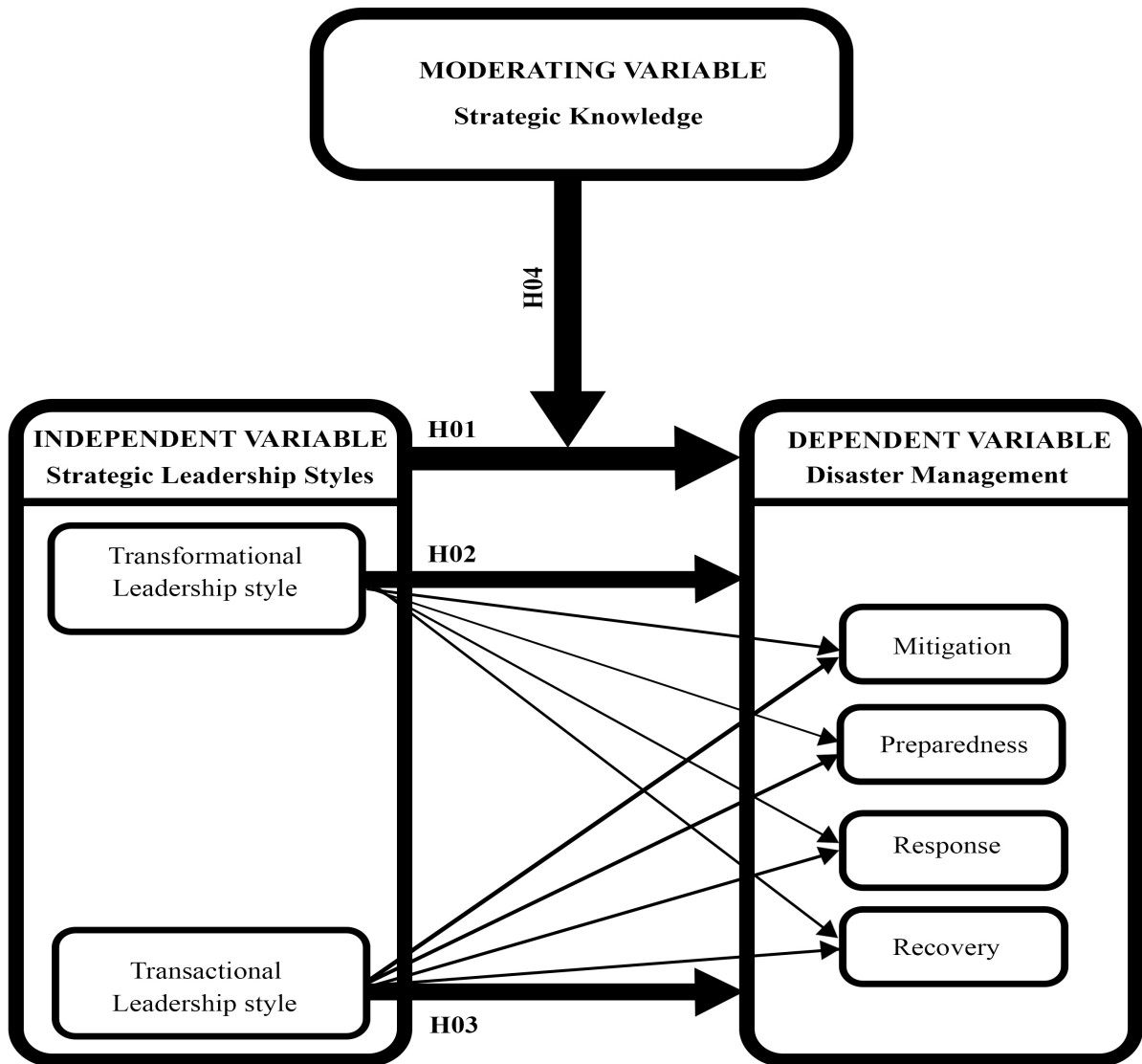


Figure (1.1): The study model

Source: Prepared by the researcher based on the following conceptual framework

- **Conceptual Framework:**

The design of the model is prepared by the researcher based on the following:

The dimensions of the main variables were determined by the researcher by looking at the literature and previous studies. These dimensions are the most frequent in the studies as follows:

- Strategic Leadership Styles [Independent Variable]: (Kieffer,2003 ; Ngwa ,2012 ; Carter & Greer, 2013; Ozer & Tinaztepe, 2014 ;Oladele & Akeke ,2016; Brenyah & Damoah, 2016; Essa , 2018; Afifah, & Daud ,2018 ; Wijayati, Fazlurrahman & Hadi,2018 )
- Disaster Management [(Dependent Variable]: (Rocha,2011; Ahmad & Numan , 2015 ;Ransikarbum ,2015 ; Nogueira ,2016; Alexander , 2016; Wenger, 2017; Panesir ,2018 )
- Strategic Knowledge [Moderating Variable]: ( Da Rocha , 2005; Todorut,2009 ; Nicolescu, 2011; Idis ,2013; reid,2013 ; Claver-Cortés, Zaragoza-Sáez & García-Lillo ,2017).

To illustrate different types of strategic leadership styles, the researcher summarized the different dimensions of strategic leadership styles from the available literature. Table (1.1) lists some of the dimensions of leadership styles, authors and the year.

Table (1.1): Different dimensions of strategic leadership styles from available literature

No	Author	Year	Strategic leadership styles
1	Kieffer	2003	Transformational Leadership Transactional Leadership Passive-Avoidant Leadership
2	Ngwa	2012	Transformational leadership Transactional Leadership
3	Carter & Greer	2013	Transformational leadership Transactional Leadership Charismatic Leadership
4	Ozer & Tinaztepe	2014	Transformational leadership Transactional Leadership Paternalistic Leadership
5	Oladele & Akeke	2016	Transformational leadership Transactional Leadership
6	Brenyah & Damoah	2016	Transformational leadership Transactional Leadership
7	Essa	2018	Transformational Leadership Transactional Leadership Autocratic Leadership Laissez-faire Leadership
8	Afifah, & Daud	2018	Transformational leadership Transactional Leadership
9	Wijayati, Fazlurrahman & Hadi	2018	Transformational leadership Transactional Leadership

## 1.7 Study Limitations

- This study will be applied in the Arab Red Crescent and Red Cross Societies which are humanitarian and nonprofit organizations, and it is different to generalize the results on profit organizations.
- This study will be applied in the Arab environment and this may be specific to its results in other foreign environments
- Study results depend on the objectiveness and credibility of the sample members to the extent of their response to the questionnaire.

## 1.8 Study Delimitations

The scope of the study is composed as follows:

- **Spatial:** This study will be applied on 15 Arab Red Crescent and Red Cross Societies. Arab Red Crescent and Red Cross Societies include 21 Arab countries, and six countries will be excluded (Djibouti, Mauritania, Somalia, Sudan, Union of the Comoros, Yemen) because this countries have a special situations that lead to access problems and communication problems for distribute and collect the questionnaires.
- **Humanity:** Field workers in disaster management section in 15 Arab Red Crescent and Red Cross Society.
- **Temporal:** The Academic year of 2018/2019
- **Scientific Delimitations:** In this research, the relationship between the strategic leadership styles (transformational leadership, and transactional leadership), disaster management (Mitigation, Preparedness, Response and Recovery.), are going to be

analyzed, and study the effect of strategic leadership styles in the presence of strategic knowledge on disaster management.

## 1.9 Conceptual and Operational Definitions

**Strategic Leadership:** Is defined as being concerned with the strategic choices and the whole scope of activities of the individuals at the peak of the organization. (Oladele , 2016).

**Strategic Leadership style:** is the relatively consistent pattern of behavior that characterizes a leader and can be thought of as the cumulative impact of all traits, skills and behaviors.(Nanjundeswaraswamy, and Swamy, 2014).

Strategic leadership styles define procedurally as a set of sub variables :( transformational leadership style, and transactional leadership style), and it is measured by the degree of individual's response to the questionnaire.

**Transformational leadership style:** is a leadership approach that causes change in individuals and social systems.

**Transactional Leadership style:** is a leader who believes and practices that people are motivated by reward or punishment.

**Disaster:** is defined as a sudden, dreadful event that seriously, damage the functioning of a community or society and causes human, economic, material or environmental losses that exceed the ability of society or community to cope using its own resources.

**Disaster management:** Is defined as efforts intent to reduce or avoid the potential losses from hazards, and assure immediate and appropriate help to victims of disaster, and achieve rapid and effective recovery. ( Nojavan,2018).

Disaster management defines procedurally as a set of sub variables :( mitigation, preparedness, response, and recovery), and it is measured by the degree of individual's response to the questionnaire.

**Strategic knowledge:** Is defined as a form of organizational knowledge that includes wisdom that used to recognize the structure of problem solving behavior. Which, in this sense, is concerning with planning, predicting, describing, evaluating and generating strategies. (Da Rocha Miranda, 2005).

Strategic Knowledge defines procedurally as a set of sub variables :(unique, pragmatic, value generating, difficult to imitate, dynamic and Based on intense learning), and it is measured by the degree of individual's response to the questionnaire.

**Arab Red Crescent and Red Cross societies** are a part of the International Federation of Red Cross and Red Crescent Societies (IFRC) that is the world's largest humanitarian network that reaches 150 million people in 190 National Societies through the work of over 17 million volunteers.

## **Chapter Two**

### **Theoretical Framework and Previous Studies**

This chapter divides into two parts:

- The first part of the second chapter will discuss the theoretical framework which consists of evolution and definition of each variable (Strategic leadership styles , Disaster Management, and Strategic Knowledge) and will ended up by explaining the importance of the variables besides the elements of each variables.
- The second part of this chapter will discuss the previous studies about the current study variables, also what distinguishes the current study from previous studies.

#### **2-1 Theoretical Framework**

The theoretical framework will handle the three variables of the current study:

2-1-1 Strategic Leadership Styles

2-1-2 Disaster Management

2-1-3 Strategic Knowledge

##### **2-1-1 Strategic Leadership Styles**

###### **2-1-1-1 Evolution of strategic leadership styles**

The idea of Strategic Leadership Styles is derived from the work of Bass, (1985), as research on leader characteristics developed; researchers began looking at what distinguishes effective from non-effective leaders. This line of inquiry began to make



clear that situational variables determine the effectiveness of various leadership traits and styles.

In the early 1900's, early leadership studies began to differentiate leader characteristics from follower characteristics. These studies focused on individual traits as they relate to leadership (Mendez-Morse, 1992). However, few leaders appreciate the significance of how influential their leadership or management styles can be on employee performance and satisfaction (Warrick, 1981).

Leadership style can affect the culture of an organization by shaping employee's beliefs about how they will be treated (Rotemberg & Saloner, 1993). While effective leadership can anticipate the effects of change on an organization regarding the impact and organizational identity (Jacobs et al., 2013).

Strategic leadership focus is on the overall responsibility for the entire organization whose main objective is strategic productivity and the development of a context in which the workers can forecast organizational needs along their own jobs, Since the behavioral components of these leaders significantly affect the performance of firms (Bycio, Hacket and Allen, 1995).

Strategic leadership styles refers to the study of people at the top with potential not only to express a strategic vision for the enterprise, but to motivate and persuade others to acquire that vision.(Oladele &Akeke,2016).

### **2-1-1-2 Definition of strategic leadership styles**

The Researchers have different definitions of strategic leadership, but the implications were consistent among them. Leadership is one of the business management themes that are usually researched.

According to Ngwa (2012) Leadership is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. In other words, it simply means, a person who helps in organizing a group of people to achieve a common goal. In addition Eren (2010) stated that leadership is the ability to gather a group of people around specific goals and is the total sum of knowledge and abilities needed to achieve this end.

Leadership is the processes of interactive effect which happens when, in a particular context, a number of individuals allow a particular person as their leader in order to accomplish shared goals (Essa, 2018). Although the literature provides several perspectives that help define strategic leadership. One perspective focuses on executives who have overall responsibility for an organization, their characteristics, what they do, how they do it, and particularly, how they affect organizational outcomes (Finkelstein, 2009).

Strategic leadership refers to the study of people at the top with potential not only to express a strategic vision for the enterprise, but to motivate and persuade others to acquire that vision. Thus, their focus is on the overall responsibility for the entire organization whose main objective is strategic productivity and the development of a context in which the workers can forecast organizational needs along their own jobs (Oladele, and Akeke, 2016).

Cannella (2001) has defined strategic leadership as being concerned with the entire scope of activities and strategic choices of the individuals at the pinnacle of the organization. This definition emphasizes the relational aspects in terms of both strategic and symbolic activities.

A study by Fang Chang and Chen (2009) defined that the leadership style has the ability to influence work satisfaction and organizational commitment definitely in addition to work satisfaction has the ability to influence work performance and organizational commitment certainly.

Strategic Leadership style is the relatively consistent pattern of behavior that characterizes a leader and can be thought of as the cumulative effect of all traits, skills and behaviors.(Nanjundeswaraswamy, 2014).

Upon to what mentioned above, strategic leaderships styles have direct and indirect effect on the people so they can direct and motivate individuals and can make them focus on organizations mission and overall will affect any organization performance.

### **2-1-1-3 Importance of strategic leadership styles:**

Researchers report varying effectiveness of strategic leaders, much contend that proper strategic leadership styles can tap into a workforce expertise, quick turnover, boost morals and enhance productivity and efficiency.

Selecting the strategic leadership approach that is best for an organization, and having the flexibility to adjust the approach to agency needs can be advantageous. However, it is clear that the quality of leadership is perceived in a highly individualized way. (Ngwa, 2012)

True strategic leadership is the ability to engage, inspire, and motivate others toward accomplishing shared visions and goals. It requires knowing when and how to delegate authority to others to change a course. It also requires one to trust their own

instincts. It often involves making difficult decisions that may be unpopular, but which are best for the entire team in the long run. (Oladele, and Akeke, 2016).

Upon to what mentioned above decision maker and top managers should realize the importance of strategic leadership, and how strategic leadership styles can play significant role to implement organizations strategies, also to achieve organizations objectives.

#### **2-1-1-4 Strategic Leadership styles:**

Previous studies on have identified different types of strategic leadership styles , the most frequent strategic leadership styles can be classified as transformational leadership style and transactional leadership style.

##### **1- Transformational leadership style:**

Transformational leadership is the one who inspires and encourages employees to reach unexpected results. He/she is concentrating on the developmental needs of employees; the transformational leader changes the employees' awareness through assisting them to relook at the old issues in a new way; so, he will be able to excite, arouse and inspire employees to do additional effort to accomplish the goals of the group.(Essa ,2018)

According to Celic , Ozkul, & Tuna (2016), Transformational leader adopts a future oriented management concept, establishes conditions for his followers that bring innovation and change within the organization and persuades his followers to give priority to group goals rather than personal goals and questions existing principles that impedes outstanding performance and establishes new principles.

Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities.(Nanjundeswaraswamy, & Swamy,2014).

Transformational leadership is the ability of leaders that stimulate and inspire followers to achieve extraordinary results and in the process, develop their own leadership capacity. From these statements it can be seen that transformational leaders are trying to give power and elevate the followers.(Wijayati, Fazlurrahman,& Hadi 2018)

A study by Oladele, and Akeke (2016) showed that transformational leadership has four components (idealized influence (charisma), inspirational motivation, intellectual motivation, and individual consideration).

- **Idealized influence (charisma):**

The idealized influence in transformational leadership behaviour involves sacrificing leader's own gain for the good of the organization. They are role models who build trust in people because those who work with them know that they are committed to the common good and can see the good in others first.( Oladele ,and Akeke 2016).

According to Akeke(2016) ,reflects the leader's ability to create and present an attractive vision for the future and to use emotional arguments that tend to elicit pride, respect, trust, enthusiasm, and loyalty from followers.

A study by Wijayati, Fazlurrahman, & Hadi (2018) showed that idealized influence lead to transformational leadership behaviors which followers trying to work harder than what was envisioned. The followers particularly admire, respect and have

trust as leaders. They identified the leader as a person, as well as the vision and the values they stand for.

- **Inspirational Motivation**

The inspirational motivation behavior involves encouraging subordinates to generate enthusiasm and challenge people. According to Stewart (2006), these leaders create clear understanding of expectations and demonstrate high commitment to organizational goals and shared vision. They behave in ways that motivate and inspire people around them by providing meaning and challenge to their followers' work, giving continuous encouragement and applying what Sarros and Santora (2001) called principles of shared power. This therefore arouses team spirit that enables leaders get followers involved in envisioning attractive future states (Shibru & Darshan, 2011).

Inspirational motivation where the leader of the use as symbols to focus on efforts or actions and express purpose with simple ways. He also evokes the spirit of teamwork, enthusiasm and optimism among peers and subordinates. . (Wijayati, Fazlurrahman,& Hadi 2018)

A study by Akeke (2018) showed that Inspirational motivation refers to the leader's ability to energize followers by instilling pride, inducing followers to go beyond self-interest for the greater good, providing reassurance that obstacles can be overcome, and establishing high expectation.

- **Intellectual Motivation**

The intellectual stimulation skill enables leaders not only to motivate for innovation and engage in material culture, but also make followers to challenge the old ways of doing their jobs, try new techniques, work through difficulties and use their

problem solving skill for taking decisions of mutual consensus between them and followers ( Oladele ,and Akeke 2016).

According to Akeke, 2016 Intellectual stimulation emphasizes the leader's ability to stimulate followers to challenge assumptions and the status quo and to encourage them to view problems from new perspectives and develop novel approaches.

Efforts to provide support to the followers to be more innovative and creative where leaders encourage followers to ask assumptions, bring ideas and new methods, and suggests the old approach with a new perspective way.(Wijayati, Fazlurrahman,& Hadi 2018).

- **Individual consideration:**

The individual consideration behavior deals with developing subordinates in the way of coaching, teaching and providing mentorship. According to Shibru and Darshan (2011), individual consideration skill treats subordinates as individual and exhibits high concern for them. They attend to followers' needs and treat them as important contributors to the enterprise.

According to Akeke (2016) Individualized consideration focuses on the leader's ability to improve follower development by providing support, encouragement, and coaching.

## **2- Transactional leadership style:**

Transactional leadership is defined as a particular style of leadership since the leader in this style tends to encourage the observance of his followers through both punishments and rewards. Different from transformational leadership, leaders depend on the usage of transactional approach not to transform the future, as they tend to preserve

things as it is. Those leaders pay great attention to the work of followers for the purpose of finding deviations and faults.(Essa, 2018)

This kind of leadership is effectual in emergency situations and crisis; in addition, when projects are required to be accomplished in a particular fashion (Odumeru & Ogbonna, 2013).While according to Ngwa(2012) Transactional Leadership are leaders who practice and believe that people are motivated by reward or punishment.

Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance .(Nanjundeswaraswamy, & Swamy,2014).

Transactional leadership is considered to be a process in which leaders provide followers with reward-based transactions that motivate them to achieve, and much of the research on transactional leadership has focused on reinforcement contingencies, such as followers' performance of desired behaviors in return for praise and rewards, or preventing behaviors warranting discipline (Carter, and Greer ,2013).

A study by Brenyah ,and Damoah (2016) showed that transactional leadership has two components (contingent reward ,and management by expectation).

- **Contingent Reward**

Leaders did consensus about what things are done by subordinates and promised in return for what will be obtained when it is achieved. The size of the reward will depend on the (contingent) extent of subordinate in reaching the goals and objectives (Wijayati, Fazlurrahman,& Hadi 2018).



Contingent Reward: this refers to the exchange of rewards for subordinate efforts, acknowledging accomplishments and excellent performance, while punishments are meted for poor performance (Bass, 1996; Muenjohn & Armstrong, 2008). In addition a study by Oladele ,and Akeke (2016) showed that Contingent reward is behaviour that provides reward for contracts completed.

Contingent reward indicates that the leader identifies targets as well as rewards the employee while goals are accomplished (Lai, 2011; Mesu, 2013). While according to Brenyah, and Damoah (2016) Contingent reward refers to leaders clarifying the work that must be achieved and use rewards in exchange for good performance.

- **Management by Expectation**

Leaders establish goals and objectives to be achieved and work standards must be adhered to. If there are deviations, the leader does not hesitate to impose sanctions on subordinates. Leaders with such properties will tend to supervise subordinates to strictly and immediately take corrective action when there is a deviation, mistakes or errors.(Wijayati, Fazlurrahman,& Hadi 2018).

Management by exception active indicated to a leader who enthusiastically observes deviances from errors, mistakes and standards and takes corrective actions at necessity.(Oladele ,and Akeke 2016)

According to Brenyah ,and Damoah (2016) management by exception refers to leaders actively monitoring the work of followers and making sure that set standards are met. In addition Management-by-exception is the behavior that avoids giving directions where current methods work and performance goals are met.

Management-by-exception: this refers to leaders' behavioral act as not only a monitor, but searches and watches for follower deviations from rules and standards of performance and takes corrective actions (Akeke 2016).

Upon to what mentioned above, make it obvious that different types of leadership styles (Transformational leadership and Transactional leadership) have different characteristics and use different methods to treat with individuals and in result different types of strategic leadership styles have different effects on their performance

## **2-1-2 Disaster Management**

### **2-1-2-1 Evolution of Disaster Management:**

Disaster management is not a new phenomenon. The first European settlers to establish a colony on the banks of the Atlantic Ocean were concerned about their safety and built fortifications to protect themselves and mitigate the threat (Hatch, 1957). The concept of disaster management has evolved over the centuries as threats have changed, and priorities shifted (Brewer,2015).

The term "disaster management" encompasses the complete realm of disaster-related activities. Traditionally, people tend to think of disaster management only in terms of the post disaster actions taken by relief and reconstruction officials. Yet disaster management covers a much broader scope, and many modern disaster managers may find themselves far more involved in pre-disaster activities than in post-disaster response. (Cuny, 1992).

Early history is focused on natural disasters, the towns of Herculaneum and Pompeii faced an unforeseen catastrophe when the volcano Vesuvius in AD 79 began the

eruption; the urban fire in Rome, 2000 years ago when the city was nearly destroyed by fire (Coppola, 2015). These historical events extol the importance of Disaster Management since the beginnings of the humanity and shows that the habitants of a community, nation, or country die and suffer with the absence of knowledge on how managing the incident, the lack of resources, the poor preparedness, and prevention on how to conduct an effective disaster management (McNutt and Leshner, 2013; Quarantelli, 1988).

In the modern and contemporary era, humanity still suffers with huge natural and man-made disasters, in terms of the urgency of globalised standards, the communication process, the exercise of authority, the development of coordination and the mobilizations of resources and services.(Nogueria,2016).

Upon to what mentioned above, showed that what damage can disasters causes in term of human and economic losses and how disaster management can be effective in reduction of this losses.

As a result at first we should clarify the concept of disaster:

**Disaster:**

The number of reported disasters has increased steadily over the past century and risen very sharply during the past decade. While disasters are now considered as one of the biggest obstacles to sustainable development and social security of nations.

Disasters coupled with a number of emerging threats and trend, leaving more people vulnerable to the effects of disasters and inflicting greater damage, loss and dislocation of people worldwide.

According to the Center for Research on the Epidemiology of Disasters, (2018) disasters killed millions people and left a further billion injured, homeless, displaced or in need of emergency assistance, and disasters in this period combined to cause economic losses of billions.

A study by Benis, Notea, and barkan(2018) explained that Disaster means some surprising and misfortunate event. In addition World Health Organization (WHO) defined disaster as any occurrence that causes damage, ecological disruption, loss of human life or deterioration of health services on a scale sufficient to warrant an extraordinary response from outside the affected community or area. (Gupta,2015)

According to the International Federation of Red Cross and Red Crescent Societies; a disaster is a sudden, calamitous event that seriously, disrupts the functioning of a community or society and causes human, material and economic or environmental losses that exceed the community's or society's ability to cope using its own resources. (Panseir , 2018)

### **Types of disasters:**

Disasters are characterized by differing timeframes, geography, sizes, circumstances, and magnitude, even within the same category of events. However According to Wu (2015) Disasters can be classified into two types: Natural and Man-Made disasters.

- 1- **Natural disasters** are triggered by natural phenomena, such as weather phenomenon like hurricanes, floods, extreme heats; Seismological events such as earthquakes, volcanic eruptions, landslides; Pandemic such as pandemic influenza.( Benis, Notea, and barkan, 2018).

**2- Man-Made disasters** are those catastrophic events that result from human decisions, which can be divided into four categories: armed conflict and civil strife, technological disasters, disasters that occur in human settlements and severe accidents.(Abdulnour,2013).

Upon to what mentioned above, make it obvious that how disasters can cause a huge damage and losses, and showed the importance to think how to manage disasters whether natural or manmade.

### **2-1-2-2 Definition of Disaster Management:**

Billions of people are periodically exposed to at least one disaster, and there is evidence that the frequency and extent of disasters are increasing on a global scale.

According to the International Federation of Red Cross and Red Crescent Societies; Disaster Management can be defined as the organization and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies, in particular, preparedness, response and recovery in order to lessen the impact of disasters.(Panesir, 2018).

Disaster management efforts aim to reduce or avoid the potential losses from hazards, assure prompt and appropriate assistance to victims of disaster, and achieve rapid and effective recovery.

A study by Pathirage, Seneviratne, Amaratunga, and Haigh (2012) explained that Disaster management is an integrated process of planning, organizing, coordinating and implementing measures that are needed for effectively dealing with its impact on people.

The concept of disaster management can be defined as the correct set of actions and activities taken during each phase of the disaster extending between preventing the disaster from happening to overcoming its effects (Abulnour, 2013).

Nogueria(2016) in his study clarify that Disaster management is the set of organized steps carried out to administer and diminish the effects of a disaster in order to come back to normalcy and give continuity and sustainability to individuals, organizations, communities, and nations.

According to above, disaster management can help to avoid and reduce the potential losses through planning, organizing and coordinating in both pre disaster, and post disaster times.

### **2-1-2-3 Importance of Disaster Management:**

Disasters had serious consequences for states and their economies. Despite developments in science and technology, the costs of disasters had been increasing. Interestingly, growing losses strengthened the arguments of scholars who stressed increasing vulnerability due to socioeconomic development. (Erramilli, 2008).

An innumerable amount of people get affected by disasters every year. From the eradication of property to the elevation in disease spread, disasters can devastate entire region in a very less amount of time. Disasters have affected living organism throughout history. The tales of floods, earthquakes, volcanic eruptions, wildfire, famines etc. have been passed down for generations. With time the world has noticed an increase in the occurrence of disasters. At the individual level, the impact of a disaster can often be felt physically, mentally, and emotionally. After experiencing a natural disaster, many

individuals develop severe post-traumatic stress disorders or withdraw into states of depression (Sharrieff, 2018)

Disasters also extracted a very high price in social, psychological and economic terms. Their impact was felt in trails of destruction, families torn apart, children orphaned, livelihoods destroyed, and communities traumatized. They had a long-term impact on the social health of families and, in turn, the community (Panesir,2018)

The importance of disaster management can be appreciated from the above. While disaster management efforts aim to reduce or avoid the potential losses from hazards, assure prompt and appropriate assistance to victims of disaster, and achieve rapid and effective recovery.

#### **2-1-2-4 Phases of Disaster Management:**

According to Panesir (2018) Disaster Management consists of four well-defined processes :( Mitigation, Preparedness, Response, and Recovery).

- 1- Mitigation:** Any activities that can prevent an emergency, reduce the damaging effects of the hazard or reduce the likelihood of occurrence are Mitigation. The mitigation phase is different from other phases because it focuses on long-term measures for reducing or eliminating risk.

The implementation of mitigation strategies can be considered a part of recovery process if applied after the disaster occurs. The main activity for the mitigation is the identification of risks.

In this phase measures need to ensure effective risk assessment and preventive actions providing service such as structural mitigation measures, disaster risk reduction,

hazard and vulnerability assessment, standardization, public education.(Benis,Notea,and Barkan 2016).

**2- Preparedness:** It means to be prepared and ready to face a hazardous situation by developing plans for what to do, where to go, or who to call for in case of occurrence of any hazard.

Any actions that could improve one's chances of successfully dealing with a hazard would be considered a part of preparedness. Common preparedness measures include communication plans with easily understandable terminology and chain of command, development and practice of multi-agency coordination and incident command, proper maintenance and training of emergency services, development and exercise of emergency population warning methods combined with emergency shelters and evacuation plans, stockpiling, inventory, and maintenance of supplies and equipment (Panesir ,2018)

Another aspect of preparedness is causality prediction, which is the prediction of the number of injuries and death to expect because of the hazard which helps to generate a proper plan in order to provide necessary resources for that specific hazard.

According to Nogueira(2016) This process often covers several tasks such as identification of critical resources, stockpiling of supplies, training first responders, education and information to prepare the community to deal effectively with disasters, and development of necessary agreements among responding agencies .



**3- Response:** is a phase that provides emergency aid and assistance, to reduce or eliminate the impact of disasters, decreasing the risk of damage and minimizing their possible secondary effects (Vitoriano et al., 2013; McEntire et al., 2002).

Response provides emergency aid for victims (e.g. search and rescue, mass feeding, medical care, DVI). This phase also seek to reduce the probability of secondary damage such as shutting down contaminated food and water supply sources, isolating and patrolling looting-prone areas, and to speed assessment operations. Therefore, it involves the immediate efforts to attend victims, prevent further suffering, and stop ongoing hazards. It puts in place the preparedness arrangements and plans.

The ability to act responsibly and safely in a crisis situation in order to protect one's family, oneself and individuals around you at the time of disaster would be considered a response. It includes the mobilization of the necessary emergency services and first responders in the disaster-affected area. The emergency services include medical suppliers, firefighters, police, food suppliers, and ambulance crew. They may be accompanied individuals who are compelled to volunteer directly after a disaster.(Panisir,2018).

**4- Recovery:** is a phase that involves the post-disaster activities dealing with the consequences of the emergency or disaster. It often begins after the immediate response has ended, and can persist for months or years thereafter (Coppola, 2015; Kapucu and Van Wart, 2006).

It assists the affected community in reconstruction of the basic services and physical infrastructure such as temporary settlement, debris clearance, provision of food

and water, clothing, communication. It also provides restoration of emotional, social, economic, and psychological well-being.

According to Panesir(2018) Recovery is best defined as the ability to quickly resume a normal life by rearranging your life and the environment after the hazard and the immediate danger is over. The recovery phase starts after the immediate threat to human life has subsided. The aim of this phase is to restore the affected area to its original state. Recovery efforts are primarily focused towards constructing the damaged property, repair of infrastructure and providing employment to people who lost their source of income because of the event. During reconstruction, it is recommended to consider the location or construction material of the property. And proper mitigation procedures can be applied.

Upon to what mentioned above about the phases of disaster management, and the activities that should consider during each phases, disaster management can be divided into pre and post disaster management; also disaster risk reduction should take into consideration in pre and post disaster activities.

### **2-1-3 Strategic Knowledge**

#### **2-1-3-1 Evolution of Strategic Knowledge:**

Using knowledge for securing economic and social benefits would hardly be news to the ancient Egyptians or Greeks, and the practical application of knowledge to solve human problems was fundamental to Francis Bacon's writings in the early seventeenth century. (Quintas, Lefrere, & Jones1997)

The role of knowledge as the key source of potential advantage for organizations and indeed whole economies has become a hotly debated topic, and the concept that

knowledge is the only meaningful economic resource. It follows that for organizations, individuals and society, the processes by which knowledge is created or acquired, communicated, applied and utilized must be effectively managed.

Knowledge is power, particularly in the current era. No matter what you name it as cooperation, decision support, knowledge management or some other thing that is the fundamental principle which supports nowadays' organizations strategies.

In the knowledge based organizations, not every knowledge has the same impact. The analysis of the actual situations in the most developed and highly performing organizations based in knowledge outlines the occurrence of a new category of knowledge that is called strategic knowledge. (Nicolescu, 2011).

According to Grunwald, (2014) this category has a key importance in terms of sustainable organization development and they consist in combination of knowledge for orientation, explicitly knowledge and action guidance knowledge. Nowadays generating this category of knowledge is a new category of challenge for the scientific system.

Upon to what mentioned above, strategic knowledge is a competitive advantage for any organization and consider as a strong power in current dynamic and changes environment and can help organizations to implement their strategic plans to achieve the desirable performance through unique and value added knowledge.

### **2-1-3-2 Definition of Strategic Knowledge:**

The Cambridge International Dictionary of English defines knowledge as understanding of or information about a subject which has been effectively acquired by experience or study, and that is either in a person's mind or possessed by people generally (Alshahrani,2018)

According to Lemmeny (2018) Knowledge is a dynamic, active, and subjective belief that enables individuals, groups, and organizations to perform their tasks and accomplish their objectives.

Strategic knowledge is defined as a kind of organizational knowledge that involves wisdom that used to identify the structure of problem solving behavior. Which, in this sense, is concerning with planning, describing, predicting, evaluating and generating strategies. (Da Rocha Miranda, 2005).

A study by Al Dhaher (1993) defined strategic knowledge as knowledge used to identify the structure of problem solving behavior.

Upon to what mentioned above, strategic knowledge can help to exploit opportunities and strengths, neutralize threats and avoid weaknesses, also to identify and solve the problems properly.

### **2-1-3-3 Importance of Strategic Knowledge:**

Strategic Knowledge has been recognized as an important source of competitive advantage and value creation, as an indispensable ingredient for the development of dynamic core competencies and, more generally, as a determinant factor for organizations with global ambitions.

The importance given to strategic knowledge since the 1990s can hardly be denied, as shown by the fact that it arises as a key source of sustainable development and wealth creation (Claver-cortes, Zaragoza-saez, 2017)

Strategic knowledge is a critical aspect of the capability accumulation process that has been described as the most vital activity in organizations today. Although the crucial

impact of strategic knowledge in the organization generates a new approach for identification of the knowledge “gaps”, both internal and external ones.(Farzin,Kahreh,hesan,and khalouei,2014).

Strategic knowledge that organizations acquire is a dynamic resource that needs to be nourished and managed carefully. An increasing range of disciplines has drawn attention both to the significance of knowledge and its various codified and explicit forms in terms of business success.(López-Nicolás,& Meroño-Cerdán ,2011)

Strategic knowledge, is a scientific contribution to sustainable development, consists of targeted and context-sensitive combinations of explanatory knowledge about phenomena observed, of orientation knowledge evaluative judgments, and of action-guiding knowledge with regard to strategic decisions (Grunwarld, 2004).

According to above, strategic knowledge can play a key role in the organizations effectiveness, also strategic knowledge is significant to better understand the environment both internal and external .Although strategic knowledge gives organization competitive advantage and the possibility to be first mover specially during disaster management.

#### **2-1-3-4 Characteristics of Strategic Knowledge:**

According to Nicolescu, (2011) the strategic knowledge have an array of specific features and characteristics (unique, pragmatic, generating value ,difficult to imitate, dynamics ,and based on intense learning).

- 1- **Unique:** means that they either cannot be found in other companies or it is only a low number of organizations that have their ownership. The rarer the strategic knowledge is, the more they present a stronger strategic advantage for the organization.

- 2- **Pragmatic:** in sense that they can generate new services within the organization or they can improve the existing ones significantly.
- 3- **Value generating:** This means that by using them, added value is brought into the organization. The strategic knowledge is included within the organization value vector.
- 4- **Difficult to imitate:** The more important the tacit and strong innovative knowledge is, the more intense this characteristic of knowledge is and the more pregnant their strategic nature is more obvious.
- 5- **Dynamic:** in the sense that they can be updated and amended in keeping with the changes within the endogenous and exogenous environment of the organization. Their dynamic nature refers both to the content of the knowledge and to the type and manners of approach.
- 6- **Based on intense learning:** the continual action is conditioned decisively for keeping the other features of strategic knowledge. The intense processes of learning, although difficult and consumers of resources constitute the best protection for maintaining and amplifying the strategic character of knowledge.

## 2-2 Previous Studies

- 1- Wang, (2009) study entitled “**knowledge management adoption in times of crisis**”. The purpose of this paper was to enhance the understanding of the role of strategic knowledge and knowledge management (KM) play in affecting organizational performance during disasters, and crises. Although the sample was fourteen semi-structured individual interviews were conducted with key informants in order to identify important themes and evidence crucial to the study.

In this study a case study of a business crisis was conducted to investigate how strategic knowledge and Knowledge Management helped mitigate damage caused by the disasters and crisis. However the result of this study showed that: First, strategic knowledge and knowledge management plays an important role in disaster management. Second, the experience handling disasters and crises makes organizations consider their incompetence and thus leads to the generation of organization-wide learning initiatives which facilitate knowledge acquisition, sharing, and institutionalization.

- 2- De Vries, Bakker-Pieper, & Oostenveld, (2010) study entitled **“Leadership = Communication? The Relations of Leaders Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes”**. The purpose of this study was to investigate the relations between leaders’ communication styles with leadership styles, and leadership outcomes. However the sample of this study was a survey that conducted among 279 employees of a governmental organization.

In this study regression analyses were employed to test three main hypotheses, and a survey was conducted among employees of a governmental organization. In addition, the result of this study showed that human-oriented leadership are mainly communicative, while task-oriented leadership is significantly less communicative. The communication styles were strongly and differentially related to knowledge sharing behaviors, perceived leader performance, satisfaction with the leader, and subordinate’s team commitment. Multiple regression analyses showed that the leadership styles mediated the relations between the communication styles and leadership outcomes. However, leader’s preciseness explained variance in perceived leader performance and satisfaction with the leader above and beyond the leadership style variables.

- 3- Jones, (2010) study entitled “**The challenge of Leadership in times of Crisis: a Case Study of Hurricane Katrina**”. The purpose of this study was to research the ways that certain organizational leaders were affected by their experiences within Hurricane Katrina. Additionally, the research explored and determined what changes were required of leadership regarding their styles and behaviors. This research study also uncovered some current issues in the work environment facing many organizational leaders as a result of this event/crisis. However the sample was seven high ranking leaders of local, state and federal organizations, who were in positions of leadership prior to, during and following the crisis of Hurricane Katrina, also this study utilized the case study method at this was the best strategy when conducting research on this topic.

The result of this study showed: The influences that were important in shaping the current leadership style of the research participants centered mainly on their own experiences during their careers; Leaders must be flexible in their leadership styles; the results of this research demonstrate how important frequent communication is with everyone within an organization, both vertically and horizontally.

- 4- Seneviratne, Baldry, & Pathirage, (2010) study entitled “**Disaster knowledge factors in managing disasters successfully**”. This study aimed to identify and map key knowledge success factors for managing disasters successfully through capturing the good practices and lessons learned. The objective of this study was to present the literature findings on factors which support successful disaster management. However this study used interviews with experts who are involved in the disaster management process as a sample, supported by an extensive questionnaire survey.



This study utilized a comprehensive literature survey and review carried out, with special focus on Asian Tsunami and case examples from Sri Lanka, to identify the factors which support successful disaster management. In addition, the result of this study identified a list of factors to be considered in disaster management and classified them into several categories based on their characteristics. It is clear from the literature review that most factors are identified within one or more phases of the disaster management cycle. Major categories of these factors are; technological, social, legal, environmental, economical, functional, institutional and political. Identified factors were classified into these main categories based on their characteristics.

- 5- Rocha, (2011) study entitled “**A Study on Uncertain Dynamic Disaster Management Tasks, Knowledge Sharing, and Task performance**”. The aim of this study was to better understand disaster management response activities and knowledge sharing as moderating or mediating variables that affect the effective and efficient performance of a task characterized by decision-making processes in the face of uncertainty and change characteristics. However the sample consists of 734 individuals with experience in disaster management response events.

This research utilized quantitative methods design, such as interviews, focus groups, direct and indirect observations, documents, and audiovisual materials, was also implemented, and An empirical study was used to measure the relationship among variables. In addition, the result of this study showed that used of knowledge sharing for exploitation activities strengthened positively the task effectiveness outcomes when facing new uncertain dynamic disaster management tasks.

- 6- Merat, and Bo, (2012) study entitled **“Strategic analysis of knowledge firms: the links between knowledge management and leadership”**. The purpose of this paper is to explore and explain the links between knowledge management (KM) and leadership in knowledge-intensive firms. However the sample was collected in total 17 hours of interviews and direct observations by the author were conducted in all four firms, and 11 managers were interviewed in total.

This study utilized an instrumental case-based study on four knowledge-based firms to explore KM and leadership approaches, and the links between them. Data were primarily collected through qualitative interviews with firm managers and direct observations, as well as quantitative data by questionnaire from the firm employees. In addition, the results of this study indicated two combinations of knowledge management and leadership approach among the firms, and these two combinations are personalization-distribution and codification-centralization.

- 7- Ngwa, (2012) study entitled **“Impact of Strategic Leadership Styles on Organizational Success in Public, Private, and Nonprofit Organizations”**. This study aimed to compare the impact of strategic leadership styles rendered by private, nonprofit, and governments at all levels in providing the most efficient administrative leadership services to citizens from a strategic planning perspective. Although the sample was collected from three respondents were originally targeted for this study .Where one was minority leader (African American) and 2 non-minority leaders constituted our main respondents during this study. However the study utilized the case study method as an empirical inquiry; the researcher investigates issues within real life situations, and used interviews.

The result showed that: Nonprofit leaders are more charismatic and instruments of social change. In Nonprofit organizations, leaders act like volunteers who are out to enforce social justice and equity, while contributing in raising the standards of living. Nonprofit leadership are vulnerable to external events/forces (changes in sources of funding, sometime without prior notification) and the organization is highly dependable on the efforts of its executive leaders to find resources for the organization and to revitalize the mission of the organization.

- 8- Pathirage, Senevirante, Amaratunga , and Haigh, (2012) study entitled “**Managing disaster knowledge: identification of knowledge factors and challenges**”. The purpose of this paper was to present key knowledge factors relating to disaster management cycle, and explores a few challenges relating to identify disaster knowledge factors. However the sample was five experts, which their age ranged from 31 to 50, experiences dealing with disasters ranged between 4 and 7 years, and some had both industry and research experiences.

The study utilized semi-structured interviews were conducted among few disaster management practitioners to explore the influence and challenges relating to identified knowledge factors. In addition, the result of this study showed that technological, operational/managerial, economic, social, legal and environmental factors seem to have direct influence over the disaster management cycle, while the influence of institutional and political factors seemed indirect and it is through other factors identified. Among key challenges, the lack of detection and warning systems, the need for effective education, training and awareness raising programs, the need for regular updating of disaster related

laws, lack of funds for economic planning measures, poor planning, poor communication, poor leadership, and poor institutional arrangement were highlighted.

- 9- Odumeru, & Ogbonna, (2013) study entitled “**Transformational vs. transactional leadership theories: Evidence in literature**”. The objective of this paper is to use evidence in literature to give a comparative analysis of the two leadership styles. The paper will also outline and explain inherent weaknesses of the two styles and proffer areas where modifications are necessary. Although the sample in this paper was drawing from evidence in literature.

This paper utilized Evidence in Literature which gives an introductory perspective into the difference between transformational and transactional leadership. In addition, the result of this study showed that both Transformational and Transactional leadership theories have their various strengths and weaknesses’ However, the influence of situational variables on leadership outcomes within the context of both styles of leadership should not be ignored. From the analyses of strengths and weaknesses of these two leadership models, it is clear that more empirical work still needs to be done to gain clearer understanding of these two concepts, also showed that leadership style is effectual and influential in emergency situations, crisis, and disasters; in addition, when projects are needed to be completed in a specific fashion

- 10- Reid, (2013) study entitled “**The Leader’s Role in Strategic Knowledge Creation and Mobilization**”. The purpose of this paper: was to explore how leaders influence knowledge creation and mobilization processes. However the sample was involved in this study from Ontario, Canada: 11 principals, 11 teacher leaders, 26 teachers, and 5 system leaders.

The researcher chooses to utilize a pragmatic paradigm and mixed methodology. The potential participants were contacted through an introductory letter inviting their participation. A district document review took place prior to the collection of individual and focus group interview data in each district. In addition, the result of this study showed that leaders support collaborative processes that involve the creation and mobilization of knowledge, it is posited by this researcher that a synergy can be achieved through an effective knowledge creation and mobilization strategy. Staff from all levels of the systems would participate in collaborative knowledge creation by challenging current knowledge and preconceptions, mobilizing knowledge within and beyond levels of the organizations.

11-Salih, and Mubaideen, (2013) study entitled “**Administrative Leadership between Transactional and Transformational Leadership and Its Impact in the Implementation Of The Strategic Objectives of the Ministry of Environment of Jordan- A Field Study in the Large Industrial Companies** ”. This study aimed to identifying the effect of transactional and transformational leadership approaches on the implementation of strategic objectives for Jordanian Ministry of Environment. However this study covered (63) industrial companies, a sample was chosen from the study population with a percentage of (20%), thus, the study sample counts (13) company, and the study was applied on employees working in these companies, who count (336) employee.

This study utilized a questionnaire as a basic method to collect the data and information, which was analyzed using the mean, standard deviation, (T) test and path analysis. In addition, the result of this study showed that the effect of transformational

leadership approach was more than the effect of transactional leadership approach in implementation of strategic goals of Jordanian Ministry of Environment. Finally, the study provided recommendations to increase the awareness about the importance of environment and its sustainability.

12-Ephraim, (2014) Study entitled **“The development process of government crisis management leaders for natural disasters in the Caribbean: A case study”**. The intent of this study was to explanatory case study was to explain the development process of government crisis management leaders for natural disasters in the Caribbean. The researcher’s goal was to contribute to scientific knowledge by documenting the development process of government crisis management leaders for natural disasters in the Caribbean. Although the sample was included of 20 government crisis management leaders for natural disasters in the Caribbean with more than 5 years of work experience that included working in natural disasters.

This study utilized Interviews were conducted over the telephone with each participant using 10 open-ended questions from an interview guide. Before the interviews were conducted, a site permission letter was sent to the government organization in the Caribbean requesting its participation in the research and allowing the researcher access to historical documents that are not publicly available. In addition, the outcomes of the research indicated that education and training are important, as are having crisis management teams, various skills, and effective communication, ineffective communication is one of the unanticipated failures that occur during a crisis; additionally,

it is “communication that is an essential part of crisis prevention process and it helps to locate warning signs and relay knowledge to the relevant units”.

- 13- Hidayat, (2014) study entitled “**the role of knowledge communication in the effective management of post-disaster reconstruction projects in Indonesia**”. The aim of this research was to develop a conceptual model and a set of guidelines for improved awareness and understanding of the role of knowledge communication in the effective project management of post disaster reconstruction projects. However the data was collected from a total 143 respondents comprising contractors, local governments, NGOs, and consultants.

This study utilized two main research techniques available to draw data and information from respondents; these are postal questionnaires and interviews. In addition, the data from the questionnaire survey responses were analyzed using Statistical Package for Social Science software. In addition, the result of this research showed the role of knowledge communication in post disaster reconstruction projects and the results of the research show that knowledge communication has a significant role: To improve quality of work; To spread best practice among project participants; To reduce costly mistakes and re-works; To transfer information and knowledge for problem solving; To improve performance and productivity by sharing knowledge on product, process and people.

- 14- Ozera, and Tinaztepe, (2014) study entitled “**Effect of Strategic Leadership Styles on Firm Performance: A study in a Turkish SME**”. The aim in this study is to interrogate the strategic leadership in terms of different leadership styles and test the effect of them on performance; also this study is significant since the outcomes will contribute to the body of knowledge in the field of leadership and SME’s firm performance in Turkey.

However the sample is consisted of white-collared members who are working in managerial and non-managerial job positions in different offices of the Turkish company. A total of 215 complete responses were used for analyses. In addition, this paper utilized questionnaire and the results of this study were evaluated using the Statistical Package for the Social Sciences version 16.0 for Windows. Throughout the statistical analysis, significance level of 0.05 was taken into consideration. Descriptive statistics was used to present the main characteristics of the sample.

The result of this study showed that compared to other leadership styles transformational leadership has a stronger effect on firm performance. When the means of leadership styles are considered, it is clear that in three countries most common leadership style is relationship oriented. This result is in accordance with literature review. Transformational leaders create a clear picture of the future state that is both optimistic and attainable, encourage others to raise their expectations, reduce complexity to key issues and uses simple language to convey the mission in competitive markets such as Turkey. The reaction of the followers is increased willingness to exert extra effort so as to try to achieve the mission.

15- Francis, (2015) study entitled **“Crisis Preparedness of Leadership Behaviors among Elected Leaders during Hurricanes”**. The purpose of this qualitative multiple case study was to explore what leadership behaviors an elected leader uses in crisis preparedness. However the sample was collected through interviews with 5 members from the National Emergency Management Agency. In addition, the method for this study was qualitative, and the design used was a multiple case study approach, and data



collection was through interviews, which collecting and analyzing the data from the surveys, and use mathematical techniques to answer hypothesis.

The result of this study highlighted 5 emerging themes named as the five Cs of crisis preparedness: compassion, continuity, communication, common sense, and confidence. Although this study contributed to social change by identifying key leadership traits that governor and other elected leaders should use in crisis preparedness, which may contribute to the safety, health, and wellbeing of constituents during a natural disaster.

16- Mittal, & Dhar, (2015) study entitled “**Transformational leadership and employee creativity: mediating role of creative self-efficacy and moderating role of knowledge sharing, Management Decision**”. The purpose of this paper was to observe the effect of transformational leadership on employee creativity in small and medium sized IT companies, where creative self-efficacy is proposed as a mediator and knowledge sharing as a moderator through which a transformational leader tends to influence the creativity of the employees. However the data were gathered from 348 manager-employee dyads of small and medium size IT companies operating in India.

In this study Data were collected through mail survey via the questionnaires (employee survey questionnaire and supervisor survey questionnaire). They replied to questions about their leader’s transformational leadership style, employee creative self-efficacy, knowledge sharing and creativity. In addition, the result of this study presented strong theoretical and managerial implications that can be used by IT organizations to evaluate the consequence of transformational leadership on employee creativity. Through transformational leadership style, leader can develop creative self-efficacy and employee

creativity to do things in a better way and develop knowledge sharing in employees for high performance. Therefore, the IT industry need to understand that creativity is one of the approaches to attaining and sustaining competitive advantage. In addition, it is important for them to find out more about the relation between transformational leadership, creative self-efficacy and employee creativity.

17- Taylor, Psotka, & Legree, (2015) study entitled “**Relationships among applications of tacit knowledge and transformational/transactional leader styles: An exploratory comparison of the MLQ and TKML**”. The purpose of this research is to examine intercorrelation relations among the self report behavioral construct Multifactor Leadership Questionnaire (MLQ) 5X transformational and transactional subscales and the Tacit Knowledge for Military Leaders Inventory (TKML) leader-level specific situational judgment test scenarios. Although the sample of this study was officers in a yearly activity conducted by the Army were made available for research purposes, and in this activity 56 Lieutenants, 36 Captains, and 33 Majors were participated.

This study utilized two leadership measures; the behavioral construct Multifactor Leadership Questionnaire (MLQ) and the cognitive construct Tacit Knowledge for Military Leaders Inventory (TKML) assess different aspects of how a leader functions and were administered to 125 active U.S. Army officers representing three leader levels: platoon, company, and battalion. This study examines the intercorrelation relationship between these two measures. In addition, the result of this study showed Results show a correlation pattern that contours the evolution of a leader’s skills (from novice platoon leader to expert battalion leader), with the strongest correlation at the higher leader levels.

18-Mazánek, (2016) study entitled “**Leadership during Crisis Threat Identification and Solution Proposal**”. The aim of this study was to identify possible threats, which could be a source of corporate crises, and to propose solutions within the competence of corporate leader, how to prevent these threats or lower the intensity of crisis which already are occurring. Although the sample was a review of scientific publication focused on leadership during crisis made. With emphasis especially on, research studies published in last 10 years in the Leadership Quarterly Journal.

This study utilized the results of previous empirical studies will be the main source of information. The Ishikawa diagram was for the purpose of the illustration possible threats, which can lead to a business crisis chosen. In addition, the result of this study proposed solutions were in the field of HR leadership, crisis communication, leader’s behavior connected with leadership style used during crisis and increasing effectively of crisis team leadership found. The application of mentioned approaches, contribute to preparedness on the possible negative future development and reduce the intensity of crisis, which has already affected the corporation.

19-Liao, Chen, Hu, Chung, & Liu, (2017) study entitled “**Assessing the influence of leadership style, organizational learning and organizational innovation**”. The purpose of this study was to propose a conceptual framework and the theoretical model in order to examine the influence of leadership, organizational learning (OL), and organizational innovation (OI) in Taiwan’s financial and information technology industries. However this study used to examine 15 companies from the financial industry and 18 companies from the information technology industry in Taiwan, for a total sample of 33 companies in this study.

This study utilized Structural equation modeling is employed to evaluate the degree of influence each variable has on the others and whether their relationships differ in different industry. This study investigates a selection of firms from the top 100 financial and the top 1,000 high technology enterprises in Taiwan in 2012 as the population. A total of 377 valid responses were collected from 2012 to 2013. In addition, the research results indicate that organizational learning acts as a full mediator between leadership and organizational innovation. Furthermore, industry type has moderating effect in the proposed research model, also considering appropriate leadership styles through learning to innovate might be a well leadership model to be further considered by different industries in the global countries.

20-Essa, (2018) study entitled **“Examining the Relationship between Strategic Leadership, Leadership Styles and Knowledge sharing in the Electric Power Sector in Jordan”**. The aim of this study is to know which types of leadership are more capable of increasing the knowledge sharing among employees. Although the sample collected from 345 workers with different positions and ranks in the electric power sector in Jordan

This study utilized a quantitative approach, including a multi-step procedure design to collect data that ultimately answered the test hypotheses and the research questions, and the survey questionnaire were used. In addition, the results showed a medium level of strategic leadership in the Electric Power Sector in Jordan where managers tend to make decisions that contribute in the development of the entire organization.

Transformational leadership is the dominant leadership style in the Electric Power Sector in Jordan where the qualities and behavior of the transformational leaders had the

highest effect on the employees. Leaders tend to raise the competencies and skills of his subordinates and improve their commitment to the roles by being the best role model for subordinates. However Transactional leadership style is also a dominant leadership style in the Electric Power Sector in Jordan after the transformational leadership style. Employees are influenced by the management by exception since transactional leaders are dealing with the current situation and try to act as it is.

21- Najmi, and Kadir, (2018) study entitled “**Mediation effect of dynamic capability in the relationship between knowledge management and strategic leadership to organizational performance accountability**”. The purpose of this study was to examine and assess the effect of knowledge management and strategic leadership on the performance of hospitals using variables mediating effect of dynamic capability. However the Sample size is around 100 respondent ,which are all the elements of leadership, both structural and functional leaders at the four hospitals in Makassar (the central government , Dr Wahidin Sudiro Husodo), Regional General Hospital belonging to the Provincial Government of South Sulawesi (Hospital Labuang Baji and hospitals Hajj), and Government hospitals (hospitals belonging Makassar City Government).

In this study the analysis tools utilized both structural and measurement model using Structural Equation Modeling (SEM) and Sobel Test for Mediation effect Analyze. In addition, the result of this study showed: First, Dynamic Capabilities as a mediation variable in relationship between Knowledge Management on the Performance indicates that the higher Knowledge management will result in higher the Performance, if mediated Dynamic Capability were also higher. Second, Dynamic Capabilities as mediation in relationship between strategic leadership to the Performance indicates that the higher the

strategic leadership will lead the higher Performance, if mediated Dynamic Capability were also higher.

22- Naser, & Saleem, (2018) study entitled “**Emergency and disaster Emergency and disaster management training; knowledge and attitude of Yemeni health professionals- a cross-sectional study**”. This study aims to assess the current knowledge, attitude and training in emergency and disaster preparedness among Yemeni health professionals. However the sample was the health professionals (531) who provide health care to the Yemeni people at the time of the study under the auspices of the Ministry of Public Health and Population of Yemen.

The study utilized a descriptive and cross-sectional study carried out in May through June 2017 using a self-reported survey of both web and paper form questionnaires. In addition, the result of this study showed that the overall knowledge status of Yemen health professionals was insufficient with regards to emergency and disaster preparedness of all respondents. The educational level was a key factor in the knowledge gap amongst respondents. Regardless of the period of experience, postgraduate staffs were more knowledgeable than graduates. Physicians were better in knowledge than other subgroups of health specialties. Health administrators seemed insufficiently qualified in emergency and disaster planning. Medical teachers performed better in responding to knowledge test than managers. However, the majority of study respondents appeared in the ‘positive attitudes’ level to emergency and disaster preparedness.

23- Xiao, Liu, Zhou, & Chen, (2018) study entitled “**Narcissistic Leadership and Employees' Knowledge Sharing: Influence of Organizational Identification and**

**Collectivism”**. The goal of this study was to examine the effects of Strategic leadership styles on employees’ knowledge sharing by analyzing the mediating role of organizational identification and the moderating role of collectivism. However the data collected from 228 employees and supervisors at 12 enterprises located in Guizhou, Henan, and Zhejiang Provinces of China.

This study utilized structural equation modeling and hierarchical regression we analyzed 228 sets of paired data obtained from employees and their immediate supervisors at organizations in China. In addition, the result of this study found that narcissistic leadership had a negative effect on knowledge sharing among our respondents, and that organizational identification fully mediated the relationship between narcissistic leadership and knowledge sharing. Moreover, collectivism positively moderated the relationship between narcissistic leadership and knowledge sharing.

24- Hinds, S. (2019) study entitled **“Influence of Organizational Culture and Leadership Styles on Nonprofit Staff Members' Commitment”**. The purpose of this research was to investigate the leadership styles, organizational culture and nonprofit employees in one huge company in the United States, also this research used survey to collect data from 100 employees through a multifactor leadership questionnaire. These data were evaluated utilizing descriptive statistics to check the relations of organizational culture to leadership style. The analyses in this research investigated organizational culture, organizational commitment and their relations in the leadership styles.

The result of this study showed that there were variation in the rate of organizational culture, organizational commitment and their relations with the leadership styles

which measured by utilizing coefficients of variation, also when staffs perceived a leader to display transformational leadership attributes, there were bigger ratio of observations of positive organizational culture and organizational commitment inside this groups.

25- King, H. C., Spritzer, N., & Al-Azzeh, N. (2019) study entitled “**Perceived Knowledge, Skills, and Preparedness for Disaster Management Among Military Health Care Personnel**”. The purpose of this research was to evaluate skills, knowledge, and preparedness for disaster management during military health care staffs in the United State of America that getting ready to deploy on a worldwide mission. Although this research used, cross sectional, descriptive, methodology by using the disaster preparedness assessment tool to investigate self reported understanding of disaster preparedness during health care personnel in the military that getting ready to deploy on worldwide health mission, also disaster preparedness assessment tool evaluate perceived knowledge in four disaster management phases that are: preparedness, mitigation, response, and recovery. However the sample of this study was 300 Hospital officers in the nurse corps, medical service corps that were invited to participate, also 154 surveys were completed and 19 surveys were eliminated from the statistical analysis due to imperfect answers.

The result of this research showed that disaster preparedness over military healthcare personnel in the U.S military can be enhanced to work optimally for worldwide health missions in the future, also this research spreads current comprehension of disaster preparedness among health care staffs in the US military and recognized different ways to boost and promote the training.



**What distinguishes the current study from previous studies?**

This study will focus on variables collected from above mentioned studies to examine its effect, , which this research will investigate the impact of strategic Leadership styles on disaster management with taking strategic knowledge as moderating variable.

According to previous studies there are knowledge gaps in these variables, so this study will emphasize the areas which were not studied in previous studies which hope the findings will enhance the knowledge for future studies

This study will applied on the Arabic environment, where these variables have not been studied in the Arabic environment in previous studies. Besides the current study will focus on a very important sector which is Arab Red Crescent and Red Cross Societies, which all are a part of the International Federation of Red Cross and Red Crescent Societies which have not considered yet in previous studies .

## **Chapter Three**

### **Study Methodology (Method and Procedures)**

This chapter included study methodology, study population and sample, data collection methods, validity and Reliability of the study sample, study variables, in addition to the procedures and statistical processes which the researcher used to reach the outcomes.

#### **3.1 Study Methodology**

This research is considered as a causality study that is a descriptive analytical approach and was utilized to study the effect of the strategic leadership styles on the disaster management with existence of strategic knowledge as moderate variable in the Arab Red Cross & Red Crescent Societies.

#### **3.2 Study Population**

This study applied on 15 Arab Red Cross & Red Crescent Societies, and the population of this study is the field workers in disaster management section in these societies, and according to the Disaster Management Advisory Group (DMAG) of “International Federation of Red Cross and Red Crescent Societies” the total number of field workers in these societies is (33649) as shown in table (3.1).

#### **3.3 Study Sample**

Data collected from field workers in disaster management sections in 15 Arab Red Cross & Red Crescent Societies which selected by Proportional Stratified Random

Sampling method the total sample size of this study are (380) field workers (Sekaran and Bougie, 2016:264), which calculated for each National Society, and table (3.1) describe how samples calculated for each national society also not valid and lost questionnaires in addition the accepted questionnaires and the table showed that the not valid and the lost questionnaire were (53) and accepted questionnaire reached (327).

Additionally, because the samples were from 15 different country and the long distance for the sample, the researcher has used a (monkey survey tool) to distribute and collect the questionnaire. Survey Monkey is a tool that allows users to create their own questionnaire and utilize it online and this tool present the result in the Excel sheet (Waclawski, 2012).

Table (3.1) Number of field workers in National Societies and sample size for each one

No	National Societies Name	Number of Field Workers	Population size	Sample Calculation for each National Society	Size	Distributed questionnaires (sample size)	Lost and not valid questionnaires	Accepted questionnaires
1	Algerian Red Crescent	7040	33649	$7040 \div 33649 \times 380 = 79$	79	79	15	64
2	Bahrain Red Crescent	30		$30 \div 33649 \times 380 = 1$	1	1	0	1
3	Egyptian Red Crescent	1288		$1288 \div 33649 \times 380 = 14$	14	14	0	14
4	Emirates Red Crescent	674		$674 \div 33649 \times 380 = 8$	8	8	0	8
5	Iraqi Red Crescent	1625		$1625 \div 33649 \times 380 = 18$	18	18	0	18
6	Jordan Red Crescent	430		$430 \div 33649 \times 380 = 5$	5	5	0	5
7	Kuwait Red Crescent	1505		$1505 \div 33649 \times 380 = 17$	17	17	0	17
8	Lebanese Red Cross	531		$531 \div 33649 \times 380 = 6$	6	6	0	6
9	Libyan Red Crescent	2504		$2504 \div 33649 \times 380 = 28$	28	28	0	28
10	Moroccan Red Crescent	6820		$6820 \div 33649 \times 380 = 77$	77	77	15	62
11	Palestine Red Crescent	2004		$2004 \div 33649 \times 380 = 23$	23	23	0	23
12	Qatar Red Crescent	858		$858 \div 33649 \times 380 = 10$	10	10	0	10
13	Saudi Red Crescent	250		$250 \div 33649 \times 380 = 3$	3	3	0	3
14	Syrian Red Crescent	8015		$8015 \div 33649 \times 380 = 90$	90	90	23	67
15	Tunisian Red Crescent	75		$75 \div 33649 \times 380 = 1$	1	1	0	1
<b>Total</b>		<b>33649</b>	<b>33649</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>53</b>	<b>327</b>

The following table (3.2) describes the demographic information of the study sample

<b>Respondent's Characteristics</b>	<b>Category</b>	<b>Counts</b>	<b>%</b>
<b>Gender</b>	Male	278	85.0
	Female	49	15.0
	Total	327	100.0
<b>Age</b>	18_ Less than 25	42	12.8
	25_ Less than 32	117	35.8
	32_ Less than 39	116	35.5
	39 and above	52	15.9
	Total	327	100.0
<b>Education</b>	Diploma	25	7.6
	Bachelor	264	80.7
	Master	35	10.7
	Doctorate	3	.9
	Total	327	100.0
<b>Years of Experience</b>	Less than 5	72	22.0
	5_ Less than10	124	37.9
	10_ Less than 15	84	25.7
	15 and above	47	14.4
	Total	327	100.0

### **3.4 Data Collection Methods (Tools)**

The data that utilized to reach the goals of this study could be divided into two categories: secondary & primary data.

**(3.4.1)Secondary data:** were gathered from books, journals, researches, thesis, dissertations, articles, researchers, annual reports, working papers, also Worldwide Web.

**(3.4.2)Primary data:** were gathered from the questionnaire.

The questionnaire could also split to two sections:

**Part one:** the questionnaire was developed by the researcher through recognizing the demographic information of the samples as follow (Gender, Age, National Society, and Years of Experience).

**Part two:** the study questionnaire was consisted of 3 axes that were defined through 3 variables (Strategic Leadership Styles, Disaster Management, and Strategic Knowledge) the number of questions was (66) as shown in below table (3.3).

Table (3.3) Division of questions by variables

Variable	References	Dimensions of variable	Number of Questions	Total questions of variable
<b>Strategic Leadership Styles [Independent Variable]</b>	-Gines, O. R. (2014). " <i>Leadership styles, learning culture, and performance in a large public-service organization</i> (Doctoral dissertation, University of Phoenix)".	Transformational Leadership Style	13	26
	-Alsheleh, M. O. (2016). " <i>Examining the relationship between leadership styles and the implementation of strategic management in higher education in Jordan: A comparison of public and private universities</i> (Doctoral dissertation, Alliant International University)".			
	-Batista, J. (2014). " <i>Mexican employees' perceptions of their leaders: Exploring transformational and transactional leadership styles</i> (Doctoral dissertation, University of La Verne)".	Transactional Leadership Style	13	
	-Essa, M. B. (2018). " <i>Examining the Relationship between Strategic Leadership, Leadership Styles and Knowledge Sharing in the Electric Power Sector in Jordan</i> (Doctoral dissertation, Alliant International University)".			

Variable	References	Dimensions of variable	Number of Questions	Total questions of variable
<b>Disaster Management [Dependent Variable]</b>	<p>-Shakalaih, S. A. (2016). <i>Practice in disaster management through non-Governmental Organizations (NGOs) "in Gaza Strip</i>. (Master's thesis, Islamic university of gaza")</p> <p>-Abu Zaitoun H. M. (2016). <i>Innovative leadership and the crisis and disaster management at civil defense directorate in the north region</i>.(Master's thesis, Al albayt University)</p> <p>-Hidayat, B. (2014).” <i>The role of knowledge communication in the effective management of post-disaster reconstruction projects in Indonesia</i> (Doctoral dissertation, University of Salford”).</p> <p>- Alsamiat, M. (2015). <i>Business continuity management BCM “and its role in disaster risk reduction”</i>: A Field study on the Jordanian supreme council of civil defense(Doctoral dissertation, The World Islamic Sciences and Education University)</p>	Mitigation	7	25
		Preparedness	7	
		Response	6	
		Recovery	5	
Variable	References	Total questions of variable		
<b>Strategic Knowledge [Moderating Variable]</b>	<p>-Nicolescu, O. (2011). “The specific of knowledge based strategies. Review of General Management”, 14(2), 36-55.</p> <p>-Todorut, A. V. (2009). “Conceptual Marks Concerning the Strategies Based on Knowledge and the Contemporary Period. European Research Studies”, 12(4), 129-144.</p> <p>- Alhusban, A. (2013).”<i>The Impact of Strategic Knowledge on Technical Innovation the Jordanian Industrial companies operating in the Abdullah II Design and development Bureau</i> (Master dissertation, Al albayt University”)</p>	15		
<b>Total Variables Questions</b>				66

### 3.5 Validity Test

#### 3.5.1 Face validity

For the purpose of measuring the current study, it was presented to (11) expert arbitrators from Educational Sciences Department, Business Administration Department

and Media Department, [Appendix (1)] to express their opinions on the validity of the content of the instrument in the clarity of the questions, affiliation of phrases and their suitability to the scale. Based on the opinions of the arbitrators, (11) questions have been dismissed for the lack of clarity, meaning and difficulty of measuring, and to amend some paragraphs in terms of wording to increase their clarity, and the adjustment because of the similarity of the meaning with other paragraphs, the researcher considered the views of the arbitrators and their amendments to indicate the validity of the content of the study tool and the relevance of paragraphs and diversity, and after making the mandatory modifications, the number of paragraphs of the questionnaire has reached (55).

### 3.5.2 Construct validity

#### 3.5.2.1 Exploratory factor analysis

The Exploratory Factor Analysis (EFA) was performed using the principal component method to evaluate the validity of the independent variable strategic leadership styles (transformational & transactional), the dependent variable disaster management and the moderating variable strategic knowledge.

Table (3.4) EFA analysis for the items representing the dimensions of the independent variable (strategic leadership style)

Dimensions	Items code	Factor loadings	Eigen value	Explained variance	KMO	Sphericity test (Barlets)	
						Test value	Sig
Transformational leadership style	IV 1.1	.615	4.71	47.136	0.918	1154.31	***
	IV 1.2	.612					
	IV 1.3	.581					
	IV 1.4	.711					
	IV 1.5	.618					
	IV 1.6	.734					
	IV 1.7	.751					
	IV 1.8	.771					



	IV 1.9	.746					
	IV 1.10	.695					
Transactional leadership style	IV 2.1	*	4.041	40.415	0.877	931.87	***
	IV 2.2	.495					
	IV 2.3	*					
	IV 2.4	*					
	IV 2.5	.702					
	IV 2.6	.673					
	IV 2.7	.774					
	IV 2.8	.710					
	IV 2.9	.666					
	IV 2.10	*					

(\*) excluded item as it was loaded on other factor

Table (3.4) shows the Kaiser-Meyer-Olkin test for data adequacy of the data being used for factor analysis. A critical value of 0.50 is considered to be the smallest satisfactory value. The KMO test values were greater than the critical (0.50) and very close to the highest desired test value (1.00). Accordingly, the mentioned values suggest an acceptable data adequacy for the purpose of factor analysis. (Hair et al. 2010).

The Bartlett's test of sphericity measures the factorability of the correlation matrix. The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, the probabilities were significant at  $p < 0.05$  level, meaning significant relationships among the factors included in the analysis, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The items loadings reflect the concept of convergent validity. An item is said to be convergent if a loading value was 0.40 or greater was obtained. the provided results show that the minimum loading being obtained was assigned to item IV 2.3 in the Transactional leadership style which was (0.495) and that the maximum loading value was assigned to item IV 2.7 in the Transactional leadership style which recorded a loading of (0.774) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity. (Laher, 2010)

It's noted that four items were deleted from the transactional leadership style. These items numbers were IV 2.1/ IV 2.3/ IV 2.4/ and IV 2.10 and that the reason for deleting these items was that they all loaded on a different factor. These results confirmed the factorability of the EFA conducted for each dimension.

Table (3.5) EFA analysis for the items representing each dimension of the dependent variable (disaster management (DM))

Dimensions	Code	Factor loadings	Eigen value	Explained variance	KMO	Sphericity test (Barlets)	
						Test value	sig
Mitigations	DV 1.1	.698	2.719	54.371	0.832	411.01	***
	DV 1.2	.712					
	DV 1.3	.742					
	DV 1.4	.758					
	DV 1.5	.774					
Preparedness	DV 2.1	.729	2.594	51.880	0.814	363.47	***
	DV 2.3	.693					
	DV 2.3	.664					
	DV 2.4	.717					
	DV 2.5	.792					
Response	DV 3.1	.696	2.695	53.899	0.827	403.30	***
	DV 3.2	.703					
	DV 3.3	.722					
	DV 3.4	.785					
	DV 3.5	.761					
Recovery	DV 4.1	.722	2.795	55.896	0.828	452.38	***
	DV 4.2	.753					
	DV 4.3	.727					
	DV 4.4	.767					
	DV 4.5	.768					

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. The table shows that the KMO test values were above the critical (0.50) and very close to the highest desired test value (1.00). So the values of KMO test mentioned suggest an acceptable value for data adequacy for the purpose of factor analysis. (Hair et al. 2010).

The Bartlett's test of sphericity measures the factorability of the correlation matrix. The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at  $p < 0.05$  level, meaning significant relationships between the factors included in the analysis, and (\*\*\*) means the Sig (t) value is (0.000) and is it significant.

The items loadings reflect the concept of convergent validity. An item is said to be convergent if a loading value was 0.40 or greater was obtained (Laher, 2010). Inspecting the results, we can see that the minimum loading being obtained was assigned to item no. 3 in the preparedness (DV 2.3) which was (0.664) and that the maximum loading value was assigned to the item no. 5 in preparedness (DV 2.5) which recorded a loading of (0.792). Accordingly, the results were above the minimum required (0.40 or greater) suggesting reasonable convergent validity. These results confirmed the factorability of the EFA conducted for each dimension of the dependent variable.

Table (3.6) EFA analysis for the items representing each dimension of the moderator variable Strategic Knowledge (SK)

Dimensions	code	Factor loadings	Eigen value	Explained variance	KMO	Sphericity test (Barlets)	
						Test value	Sig
Strategic Knowledge (SN)	MV 1.1	.617	6.48	43.211	0.946	1786.34	***
	MV 1.2	.629					
	MV 1.3	.696					
	MV 1.4	.600					
	MV 1.5	.665					
	MV 1.6	.604					
	MV 1.7	.663					
	MV 1.8	.662					
	MV 1.9	.722					
	MV 1.10	.679					
	MV 1.11	.650					
	MV 1.12	.708					
	MV 1.13	.681					
	MV 1.14	.619					
	MV 1.15	.651					

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. The table shows that the KMO test value was found to be (0.946). So this value suggests an acceptable value for data adequacy for the purpose of factor analysis as it was very close to the maximum test value (1.00). (Hair et al. 2010).

The Bartlett's test of sphericity measures the factorability of the correlation matrix. The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at  $p < 0.05$  level, meaning significant relationships between the factors included in the analysis, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The items loadings reflect the concept of convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater was achieved (Laher, 2010). Inspecting the provided results, it can be seen that the minimum loading was observed by item no. 4 (MV 1.4) which was (0.600) and that the maximum loading value was assigned to the item no. 9 (MV 1.9) which recorded a loading of (0.722). Accordingly, these results were above the minimum required (0.50 or greater) suggesting reasonable convergent validity. These results confirmed the factorability of the EFA conducted for each element.

### 3.5.2.2 Confirmatory factor analysis

This analysis was performed using AMOS version 22 software. This software provides both the standardized and unstandardized loading for each item (question) on its proposed (latent) variable. The software provides an advantage that it gives an indication for the goodness of fit for the overall data variables being used in the model.

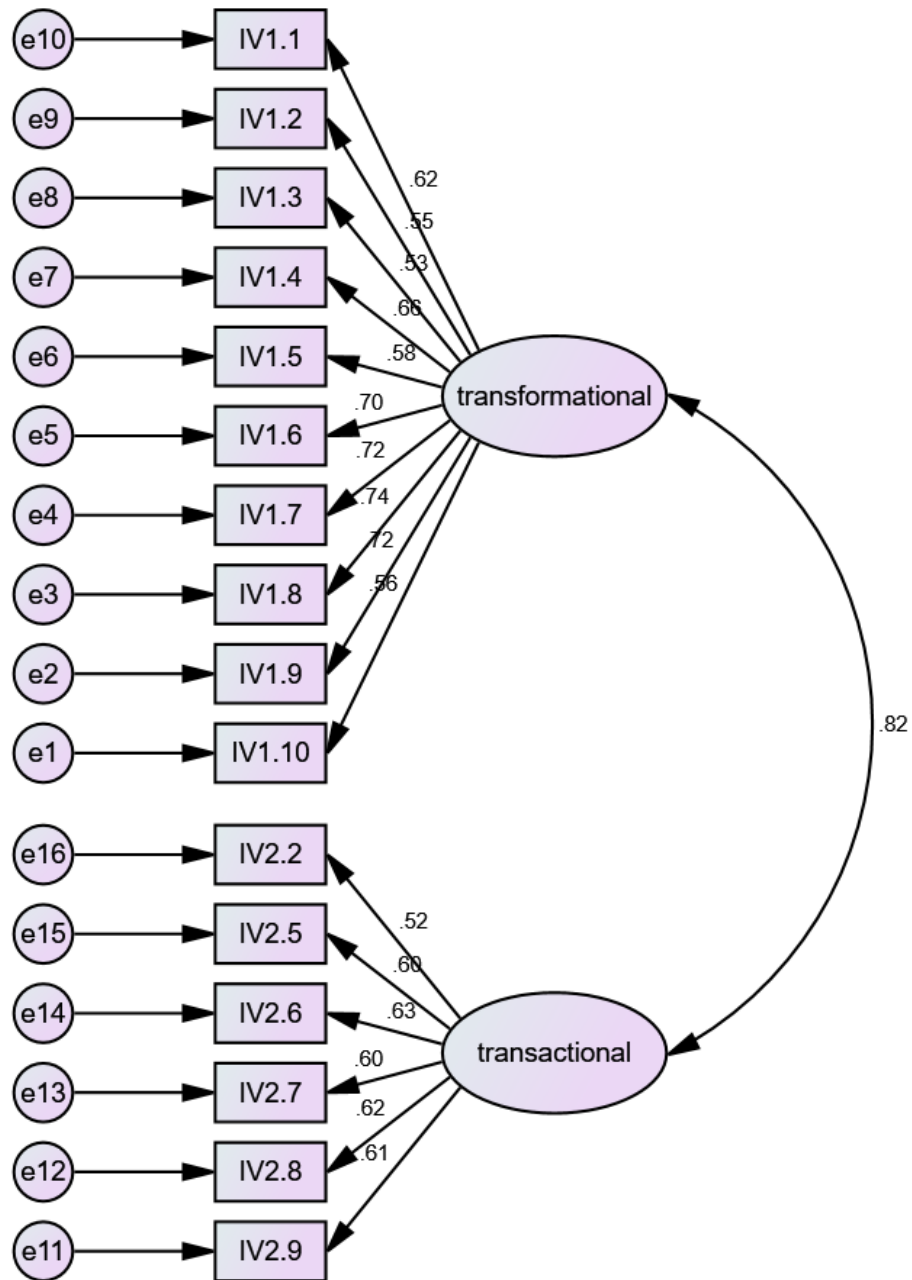
Table (3.7) confirmatory factor analysis (CFA) for the items of the independent variable: strategic leadership styles

Element	Code	Factor loadings	$\chi^2$	Sig	$\chi^2/df$ ( $< 3$ )	CFI (0 – 1.00)	GFI (0 – 1.00)	RMSEA (0 – 0.08)
Transformational leadership style	IV1.1	0.617	208.85	***	2.00	0.940	0.926	0.056
	IV1.2	0.551						
	IV1.3	0.530						
	IV1.4	0.663						
	IV1.5	0.581						
	IV1.6	0.703						
	IV1.7	0.715						
	IV1.8	0.743						
	IV1.9	0.715						
	IV1.10	0.563						
Transactional leadership style	IV2.2	0.518						
	IV2.5	0.603						
	IV2.6	0.632						
	IV2.7	0.605						
	IV2.8	0.615						
	IV2.9	0.609						

Table (3.7) presents the validation of the items of the independent variable (leadership styles) concerning the concept of convergent validity using the technique of CFA (confirmatory factor analysis). Inspecting the results included by table (3.7) it can be concluded that the maximum loading was observed by item no. 8 in the transformational leadership style (IV 8) which was (0.743) and that the minimum loading value was observed by item no. 2 in the transactional leadership style (IV 2.2) which recorded a loading of (0.518). Clearly the minimum

loading value was greater than the minimum loading required (0.40 or greater) suggesting reasonable convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater (Paswan, 2009).

Five model fitting indicators were chosen to judge the suitability of the overall model fitting. the chi square test value was observed to be (208.85) this value actually considered to be not significant (sig = \*\*\*) was  $< 0.05$  suggesting a bad fitting, further, the indicator that relates the chi square value to the degrees of freedom of the model was (2.00) and was within the desired value. The CFI indicator value was (0.940) and the value of GFI indicator value was (0.926) had exceeded the critical desired values (mentioned in the specified columns) within the acceptable high range indicating good fitting indicators. The RMSEA indicator showed a fine result (0.056) suggesting a good fitting. Based on the results mentioned a conclusion that the model is fitting can be driven. The model being tested is shown in the next figure (3.1)



Figure(3.1):construct validity of strategic leadership styles



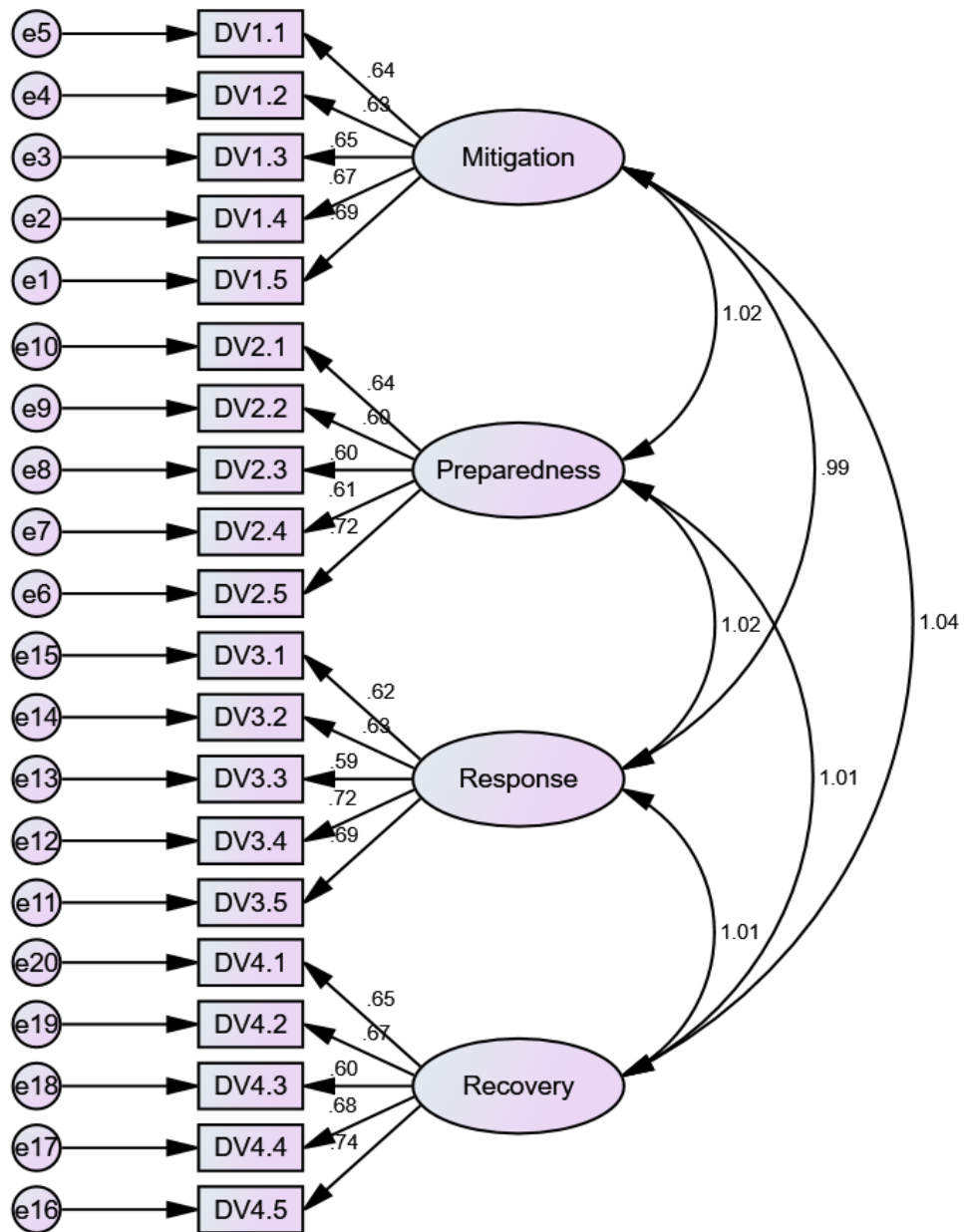
Table (3.8) confirmatory factor analysis (CFA) for the items of the dependent variable: Disaster Management (DM)

Element	Code	Factor loadings	$\chi^2$	sig	$\chi^2/df$	CFI (0 – 1.00)	GFI (0 – 1.00)	RMSEA (0 – 0.08)
Mitigation	DV1.1	0.637	306.46	***	1.869	0.951	0.913	0.052
	DV1.2	0.634						
	DV1.3	0.654						
	DV1.4	0.668						
	DV1.5	0.688						
Preparedness	DV2.1	0.635						
	DV2.2	0.596						
	DV2.3	0.598						
	DV2.4	0.614						
	DV2.5	0.719						
Response	DV3.1	0.620						
	DV3.2	0.635						
	DV3.3	0.594						
	DV3.4	0.715						
	DV3.5	0.689						
Recovery	DV4.1	0.646						
	DV4.2	0.666						
	DV4.3	0.601						
	DV4.4	0.679						
	DV4.5	0.743						

Table (3.8) presents the validation of the items of the DEPENDENT variable (Disaster Management) concerning the concept of convergent validity using the technique of CFA (confirmatory factor analysis). Inspecting the results presented by table (3.8) it can be concluded that the maximum loading value was observed by item no. 5 (DV4.5) which is an item within the Recovery and was (0.743) and that the minimum loading value was observed by item no. 4 in (DV3.3) which is within the Response and recorded a loading of (0.594). it was clear that the minimum loading value was greater than the minimum loading required (0.40 or greater) suggesting an acceptable convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater (Paswan, 2009).

Five model fitting indicators were chosen to judge the suitability of the overall model fitting. the chi square test value was observed to be (306.46) this value actually considered to be significant (sig = \*\*\*) was  $< 0.05$  suggesting a bad fitting, further, the indicator that relates the chi square value to the degrees of freedom of the model was (1.869) and falls within the desired value. The CFI indicator value was (0.951) and the value of GFI indicator value was (0.913) had exceeded the critical desired values (mentioned in the specified columns) within the acceptable high range indicating good fitting indicators. The RMSEA indicator showed a fine result (0.052) suggesting a good fitting,

Based on the results mentioned a conclusion that the model is fitting can be driven. The model being tested is shown in the next figure (3.2):



Figure(3.2):construct validity of disaster management

Table (3.9) confirmatory factor analysis (CFA) for the items of the moderating variable: strategic knowledge (Sk)

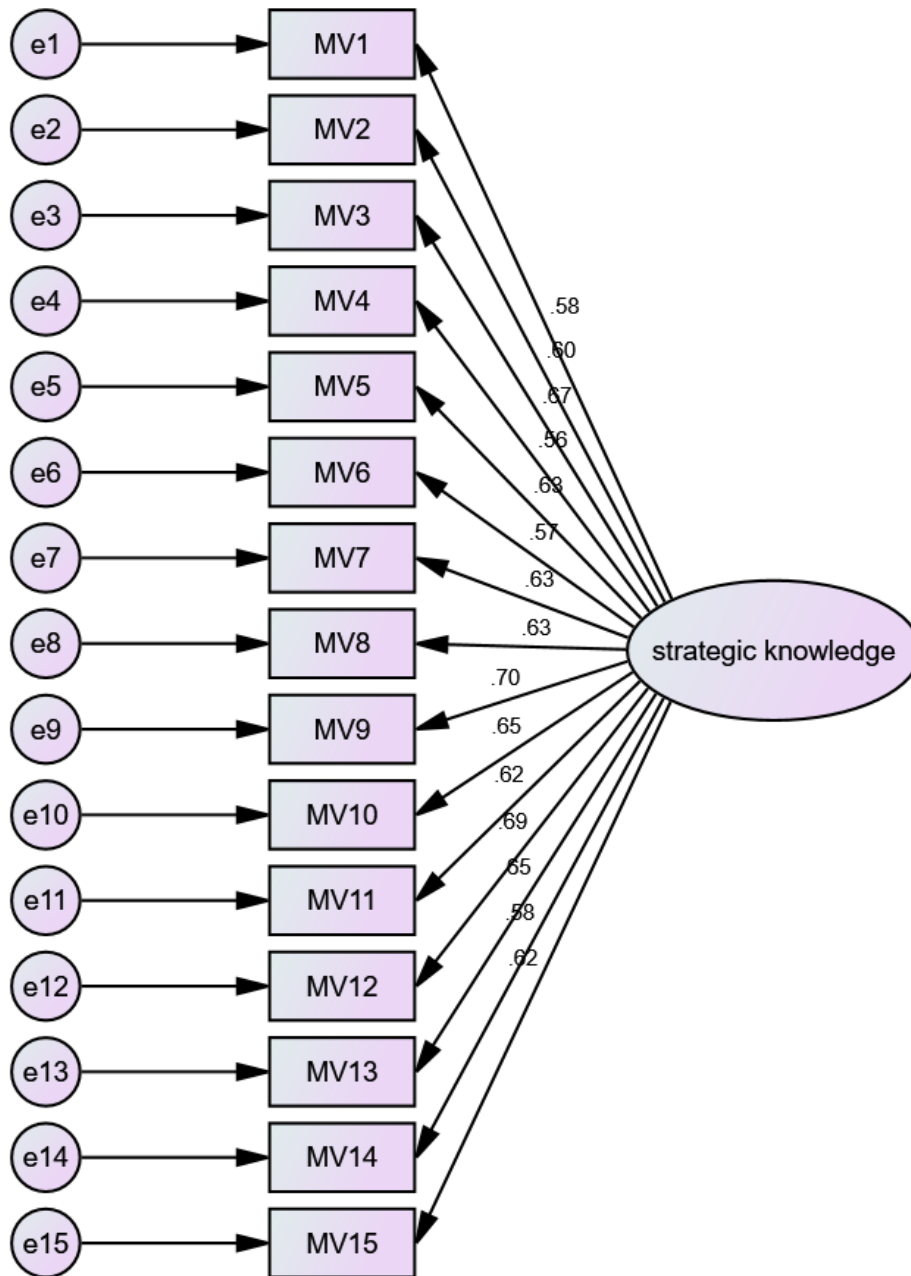
Element	Code	Factor loadings	$\chi^2$	sig	$\chi^2/df$	CFI (0 – 1.00)	GFI (0 – 1.00)	RMSEA (0 – 0.08)
strategic knowledge	MV1.1	0.579	145.80	***	1.62	0.967	0.942	0.044
	MV1.2	0.595						
	MV1.3	0.668						
	MV1.4	0.563						
	MV1.5	0.631						
	MV1.6	0.566						
	MV1.7	0.628						
	MV1.8	0.629						
	MV1.9	0.699						
	MV1.10	0.654						
	MV1.11	0.619						
	MV1.12	0.686						
	MV1.13	0.653						
	MV1.14	0.583						
	MV1.15	0.619						

Table (3.9) presents the validation of the items of the moderating variable (strategic knowledge) concerning the concept of convergent validity using the technique of CFA (confirmatory factor analysis). Inspecting the results included by table (3.9) it can be concluded that the maximum loading value was observed by item no. 9 (MV.9) which was (0.699) and that the minimum loading value was observed by item no. 4 in (MV.4) which recorded a loading of (0.563). Clearly the minimum loading value was greater than the minimum loading required (0.40 or greater) suggesting reasonable convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater (Paswan, 2009).

Five model fitting indicators were chosen to judge the suitability of the overall model fitting. the chi square test value was observed to be (145.80) this value actually considered to be not significant (sig = \*\*\*) was < 0.05 suggesting a bad fitting, further, the indicator that relates the chi square value to the degrees of freedom of the model was (1.62) and was within the desired value. The CFI indicator value was (0.967) and the value of GFI indicator value was

(0.942) had exceeded the critical desired values (mentioned in the specified columns) within the acceptable high range indicating good fitting indicators. The RMSEA indicator showed a fine result (0.044) suggesting a good fitting.

Based on the results mentioned a conclusion that the model is fitting can be driven. The model being tested is shown in the next figure (3.3):



Figure(3.3):construct validity of strategic knowledge

### 3.6 Reliability Test

#### 3.6.1 Test and Re-test

Reliability was detected in two different approaches. The first approach for checking for reliability was the test & re test approach. In this approach we check that the same individuals respond the same on the questions being used to evaluate the variable. In this case the sample respondents should answer twice on the same questions by a suitable separate time period. A pilot sample of 22 subjects participated in the pilot study for this purpose. The results are included in the next table (3.10):

Table (3.10) reliability of the study variables using the approach of test re test (n=22)

Variables		test		Re test		R	Sig
		M	sd	M	Sd		
IV	Transformational Leadership Style	3.75	0.24	3.74	0.24	0.922	***
	Transactional Leadership Style	3.40	0.24	3.47	0.26	0.907	***
	Leadership Styles (LS)	3.58	0.20	3.61	0.21	0.930	***
DV	Mitigation	3.85	0.18	3.86	0.18	0.957	***
	Preparedness	3.91	0.23	3.92	0.20	0.936	***
	Response	3.89	0.23	3.88	0.22	0.934	***
	Recovery	3.75	0.18	3.76	0.16	0.856	***
	Disaster Management (DM)	3.85	0.15	3.86	0.14	0.974	***
MD	Strategic Knowledge (SN)	3.72	0.20	3.75	0.20	0.877	***

Table (3.10) reflects the reliability results of the study variables using the approach of test re test. The reliability results of the independent it was noted that the minimum value was observed in the Transactional Leadership Style (0.907), clearly reflects a high reliability (above

0.700), which is the minimum value considered to describe correlations as high. All the other values were greater than the minimum observed suggesting a high reliability of dimensions of the independent.

The minimum reliability value observed for the dependent variable was (0.856) observed in the recovery dimension this value was above the critical minimum (0.700) noting that all the other mentioned values within this variable were greater than the minimum observed concluding a high reliability.

For the moderator variable it was noticed that the reliability value was (0.877) which reflects a high degree of reliability ( $> 0.700$ ).

It's noted that all the related sig values were  $< 0.05$  level suggesting that all the mentioned reliability values were statistically significant at this level , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

### **3.6.2 Cronbach Alpha**

The second approach of checking reliability was by applying the Cronbach alpha test which deals with the internal consistency among the items (questions) representing for each dimension of the study variables. This approach is useful as it facilitates us to check for the amount of variance assigned by the scale (or dimension) in relation to the variance of the total questions. The results are included in table (3.11) below:



Table (3.11) reliability analysis results for the study variables (LS, DM, and SN)

Variables		No. of items	Reliability	
			C.A	C.R
IV	Transformational Leadership Style	10	0.872	0.873
	Transactional Leadership Style	6	0.768	0.769
	Leadership Styles (LS)	16	0.897	0.910
DV	Mitigation	5	0.787	0.859
	Preparedness	5	0.765	0.841
	Response	5	0.783	0.850
	Recovery	5	0.800	0.862
	Disaster Management (DM)	20	0.937	0.936
MD	Strategic Knowledge (SN)	15	0.904	0.905

Table (3.11) indicates the results of cronbach alpha reliability analysis. The minimum value obtained was (0.765) for Preparedness items, while the maximum value which obtained was (0.937) for the Disaster Management (DM). The reliability mentioned values reflect a satisfactory reliability values (taking into account that the maximum value that could be reached is 1.00) so a conclusion of a high reliability could be driven.

Reliability was estimated in another way composite reliability (CR). this way of assessing reliability it was noted that the minimum value obtained was (0.769) which was observed in the R Transactional Leadership Style dimension while the maximum value which was obtained was (0.936) which was observed in the Disaster Management (DM). The results reflect a satisfactory reliability values (taking into account that the maximum value that could be reached is 1.00) so a conclusion of a high reliability could be driven.

### Adjustment correction key:

The questions were distributed in the questionnaire not in order way to have more neutral answers table (3.12) shows the variables and the questions that belong to it, it's noted that after face and construct validity the number of questions reached (51) , through the face validity (11) questions were deleted based on the opinions of the experts arbitrators also through Exploratory factor analysis (4) items were deleted from the transactional leadership style, which the reason for deleting these items was that they all loaded on a different factor.

Table (3.12) Questionnaire variables and questions numbers

Paragraph numbers for questionnaire response measurement			
Main Variable	Sub Variable	Number of Questions	Questionnaire items
<b>Strategic Leadership Styles</b> [Independent Variable]	Transformational Leadership Style	10	1,8,15,18,21,25,31,34,44,52
	Transactional Leadership Style	6	6,23,28,38,46,49
<b>Disaster Management</b> [Dependent Variable]	Mitigation	5	7,24,32,43,53
	Preparedness	5	12,30,37,48,50
	Response	5	9,20,27,33,40
	Recovery	5	3,13,17,35,42
<b>Strategic Knowledge</b> [Moderating Variable]	----	15	2,5,10,14,19,22,26,29,36,39,41,45,47,51,55
<b>Total Items</b>		<b>51</b>	

### 3.7 Study Variables

**Independent variable:** Strategic Leadership Styles which have two sub variables: (transformational leadership style, and transactional leadership style)

**Dependent variable:** Disaster Management which Has four sub variables: (mitigation, preparedness, response, and recovery).

**Moderating variable:** Strategic Knowledge is the moderating variable in this study.

### 3.8 Statistical Treatment

The statistical tools employed would include:

- Frequencies and percentages to describe the sample characteristics
- Descriptive statistic means, standard deviations.
- T- test (one tailed).
- Exploratory and Confirmatory factor analysis to ascertain the construction validity of the questionnaire.
- Pearson correlation coefficient for measurement (test and retest).
- Cronbach's- alpha coefficient: to ensure reliability in terms internal consistency of questionnaire.
- Composite reliability (C.R) to ensure reliability in terms internal consistency of questionnaire after the confirmatory factor analysis.

- Normality test (skewness and kurtoses): To make sure the data distribution is normal distribution or not.
- VIF, tolerance test.
- Structural Equation Models (SEM): Using Amos (V.22) to test the impact of independent variables on dependent variables.
- Hierarchical integration regression method: To test the impact of the moderator variable.

## Chapter Four

### Data Analysis and Results

The main purpose of the current study was investigating the impact of Strategic leadership styles expressed by two styles “transformational and transactional” (SLS) on the disaster management (DM) in the Arab Red Crescent Red Cross Societies. In accordance to this main objective a related questions and hypotheses were developed to embody these objectives. The researcher will present the analysis of descriptive statistics in the first part then testing the formulated hypotheses will be presented in the second part the study.

#### First part: descriptive analysis of the study variables:

Means and standard deviations were conducted in addition to t test. The results are presented below:

The following formula was used to assign the means levels:

$$\text{Category length} = \frac{(\text{highest weight } 5 - \text{lowest weight } 1)}{\text{No. of categories (3)}}$$

$$\text{Category length} = \frac{4}{3} = 1.33$$

1.00 – Less than 2.33	low
2.33 – Less than 3.66	moderate
3.66 – up to 5.00	high

## I: Analyzing the strategic leadership styles (SLS)

Means, standard deviations were used basically to describe the sample's opinions (rates) on each question. The results are provided in the following tables:

Table (4.1) means, standard deviations test for the dimensions of strategic leadership style (SLS) arranged in a descending order

No.	Styles	m	Sd	m %	Level	Rank
1	Transformational Leadership Style	3.71	0.44	74.20	High	1
2	Transactional Leadership Style	3.50	0.44	70.00	moderate	2
	Strategic Leadership Style	3.61		72.20	Moderate	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high)

Table (4.1) reflects the means, standard deviation and means index (expressed in percentage) values of the strategic leadership style (SLS) dimensions. Obviously Transformational Leadership Style was the greatest dimension being rated among the Transformational Leadership Styles as it ranked the first order by the highest mean of (3.71) while Transactional Leadership Style dimension had ranked the least dimension among the strategic leadership style(SLS) dimensions as it was rated by the least mean (3.50).

The overall degree of strategic leadership style (SLS) was assessed by a mean value of (3.61) expressing a moderate level of agreement among the sample's individuals.

Further, the items representing each dimension of strategic leadership styles (SLS) were analyzed. The results are included in the following tables:



Figure (4.1): Means of strategic leadership styles

## 1.1 Analyzing the items of Transformational Leadership Style

Table (4.2) Means, standard deviations and mean index for the items of Transformational Leadership Style arranged in a descending order

No.	Items	M	Sd	M%	Level	T	Rank
IV 1.1	The manager goes beyond self-interest for the good of the group	3.97	0.56	79.40	high	31.39	1
IV 1.5	The manager emphasizes the importance of having a collective sense of mission	3.87	0.50	77.40	high	31.56	2
IV 1.3	The manager specifies the importance of having a strong sense of purpose	3.82	0.66	76.40	high	22.43	3
IV 1.9	The manager gets me to look at problems from many different angles	3.82	0.62	76.40	high	23.96	3
IV 1.2	The manager displays a sense of confidence	3.79	0.74	75.80	high	19.28	5
IV 1.8	The manager expresses confidence that goals will be achieved	3.68	0.65	73.60	high	18.89	6
IV 1.6	The manager talks optimistically about the future	3.61	0.66	72.20	moderate	16.78	7
IV 1.4	The manager Considers the ethical consequences of decisions	3.54	0.68	70.80	moderate	14.55	8
IV 1.7	The manager talks enthusiastically about what needs to be accomplished	3.53	0.69	70.60	moderate	13.85	9
IV 1.10	The manager spends time developing my abilities	3.50	0.68	70.00	moderate	13.37	10
	Transformational Leadership Style	3.71		74.20	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.2) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the Transformational Leadership Style items. The Transformational Leadership Style was mostly addressed by Item coded IV 1.1 which states “The manager goes beyond self-interest for the good of the group “As it ranked the first by a mean of (3.97) while



the item with code IV 1.10 which states "The manager spends time developing my abilities " expressed the least mean among the items as it was rated by a mean of (3.50).

The overall Transformational Leadership Style mean was rated (3.71) expressing a high level of agreement among sample's respondents.

The table also indicates the results of one sample t test. This test was utilized to make sure that the items means were away from the neutral answer (response rate which =3). If the calculated t test was  $>$  than the tabulated  $t = 1.96$  with  $DF = 326$  then we can conclude that the rated items means are away from the neutral response rate. As could be seen; all the provided t values were  $> 1.96$ ; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

## 1.2: Analyzing the items of the items of Transactional Leadership Style

Table (4.3) Means, standard deviations and mean index for the items of Transactional Leadership Style arranged in a descending order

No.	Items	M	sd	M%	Level	t	Rank
IV2.2	The manager makes clear what one can expect to receive when performance goals are achieved	3.68	0.65	73.60	High	18.95	1
IV2.6	The manager seeks to provide the employee with feedback on his / her performance	3.65	0.67	73.00	moderate	17.47	2
IV2.9	The manager talks seriously about tasks that should be done	3.46	0.62	69.20	moderate	13.28	3
IV2.7	The manager directs my attention toward failures to meet standards.	3.42	0.66	68.40	moderate	11.41	4
IV2.8	The manager encourages to look at things in rationality way	3.40	0.66	68.00	moderate	10.88	5
IV2.5	The manager corrects the deviations right away	3.39	0.64	67.80	moderate	11.12	6
	Transactional Leadership Style	3.50		70.00	moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.3) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the Transactional Leadership Style items. The Transactional Leadership Style was mostly addressed by Item coded IV 2.2 which states “The manager makes clear what one can expect to receive when performance goals are achieved “As it ranked the first by a mean of (3.68) while the item with code IV 2.5 which states “The manager corrects the deviations right away " expressed the least mean among the items as it was rated by a mean of (3.39). The overall Transactional Leadership Style mean was rated (3.50) expressing a moderate level of agreement among sample’s respondents.

The table also indicates the results of one sample t test. This test was utilized to make sure that the items means were away from the neutral answer (response rate which =3). If the calculated t test was  $>$  than the tabulated  $t = 1.96$  with  $DF = 326$  then we can conclude that the rated items means are away from the neutral response rate. As could be seen; all the provided t values were  $> 1.96$ ; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

## II: analyzing the dimensions of the dependent variable Disaster Management (DM)

Table (4.4) means, standard deviations test for the dimensions of the dependent variable Disaster Management (DM) arranged in a descending order

No.	Dimensions	M	Sd	m %	Level	Rank
1	Mitigation	3.54	0.40	70.80	Moderate	1
2	Preparedness	3.51	0.40	70.20	Moderate	2
4	Recovery	3.45	0.42	69.00	Moderate	3
3	Response	3.43	0.41	68.60	Moderate	4
	Disaster Management	3.48		69.60	Moderate	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high)

Tables (4.4) show the means, standard deviation and mean index (expressed in percentage) values of the Disaster Management (DM) dimensions. Exploring the results provided; easily can be detected that mitigation was the greatest dimension being rated among the Disaster Management's dimensions (DM) as it ranked the first order by the highest mean of (3.54) while response dimension had ranked the least dimension among the Disaster Management (DM)'s dimensions as it was rated by the least mean (3.43).

The overall degree of Disaster Management (DM) was assessed by a mean value of (3.48) expressing a high level of agreement among the sample's individuals.

Further, the items representing each dimension of Disaster Management (DM) were analyzed.

The results are included in the following tables.

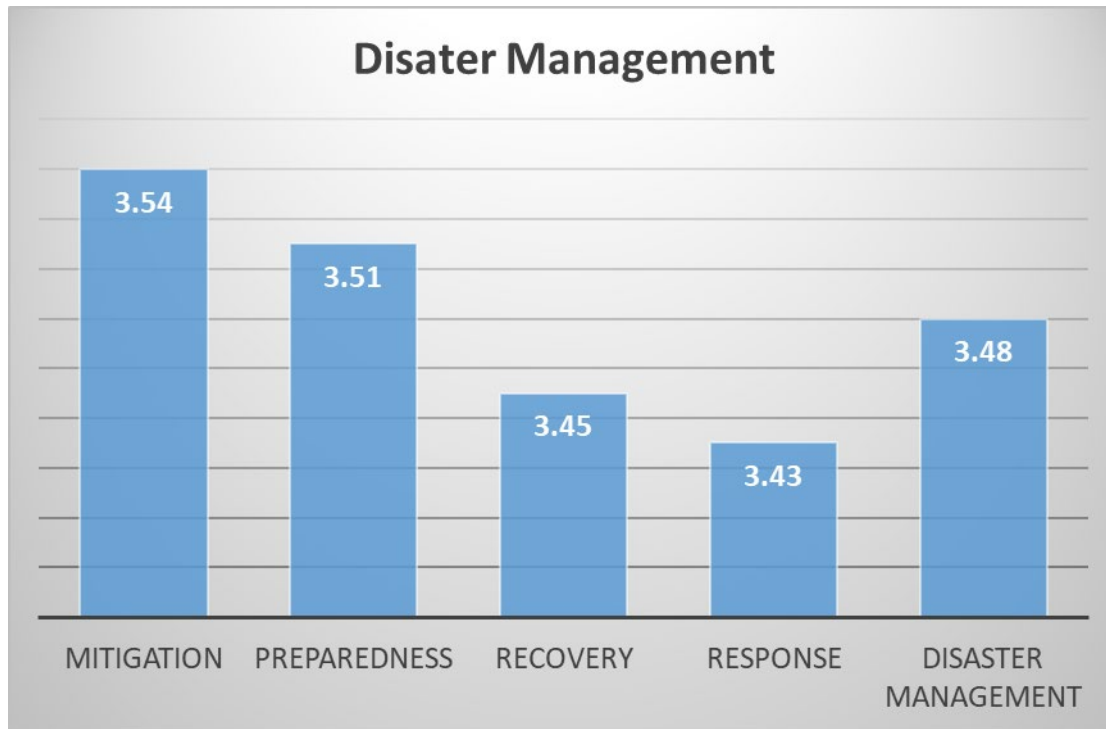


Figure (4.2): Means of Disaster Management

## 2.1 Analyzing the items of the Mitigation dimension

Table (4.5) means, standard deviations and mean index for the items of the Mitigation dimension arranged in a descending order

No.	Items	M	Sd	M%	Level	T	Rank
DV1.3	The national society's disasters prevention plans are based on specific national legislations	3.64	0.54	72.80	Moderate	34.93	1
DV1.5	The national society's decision makers are fully aware of the probable risks to minimizing them	3.62	0.53	72.40	Moderate	35.07	2
DV1.2	The national society helps promote preventive education about crises and disasters	3.54	0.53	70.80	Moderate	32.17	3
DV1.4	The national society's special information system helps in early warning signs detection	3.51	0.50	70.20	Moderate	33.18	4
DV1.1	Disaster risk reduction is one of the national society's main priorities	3.40	0.61	68.00	Moderate	23.57	5
	Mitigation	3.54		70.80	Moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.5) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the Mitigation items. The Mitigation dimension was mostly addressed by Item coded DV 1.3 which states “The national society’s disasters prevention plans are based on specific national legislations “As it ranked the first by a mean of (3.64) while the item with code DV 1.1 which states “Disaster risk reduction is one of the national society’s main priorities ” expressed the least mean among the items as it was rated by a mean of (3.80).

The overall Mitigation mean was rated (3.54) expressing a moderate level of agreement among sample’s respondents.

The table also indicates the results of one sample t test. This test was performed in order to check for that the items means were away from the neutral answer (response rate which =3). If the calculated t test was > than the tabulated t =1.96 with DF =326 then we can conclude that the rated items means are away from the neutral response rate. As could be seen; all the provided t values were > 1.96; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

## 2.2: Analyzing the items of the Preparedness dimension

Table (4.6) means, standard deviations and mean index for the items of the Preparedness dimension arranged in a descending order

No.	Items	M	Sd	M%	Level	T	Rank
DV2.3	The national society believes in the importance of partnership between the public and private sector to prepare for disaster and crisis risks	3.61	0.57	72.20	Moderate	35.23	1
DV2.4	The national society works in liaison and cooperation with other related institutions in disasters risk reduction	3.61	0.59	72.20	Moderate	33.67	1
DV2.1	The national society's executive plans cover all probable risks of crisis and disasters	3.51	0.56	70.20	Moderate	32.73	3
DV2.2	The national society realizes the importance of relationship between the disasters risks preparation and sustainable development	3.50	0.53	70.00	Moderate	33.96	4
DV2.5	The national society has a special budget allocated for emergency situations	3.34	0.52	66.80	Moderate	29.20	5
	Preparedness	3.51		70.20	Moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.6) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the Preparedness items. The Preparedness dimension was mostly addressed by Item coded DV 2.3 which states “The national society believes in the importance of partnership between the public and private sector to prepare for disaster and crisis risks “ and the item coded DV2.4 which states “The national society works in liaison and cooperation with other related institutions in disasters risk reduction “ As each of the two items shared the first rank by a mean of (3.61) while the item with code DV 2.5 which states “The national society has a special budget allocated for emergency situations " expressed the least mean among the items as it was rated by a mean of (3.34).

The overall Preparedness mean was rated (3.51) expressing a Moderate level of agreement among sample’s respondents.

The table also indicates the results of one sample t test. This test was performed in order to check for that the items means were away from the neutral answer (response rate which =3). If the calculated t test was  $>$  than the tabulated  $t = 1.96$  with  $DF = 326$  then we can conclude that the rated items means are away from the neutral response rate. as could be seen; all the provided t values were  $> 1.96$ ; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

### 2.3: Analyzing the items of the Response dimension

Table (4.7) means, standard deviations and mean index for the items of the Response dimension arranged in a descending order

No.	Items	M	Sd	M%	Level	t	Rank
DV3.3	The national society ensures appropriate training of primary response team to deal with disasters during occurring	3.55	0.57	71.00	Moderate	33.07	1
DV3.1	Objective and rapid assessment helps to best respond to them	3.50	0.60	70.00	Moderate	30.28	2
DV3.4	International aids have a positive impact on the national society's response to different disasters situations	3.41	0.55	68.20	Moderate	29.99	3
DV2.5	There is clear specification of roles and responsibilities amongst all partners in disasters planning	3.41	0.51	68.20	Moderate	32.38	3
DV3.2	The national society has qualified human resources to deal with disasters during occurring	3.27	0.58	65.40	Moderate	24.08	5
	Response	3.43		68.60	Moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), *tabulated t value = 1.96*

Table (4.7) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the Response items. The Response dimension was mostly addressed by Item coded DV 3.3 which states “The national society ensures appropriate training of primary response team to deal with disasters during occurring “As it ranked the first by a mean of (3.55) while the item with code DV 3.2 which states “The national society has qualified human resources to deal with disasters during occurring " expressed the least mean among the items as it was rated by a mean of (3.27).

The overall Response mean was rated (3.43) expressing a HIGH level of agreement among sample's respondents



The table also indicates the results of one sample t test. This test was performed in order to check for that the items means were away from the neutral answer (response rate which =3). If the calculated t test was > than the tabulated t =1.96 with DF =326 then we can conclude that the rated items means are away from the neutral response rate. as could be seen; all the provided t values were > 1.96; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

## 2.4: Analyzing the items of the recovery dimension

Table (4.8) means, standard deviations and mean index for the items of the recovery dimension arranged in a descending order

No.	Items	M	Sd	M%	Level	t	Rank
DV4.1	The national society has a clear plan for recovery and resumption of work after disaster situations	3.54	0.52	70.80	Moderate	32.63	1
DV4.2	The recovery plan specifies different roles for those involved in reconstruction and rehabilitation	3.53	0.58	70.60	Moderate	29.08	2
DV4.5	The national society 's recovery plans include in advance evacuation and housing locations	3.43	0.49	68.60	Moderate	30.56	3
DV4.3	The national society knows the importance of joint efforts of different sectors during the recovery period	3.42	0.61	68.40	Moderate	24.39	4
DV4.4	The national society aims to have a special budget allocated for recovery and reconstruction	3.32	0.59	66.40	Moderate	22.16	5
	Recovery	3.45		69.00	Moderate		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), **tabulated t value = 1.96**

Table (4.8) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the recovery items. The recovery dimension was mostly addressed by Item coded DV 4.1 which states “The national society has a clear plan for recovery and resumption of

work after disaster situations "As it ranked the first by a mean of (3.54) while the item with code DV 4.4 which states "The national society aims to have a special budget allocated for recovery and reconstruction " expressed the least mean among the items as it was rated by a mean of (3.32).

The overall recovery mean was rated (3.45) expressing a HIGH level of agreement among sample's respondents.

The table also indicates the results of one sample t test. This test was performed in order to check for that the items means were away from the neutral answer (response rate which =3). If the calculated t test was  $>$  than the tabulated  $t = 1.96$  with  $DF = 326$  then we can conclude that the rated items means are away from the neutral response rate. As could be seen; all the provided t values were  $> 1.96$ ; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

### III: analyzing the items of the moderator variable Strategic Knowledge dimension (SK)

Table (4.9) means, standard deviations and mean index for the moderator variable Strategic Knowledge (SK) arranged in a descending order

No.	Dimensions	m	sd	m %	Level	t	Rank
MV7	The national society uses information technology to disseminate knowledge amongst its different departments	4.07	0.58	81.40	high	33.11	1
MV2	The national society is committed to laying out policies that help employees in strategic learning.	4.06	0.65	81.20	high	29.83	2
MV13	The national society periodically evaluates its employees' performance	3.91	0.51	78.20	high	32.24	3
MV5	The national society ensures that the management has the capability to make a change	3.88	0.53	77.60	high	29.92	4
MV9	The national society continuously implements new creative methods in delivering its services	3.86	0.52	77.20	high	29.76	5
MV3	The national society learns from their experience and It benefits from the past lessons.	3.84	0.59	76.80	high	25.98	6
MV6	The national society provides an active database to give timely and relevant information	3.84	0.60	76.80	high	25.31	6
MV12	The national society regularly evaluates the performance of its branches	3.80	0.54	76.00	high	26.78	8
MV15	The national society has highly skilled human resources superior to other organizations	3.80	0.56	76.00	high	25.72	8
MV14	The national society has superior financial resources compared to other organizations	3.78	0.53	75.60	high	26.71	10
MV1	The national society solves problems in	3.76	0.54	75.20	high	25.63	11

	an organized methods						
MV8	The national society uses new ways and methods in its performance	3.76	0.60	75.20	high	22.90	11
MV4	The national society transfer the knowledge rapidly and efficiently within the society	3.74	0.61	74.80	high	22.02	13
MV11	The national society has resources difficult to imitate	3.52	0.60	70.40	moderate	15.79	14
MV10	The national society renews its internal organizational skills	3.46	0.66	69.20	moderate	12.52	15
	Strategic Knowledge	3.81		76.20	high		

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high)

Table (4.9) indicates the values of means, standard deviation and mean index (expressed as a percentage) for the Strategic Knowledge (SK) items. The Strategic Knowledge (SK) dimension was mostly addressed by Item coded MV7 which states “The national society uses information technology to disseminate knowledge amongst its different departments “As it ranked the first by a mean of (4.07) while the item with code MV 10 which states “The national society renews its internal organizational skills " expressed the least mean among the items as it was rated by a mean of (3.46).

The overall Strategic Knowledge (SK) mean was rated (3.81) expressing a HIGH level of agreement among sample’s respondents.

The table also indicates the results of one sample t test. This test was performed in order to check for that the items means were away from the neutral answer (response rate which =3). If the calculated t test was > than the tabulated t =1.96 with DF =326 then we can conclude that the rated items means are away from the neutral response rate. As could be seen; all the provided t values were > 1.96; so a conclusion of response means can be driven and that the samples answers were considered to be away from neutrality.

## **Second Part: Testing the study hypothesis**

Multiple linear regressions will be applied to test study hypothesis. Prior to the application of linear regression there are some basic assumptions need to be checked, these assumptions are essentially the normality of the distribution of the independent variable and the level of multi co linearity among the independent variables, the results are included in the following table:

Table (4.10) skewness and co linearity among independent variables using VIF test

Variables		Skewness	Kurtosis	VIF	Tolerance
(IV)	Transformational Leadership Style	-0.590	6.674	2.012	.497
	Transactional Leadership Style	-0.812	5.935	3.561	.281
	Strategic Leadership Style (SLS)	-0.392	6.897		
(MV)	Strategic Knowledge (SK)	-0.815	1.766	3.678	.272
(DV)	Mitigation	-0.370	3.925	-	-
	Preparedness	-0.361	6.573	-	-
	Response	-0.361	3.710	-	-
	Recovery	-0.657	3.864	-	-
	Disaster Management (DM)	-0.105	1.561	-	-

Table (4.10) reflects the results of skewness as an indicator of the closeness of the study data to the theoretical normal distribution, the obtained numbers ranged between (-0.105) for Disaster Management and (- 0.815) for Strategic Knowledge (SK), all these skewness values are considered to be close to the normal distribution as the acceptable range (in most studies) ranges between (-1 and 1)

Another good indicator for normality of the data distribution is the kurtoses. Kurtoses is the second aspect of the normal curve. It describes the peak of the curve whether is it high sharp or low flat. The desirable values that the normal data distribution curve exhibit is around the value ( $< 15$ ) According to the results obtained in the table its noticed that the maximum obtained value was (6.897) noting that this value is below the desired value so we conclude that the data is

approximately behave normally. And the following plots reflect the degree of association between the observed data and the expected normal data for the mentioned variables.

The other important test prior the application of multiple linear regression is the checking for multi-collinearity using the VIF test. Inspecting The values mentioned in the table it's clear that three values were less than (5) which as reference value to express low co linearity among the independent variables that were used to predict the Disaster Management (DM) taking into account that the VIF reference values could read as : (a value of VIF more than 30 is considered to be a big problem of multi co linearity, a VIF value  $> 10$  leads to un trust with the coefficients obtained, a VIF between 5 - 10 reflects a moderate problem, a VIF less than 5 indicate a small problem). In the same context the associated test with VIF test is the tolerance test which is defined as the reciprocal of the VIF. Tolerance may express good results if its values were  $> 0.20$  accordingly all the mentioned values met this criteria concluding no multi co linearity problem is exist.

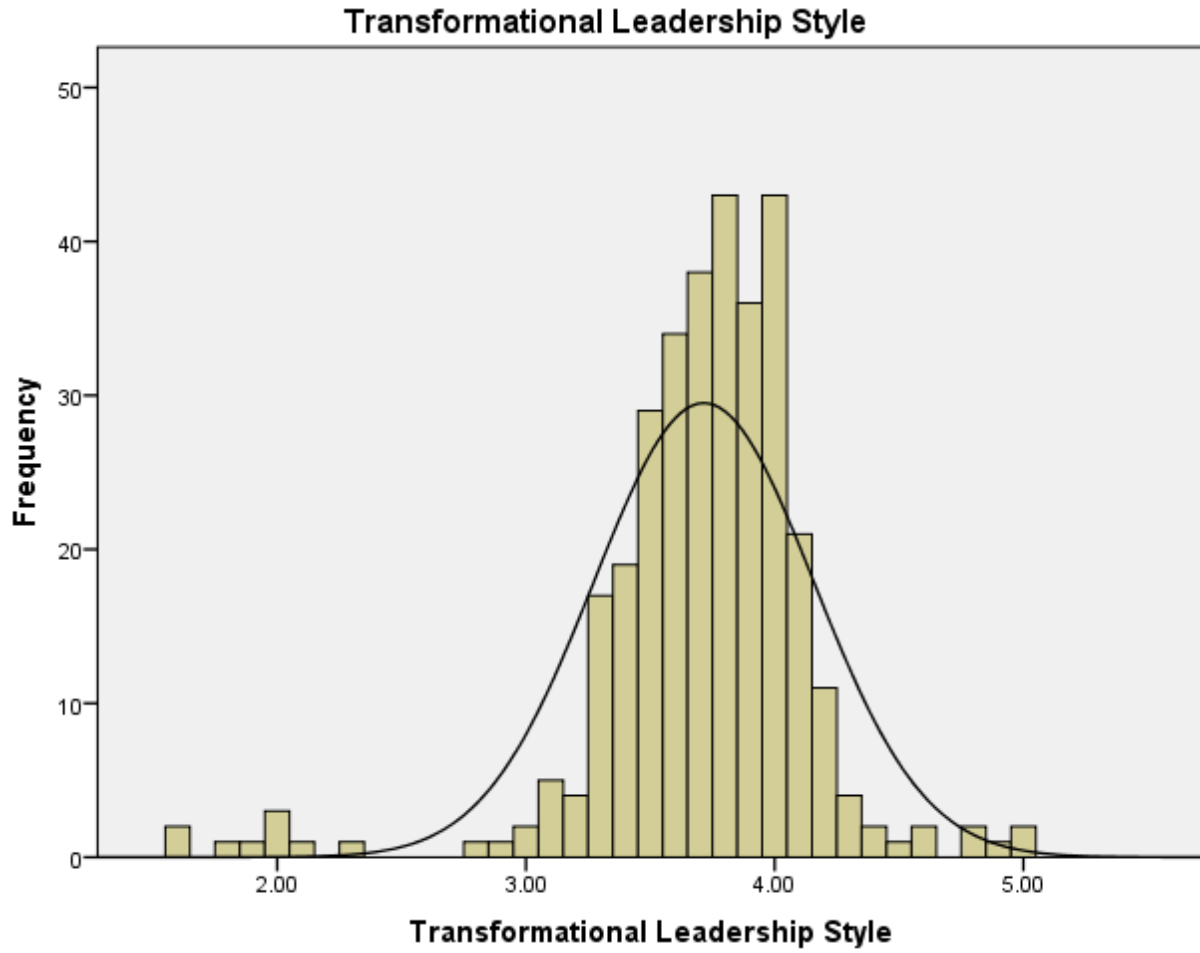


Figure (4.3): Normality data distribution curve of transformational leadership style



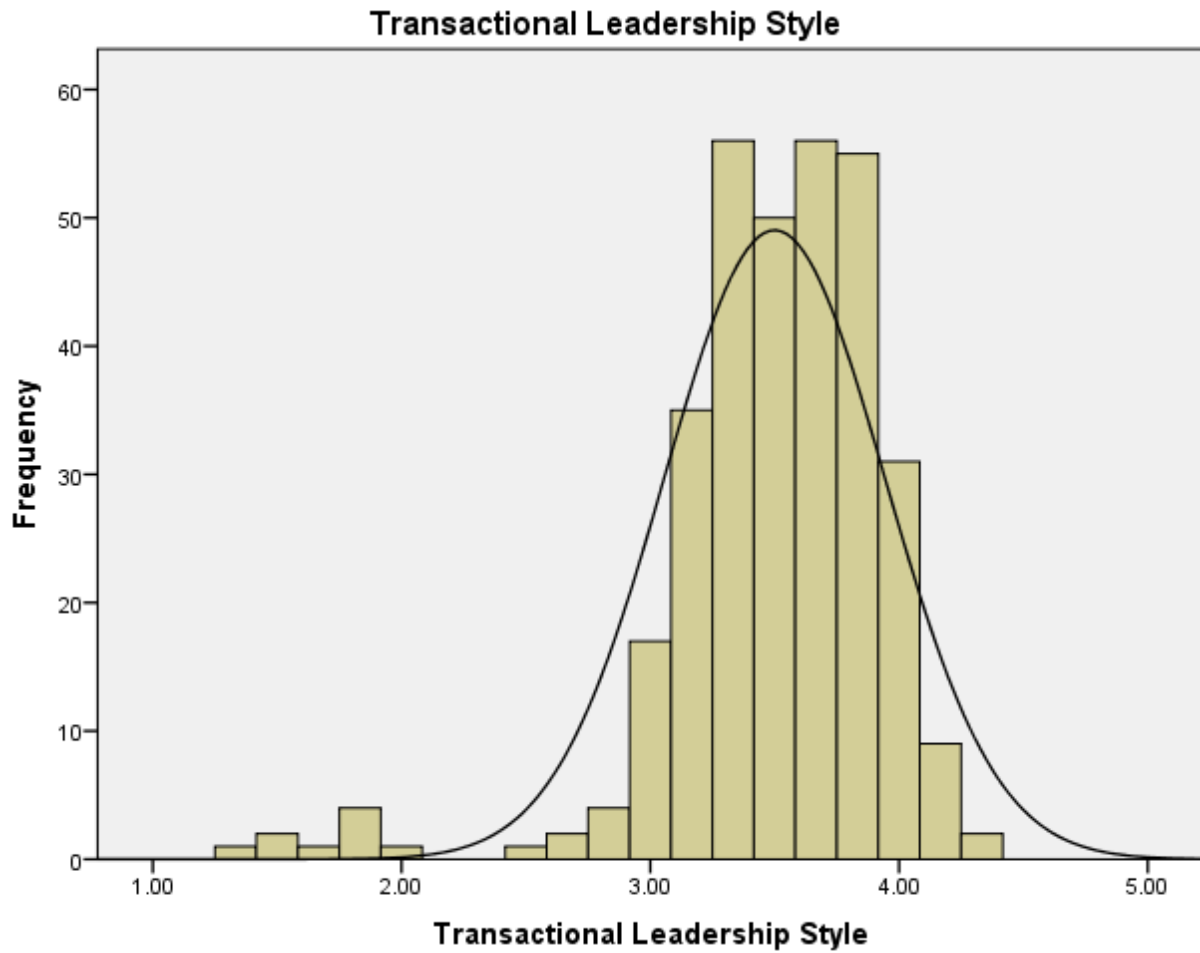


Figure (4.4): Normality data distribution curve of transactional leadership style

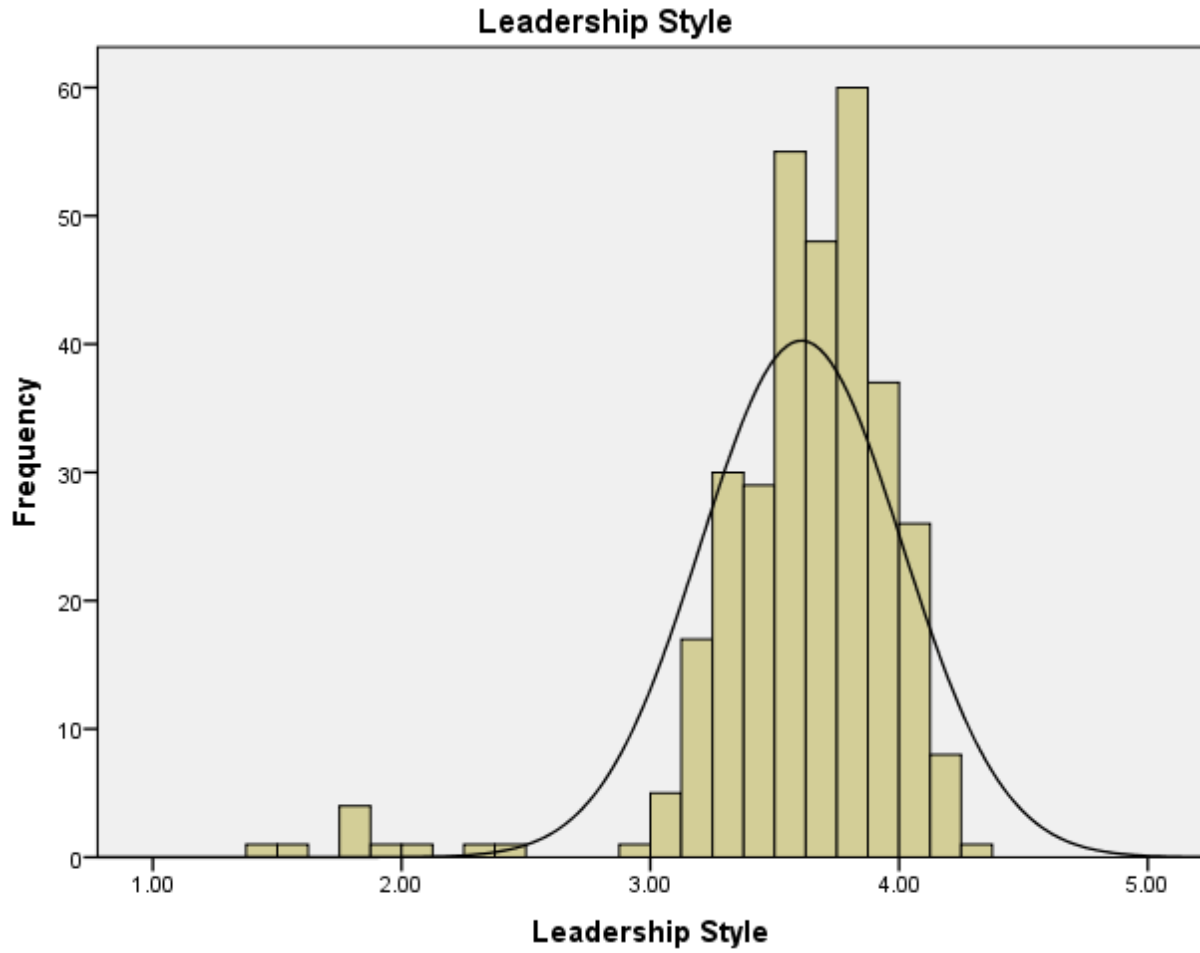


Figure (4.5): Normality data distribution curve of strategic leadership style

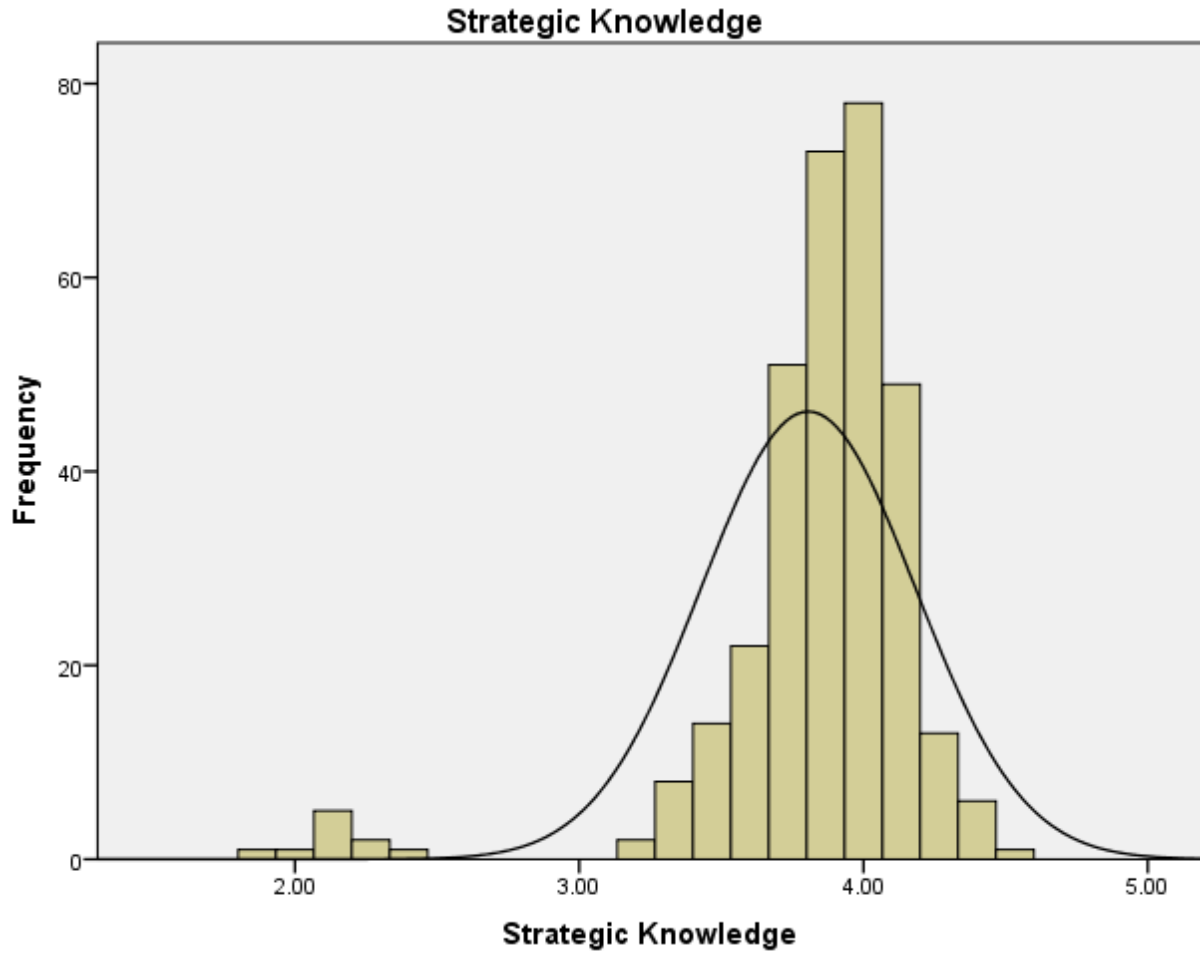


Figure (4.6): Normality data distribution curve of strategic knowledge leadership style

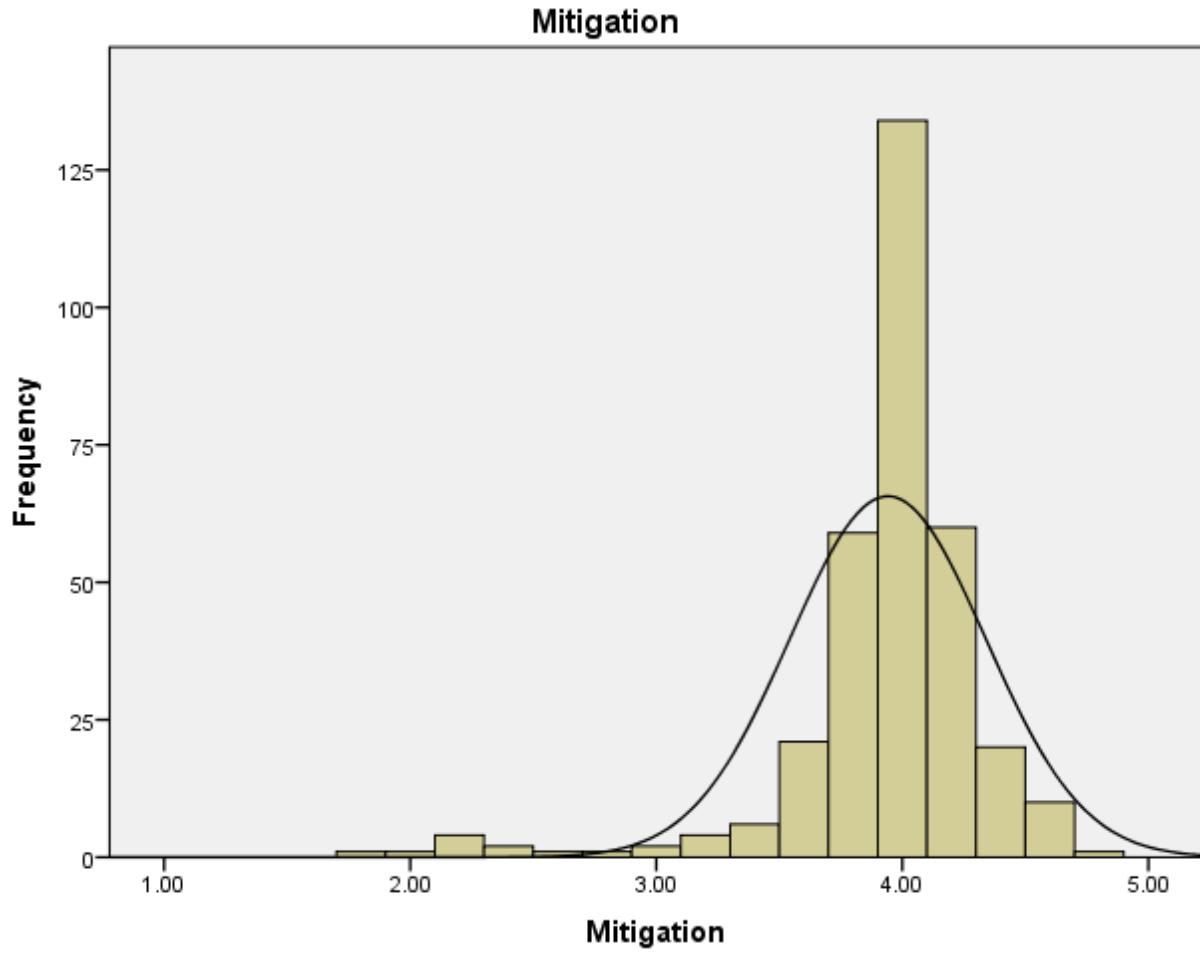


Figure (4.7): Normality data distribution curve of mitigation

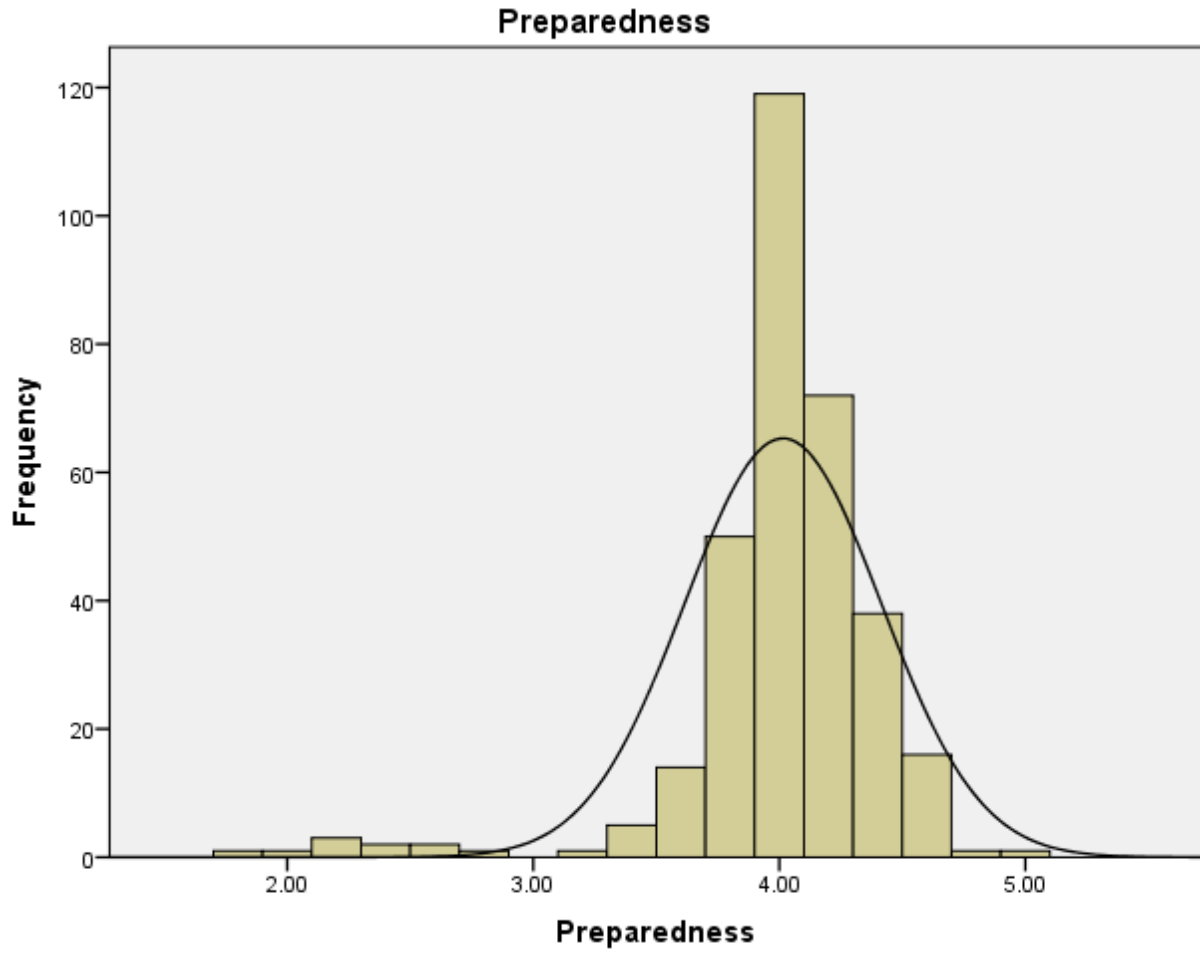


Figure (4.8): Normality data distribution curve of preparedness

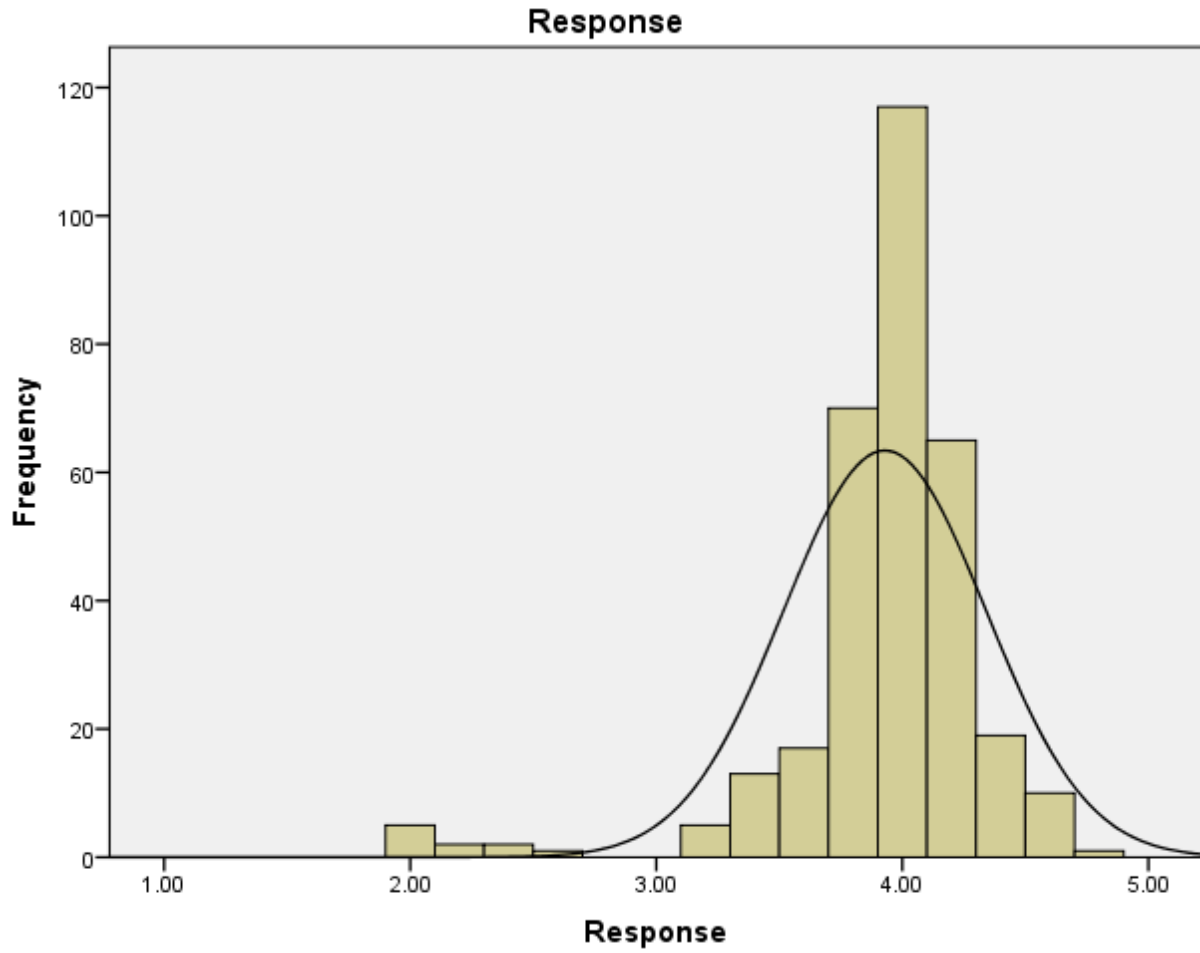


Figure (4.9): Normality data distribution curve of response

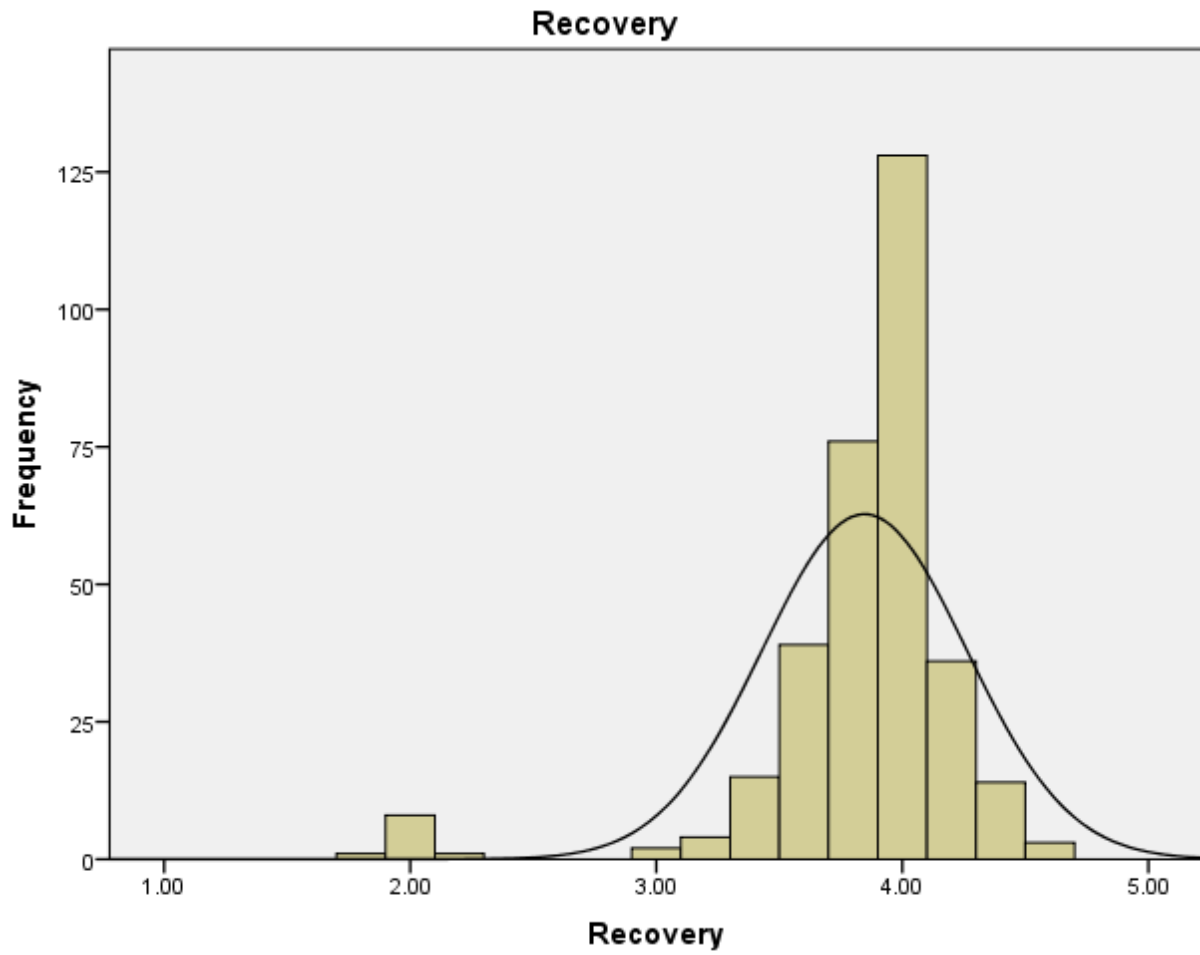


Figure (4.10): Normality data distribution curve of recovery

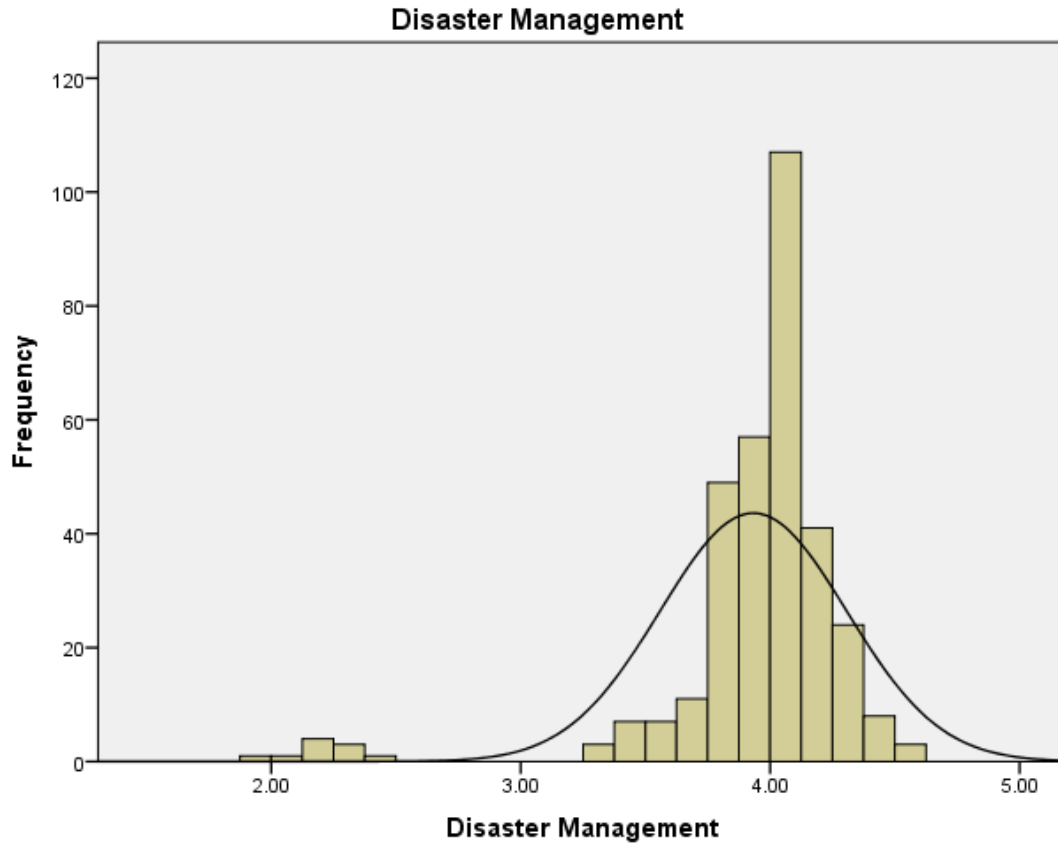


Figure (4.11): Normality data distribution curve of disaster management

Once the two conditions have been met the use of linear regressions is considered to be appropriate.

### **The First Main Hypothesis:**

**H01:** There is no statistically significant impact of strategic leadership styles (transformational and transactional) on disaster management at a level of significance ( $\alpha \leq 0.05$ ) in the Arab Red Crescent Red Cross Societies.

In order to test this hypothesis AMOS software (version 22) was utilized. This software is SEM (Structural Equation Modeling) based analysis program, in addition to path analysis and



confirmatory factor analysis CFA that can be carried out using this software. The results are included in the next table:

Table (4.11) SEM analysis for testing the impact of strategic leadership styles (SLS) on disaster management (DM)

Independents	Direction		B	T	Sig(t)	R <sup>2</sup>	Adjusted R <sup>2</sup>
Transformational Leadership Style	→	DM	0.260	6.41	***	0.780	0.82
Transactional Leadership Style	→	DM	0.844	10.10	***		

Table (4.11) shows the results of SEM analysis for testing the impact of strategic leadership styles (SLS) on disaster management (DM). The results show that Transformational Leadership Style affects by a value of (0.260) while Transactional Leadership Style affects by (0.844).

The t statistics tests the linearity importance of the beta coefficient obtained for the independent variable. All the mentioned beta values tell that they significantly contribute to the dependent variable as the probability of t statistics were  $< 0.05$  for the mentioned impact (beta) values, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

R<sup>2</sup> (coefficient of determination) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R<sup>2</sup> was found to be (78.0 %) expressed as a percentage.

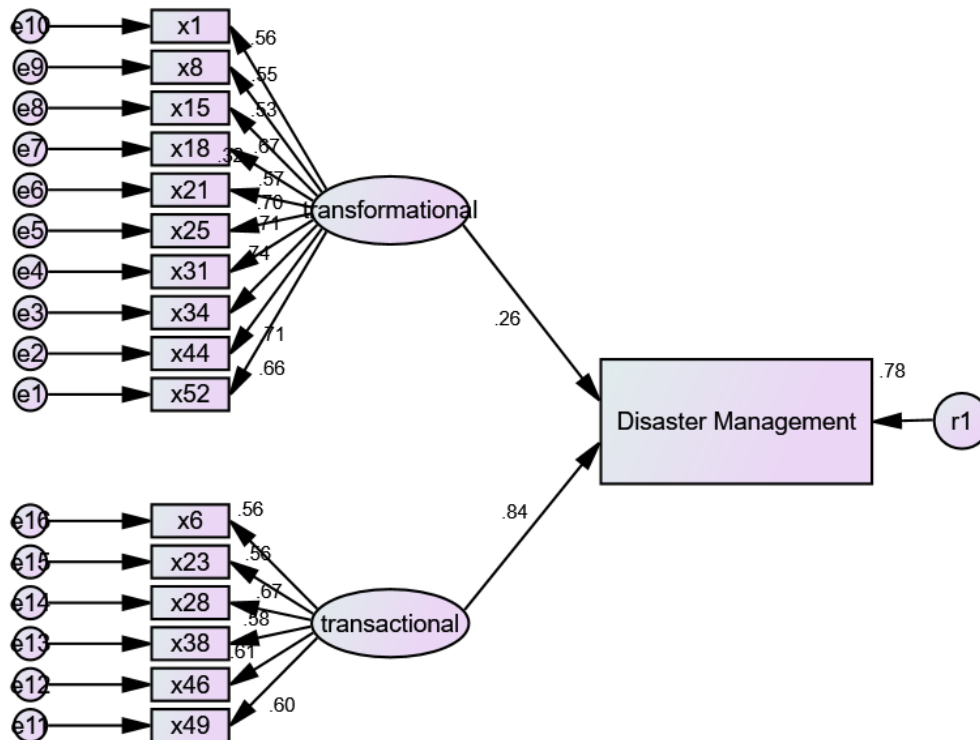


Figure (4.12): the impact of strategic leadership styles on disaster management

**H02:** There is no statistically significant impact of transformational leadership style on disaster management at a level of significance ( $\alpha \leq 0.05$ ).

In order to test this hypothesis AMOS software (version 22) was utilized. This software is SEM (Structural Equation Modeling) based analysis program, in addition to path analysis and confirmatory factor analysis CFA that can be carried out using this software. The results are included in the next table:

Table (4.12) SEM for testing the impact of transformational leadership styles on disaster management (DM)

Independent	R <sup>2</sup>	B	T	Sig(t)
transformational leadership style	0.452	0.643	3.91	***

Table (4.12) shows the results of SEM for testing the impact of transformational leadership styles on disaster management (DM). The results show that transformational leadership style affects the dependent variable by a value of (0.643).

The t statistics tests the linearity importance of the beta coefficient obtained. the mentioned beta tells that this impact value significantly contributes to the dependent variable as the probability of t statistics (\*\*\*) was < 0.05, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The coefficient of determination (R2) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R2 was found to be (45.2 %) expressed as a percentage. As a result, and relying on the sig value of f (\*\*\*) the study hypothesis is rejected concluding that transformational leadership style statistically affects Disaster management.

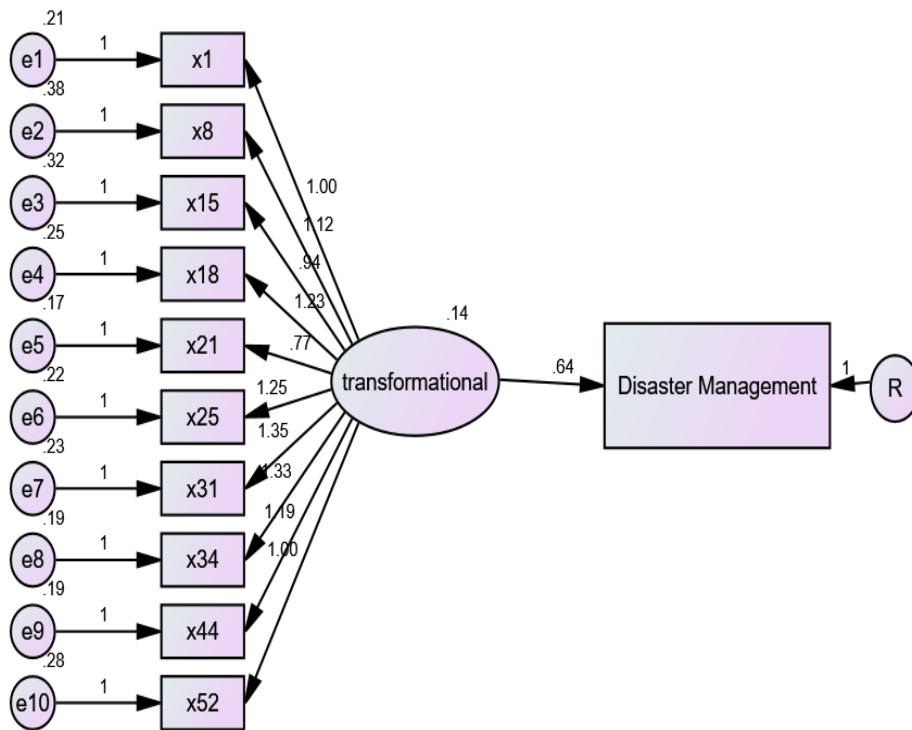


Figure (4.13): The impact of transformational leadership styles on disaster management

Testing the related sub hypotheses derived from the second main hypothesis

**H02.1.** There is no statistically significant impact of transformational leadership style on mitigation at a level of significance ( $\alpha \leq 0.05$ ).

**H02.2.** There is no statistically significant impact of transformational leadership style on preparedness at a level of significance ( $\alpha \leq 0.05$ ).

**H02.3.** There is no statistically significant impact of transformational leadership style on response at a level of significance ( $\alpha \leq 0.05$ ).

**H02.4.** There is no statistically significant impact of transformational leadership style on recovery at a level of significance ( $\alpha \leq 0.05$ ).

Table (4.13) SEM analysis for the impact of transformational leadership style on each dimension of the dependent variable

Variables			R <sup>2</sup>	Sig(f)	$\beta$	T	Sig(t)	Hypothesis result
transformational	→	mitigation	0.381	0.000	0.617	14.15	***	Reject
transformational	→	Preparedness	0.385	0.000	0.620	14.25	***	Reject
transformational	→	response	0.354	0.000	0.595	13.35	***	Reject
transformational	→	recovery	0.415	0.000	0.644	15.17	***	Reject

Table (4.13) shows the results of testing the impact of transformational leadership styles on dimension of the dependent variable, Mitigation. The impact value expressed by beta coefficient reflects that transformational leadership style affects mitigation variable by a value of (0.617), affects preparedness by (0.620), the suggested impact of transformational leadership style on response was (0.595) and it was estimated on the recovery dimension to be (0.644).

The t statistics tests the linearity importance of the beta coefficient obtained. the mentioned impact values are considered to be significantly contributors to the mentioned dependent variables as the measured probability were  $< 0.05$  , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

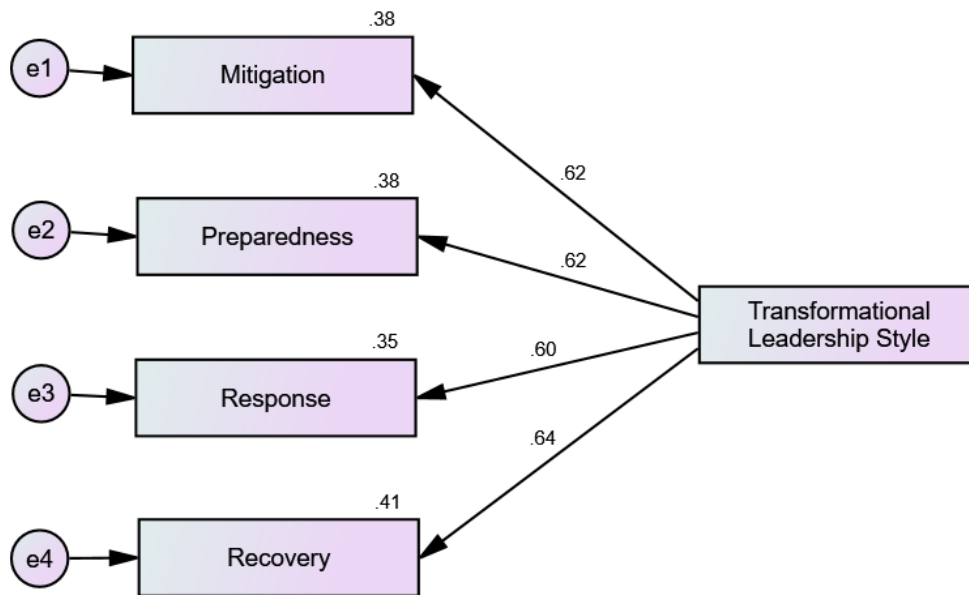


Figure (4.14): The impact of transformational leadership on disaster management phases

**H03:** There is no statistically significant impact of transactional leadership style on disaster management at a level of significance ( $\alpha \leq 0.05$ ).

In order to test this hypothesis AMOS software (version 22) was utilized. This software is SEM (Structural Equation Modeling) based analysis program, in addition to path analysis and confirmatory factor analysis CFA that can be carried out using this software. The results are included in the next table:

Table (4.14) SEM analysis for testing the impact of transactional leadership styles on disaster management (DM)

Independent	R <sup>2</sup>	B	T	Sig(t)
transactional leadership style	0.657	0.830	3.853	***

Table (4.14) shows the results of SEM analysis for testing the impact of transactional leadership styles on disaster management (DM). The results show that transactional leadership style affects the dependent variable by a value of (0.830).

The t statistics tests the linearity importance of the beta coefficient obtained. The mentioned beta tells that this impact value significantly contributes to the dependent variable as the probability of t statistics (\*\*\*) was  $< 0.05$ , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The coefficient of determination (R<sup>2</sup>) expresses the percentage of variability observed in the dependent variable when using the independent variable to predict it. R<sup>2</sup> was found to be (65.7 %) expressed as a percentage.

As a result, and relying on the sig value (\*\*\*) the study hypothesis is rejected concluding that transactional leadership style statistically affects Disaster Management (DM), and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.



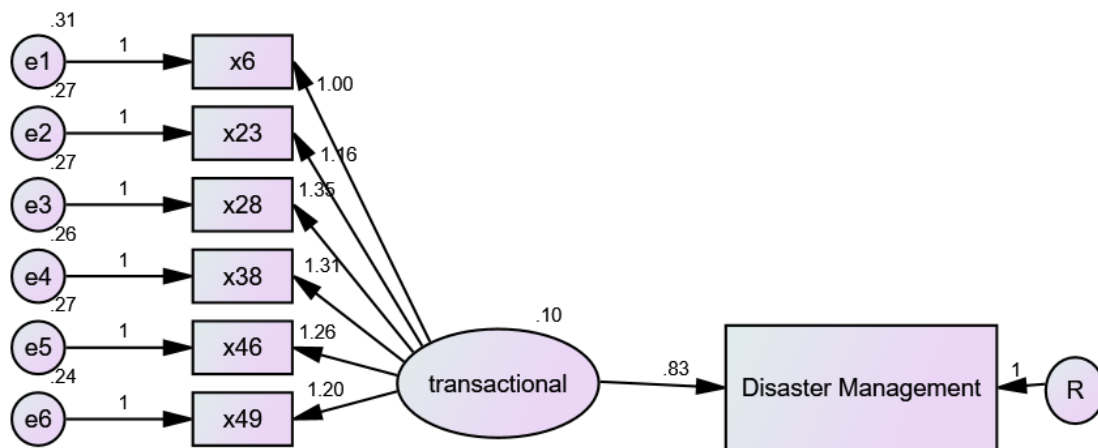


Figure (4.15): The impact of Transactional leadership styles on disaster management

Testing the related sub hypotheses derived from the second main hypothesis

**H03.1.** There is no statistically significant impact of transactional leadership style on mitigation at a level of significance ( $\alpha \leq 0.05$ ).

**H03.2.** There is no statistically significant impact of transactional leadership style on preparedness at a level of significance ( $\alpha \leq 0.05$ ).

**H03.3.** There is no statistically significant impact of transactional leadership style on response at a level of significance ( $\alpha \leq 0.05$ ).

**H03.4.** There is no statistically significant impact of transactional leadership style on recovery at a level of significance ( $\alpha \leq 0.05$ ).

Table (4.15) SEM analysis for the impact of transactional leadership style on each dimension of the dependent variable

Variables			R <sup>2</sup>	B	T	Sig(t)	Hypothesis result
transactional	→	mitigation	0.569	0.754	20.72	***	Reject
transactional	→	preparedness	0.555	0.744	20.12	***	Reject
transactional	→	response	0.555	0.744	20.12	***	Reject
transactional	→	recovery	0.550	0.741	19.92	***	Reject

Table (4.15) shows the results of testing the impact of transactional leadership styles on dimension of the dependent variable, mitigation. The impact value expressed by beta coefficient

reflects that transactional leadership style affects mitigation variable by a value of (0.754), affects preparedness by (0.744), the suggested impact of transactional leadership style on response was (0.744) and it was estimated on the recovery dimension to be (0.741).

The t statistics tests the linearity importance of the beta coefficient obtained. The mentioned impact values are considered to be significantly contributors to the mentioned dependent variables as the measured probability were  $< 0.05$ , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

As a result, and relying on the sig value of f being calculated for mitigation (\*\*\*) , it was (\*\*\*) for preparedness, it was (\*\*\*) for response and it was estimated to be (\*\*\*) for recovery, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

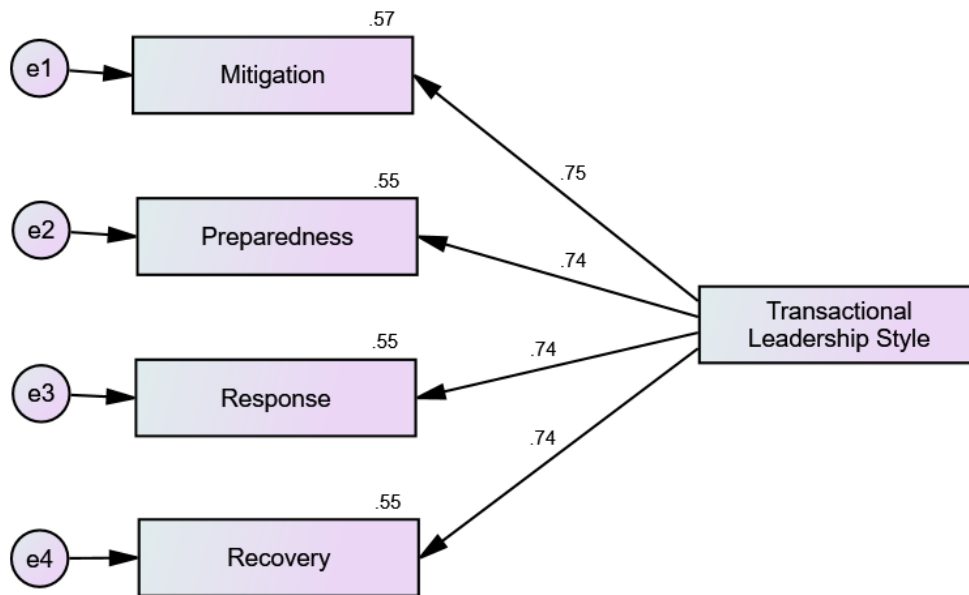


Figure (4.16): The impact of Transactional leadership styles on disaster management phases

**H04.** Strategic knowledge does not moderate the impact of strategic leadership styles (transformational and transactional) on the disaster management at a level of significance ( $\alpha \leq 0.05$ ) in the Arab Red Crescent Red Cross Societies.

To test this hypothesis, Hierarchical integration regression was used. The analysis of the main and sub hypotheses was performed using the Process procedure suggested by (Hayes, 2016).

Table (4.16) Hierarchical integration regression for testing the moderation effect of Strategic knowledge (SK) on the impact of strategic leadership styles (SLS) on the disaster management (DM)

Model indicators				Coefficients			
R <sup>2</sup>	R <sup>2</sup> - Change	F - change	Sig(f)	Model variables	$\beta$	t	Sig(t)
0.865	0.012	28.78	***	Moderator (MV)	1.172	14.67	***
				Independent (IV)	0.569	6.49	***
				Moderation effect	0.129	5.36	***

The direct impact of the moderator disaster management (DM) acting as (independent variable) was (expressed by  $\beta = 1.172$ ). It was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$  concluding that impact of the moderator is statistically accepted, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The direct impact value of the original independent variable strategic leadership styles (SLS) (expressed by  $\beta = 0.569$ ) was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$ , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by  $\beta = 0.129$ ). It was statistically significant as the

sig value (\*\*\*) of t statistics was  $< 0.05$  concluding that the moderation impact of the moderator variable is statistically accepted, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant. Additionally, the original model's  $R^2$  was (0.865), the  $R^2$  increase of the model due to the moderation effect was (0.012) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig value (\*\*\*) was  $<$  suggesting that the addition of the moderator variable will account for more  $R^2$  (small values), and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

Based on the sig value (\*\*\*) of the moderation effect, the null hypothesis is rejected and the alternative one is accepted i.e. the moderator moderates the original relationship between the independent and dependent variables.

**H04.1** Strategic knowledge does not moderate the impact of transformational leadership styles on the disaster management at a level of significance ( $\alpha \leq 0.05$ ) in the Arab Red Crescent Red Cross Societies.

To test this hypothesis, Hierarchical integration regression was used. The analysis of the main and sub hypotheses was performed using the Process procedure suggested by (Hayes, 2016).

Table (4.17) Hierarchical integration regression for testing the moderation effect of Strategic knowledge (SN) on the impact of transformational leadership styles on the disaster management (DM)

Model indicators				Coefficients			
$R^2$	$R^2$ - Change	F - change	Sig(f)	Model variables	B	t	Sig(t)
0.927	0.011	24.74	***	Moderator (MV)	1.232	15.37	***
				Independent (IV)	0.469	5.55	***
				Moderation effect	0.121	4.97	***

The direct impact of the moderator disaster management (DM) acting as (independent variable) was (expressed by  $\beta= 1.232$ ). It was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$  concluding that impact of the moderator is statistically accepted. , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The direct impact value of the original independent variable transformational leadership styles (expressed by  $\beta= 0.469$ ) was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$ , and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by  $\beta= 0.121$ ). It was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$  concluding that the moderation impact of the moderator variable is statistically accepted, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

Additionally, the original model's  $R^2$  was (0.927), the  $R^2$  increase of the model due to the moderation effect was (0.011) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig value was (\*\*\*) was  $<$  suggesting that the addition of the moderator variable will account for more  $R^2$  (small values), and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

Based on the sig value (\*\*\*) of the moderation effect, the null hypothesis is rejected and the alternative one is accepted i.e. the moderator moderates the original relationship between the independent and dependent variables.

**H04.2** Strategic knowledge does not moderate the impact of transactional leadership styles on the disaster management at a level of significance ( $\alpha \leq 0.05$ ) in the Arab Red Crescent Red Cross Societies.

To test this hypothesis, Hierarchical integration regression was used. The analysis of the main and sub hypotheses was performed using the Process procedure suggested by (Hayes, 2016).

Table (4.18): Hierarchical integration regression for testing the moderation effect of Strategic knowledge on the impact of transactional leadership styles on the disaster management

Model indicators				Coefficients			
R <sup>2</sup>	R <sup>2</sup> - Change	F - change	Sig(f)	Model variables	B	t	Sig(t)
0.932	0.017	41.59	***	Moderator (MV)	1.175	17.09	***
				Independent (IV)	0.670	7.31	***
				Moderation effect	0.149	6.44	***

The direct impact of the moderator disaster management (DM) acting as (independent variable) was (expressed by  $\beta = 1.175$ ). It was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$  concluding that impact of the moderator is statistically accepted, and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

The direct impact value of the original independent variable transactional leadership styles (expressed by  $\beta = 0.670$ ) was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$ .

Concerning the moderation effect measured by the (interaction between independent and the moderator), the impact value was (expressed by  $\beta = 0.149$ ). It was statistically significant as the sig value (\*\*\*) of t statistics was  $< 0.05$  concluding that the moderation impact of the moderator variable is statistically accepted.

Additionally, the original model's R<sup>2</sup> was (0.932), the R<sup>2</sup> increase of the model due to the moderation effect was (0.017) which was explained due to the addition of the moderator in the new model. This small amount was tested for statistical significance using f test. The related sig



value was (\*\*\*) was  $<$  suggesting that the addition of the moderator variable will account for more  $R^2$  (small values), and (\*\*\*) means the Sig (t) value is (0.000) and it is significant.

Based on the sig value (\*\*\*) of the moderation effect, the null hypothesis is rejected and the alternative one is accepted i.e. the moderator moderates the original relationship between the independent and dependent variables.

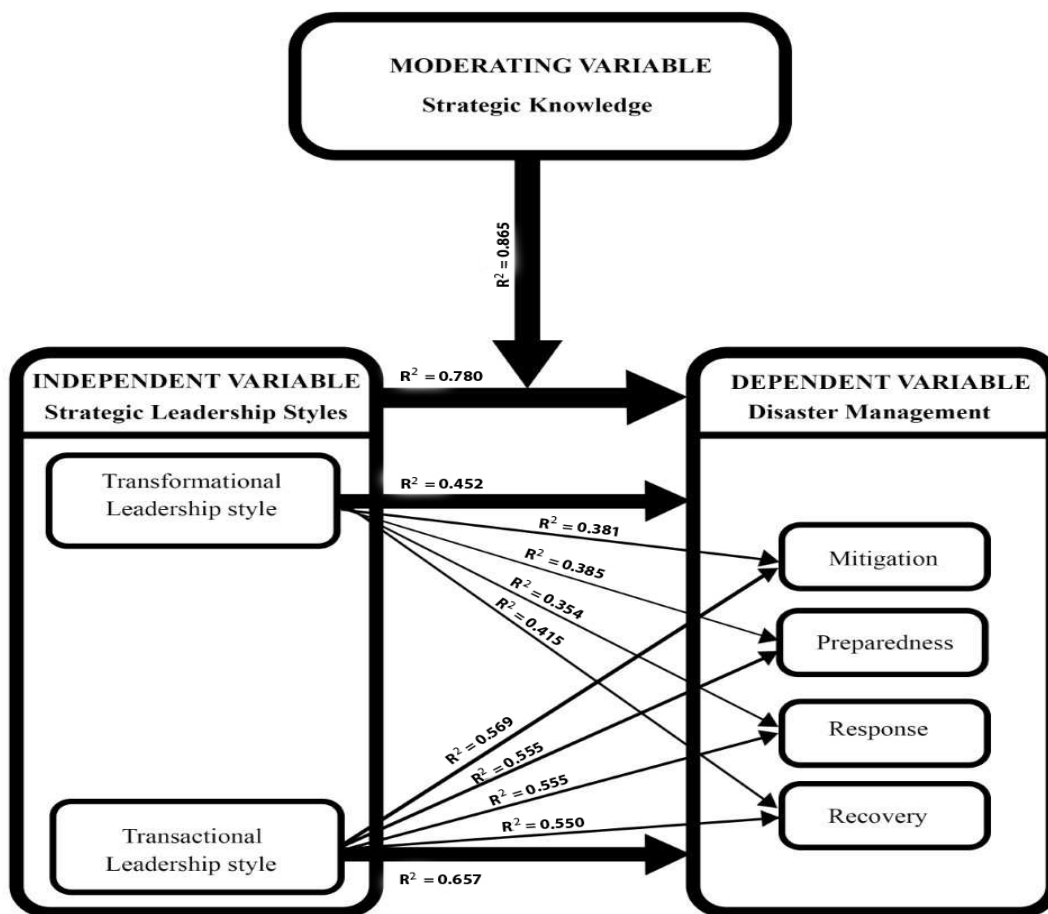


Figure (4.17): The model that has been test

## **Chapter Five**

### **Results Discussion, Recommendations and Future studies**

This chapter included the descriptive analysis for variables of the study also test hypothesis according on the outcomes from fourth chapter four.

This chapter will discuss the result which the researcher reached, also presenting the recommendation and a set of suggestions for future studies which has been reached according on the study results.

#### **5.1 Discussion of the Descriptive Analysis results of the variables**

##### **Strategic Leadership Styles**

- The result of the study showed that the level of the strategic leadership styles which contains of two styles (Transactional Leadership style & Transformational leadership style) in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.61), this indicate that there is a lack in the national societies managers behaviors, traits, and skills toward the field workers in the national societies. The two strategic leadership styles (transactional & transformational) had different means ,the transformational leadership styles has a high mean and it showed that the manager in the national societies goes beyond self-interest for the good of the group ,also the manager emphasizes the importance of having a collective sense of mission, additionally, the manager specifies the importance of having a strong sense of purpose, and displays a sense of confidence, in addition, the manager expresses confidence that goals will be achieved. From other aspect, transactional

- leadership style has moderate mean that indicates the manager in national societies has shortage to seek and to provide the employees with feedback on his / her performance, and there is lack in talking seriously about tasks that should be done, absence to direct staffs attention toward failures to meet standards.
- The result of the study showed that the level of the Transformational leadership styles in Arab Red Cross & Red Crescent societies is high, and the mean reached to (3.71), and this indicate that national societies managers goes beyond self interest for good of the group, and the managers emphasize of having a strong sense toward the goals, also managers in the national societies make staffs looked at problems from many different angles. This study showed agreement with study by Essa (2018) that explained transformational leadership style can motivate and inspire staffs to attain unexpected results and focusing on the developmental requirements of staffs.
  - The result of the study showed that the level of the transactional leadership styles in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.50), and this showed that managers in Red cross & Red crescent society didn't concentrate to provide feedbacks to employees performance, also to talk seriously about tasks that should be done or to direct employees attentions toward failures to meet standard.

### **Disaster Management:**

- The result of the study showed that the level of the Disaster Management in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.48), and this showed that the Arab Red Cross & Red Crescent Societies have shortages for

- arranging and administration of responsibilities also the resources to coordinate with humanitarian aspects of urgent situations, specially, mitigation, response, recovery & preparedness, that can use to reduce the effect of crisis & disasters, also the outcomes showed that disaster management four phases had moderate mean that indicated that there is shortage in the national society's disasters prevention plans are based on specific national legislations, also there is absence of special budget allocated for emergency situations , in addition, there is shortage to clear specification of roles and responsibilities amongst all partners in disasters planning, also lack to has a clear plan for recovery and resumption of work after disaster situations, and lack to have a special budget allocated for recovery and reconstruction.
- The result of the study showed that the level of the Mitigation in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.54), and this showed that the national societies had shortage to promote preventive education about crises and disasters, also national society's decision makers were not fully aware of the probable risks to minimizing them , additionally, national society's special information system doesn't help in early warning signs detection, also disaster risk reduction was not on the required level on the national society's main priorities.
  - The result of the study showed that the level of the Preparedness in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.51), and this showed that the national societies arrangement between the disasters risks preparation and sustainable development wasn't as a needed level, also the was shortage in the national societies believes in the importance of partnership between the public and private sector to prepare for disaster and crisis risks. In addition, the national societies

- work in liaison and cooperation with other related institutions in disasters risk reduction wasn't on the required level, also the shortage on the national society's budget that allocated for emergency situations.
- The result of the study showed that the level of the Response in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.43), and this showed that there was shortage in the national societies training programs for primary response team to deal with disasters during occurring , also the lack on objective and rapid assessment .additionally the international aids was not at the needed level at the disasters situations in the national societies ,also there was problem in specification of roles and responsibilities among all partners in disasters planning , also the lack on having the qualified human resources to deal with disasters during occurring.
  - The result of the study showed that the level of the Recovery in Arab Red Cross & Red Crescent societies is moderate, and the mean reached to (3.45), and this showed that there was lack on the national societies plan for recovery and resumption of work after disaster situations, also the recovery plan was not clear on specifies different roles for those involved in reconstruction and rehabilitation, additionally, the shortage on recovery plans to clarify advance evacuation and housing locations, also the national societies budget that allocated for recovery reconstruction was not on the required level.

### **Strategic Knowledge:**

- The result of the study showed that the level of the strategic knowledge in Arab Red Cross & Red Crescent societies is high, and the mean reached to (3.81), and this

showed that the national societies use information technology to disseminate knowledge amongst its different department also national society solved problems in an organized method also national societies has policies to help employees in strategic learning. This showed the agreement with study by Lopez-Nicolas & Merono-Cerdan (2011) which indicated that, nowadays strategic knowledge can be considered as the bases core of competences for organizations.

## 5.2 Discussion the Results of the Study Hypothesis

**H01.** The results of testing analysis of the first Hypothesis showed that there is impact of strategic leadership styles (transactional & transformational) on disaster management at ( $\alpha \leq 0.05$ ), in the Arab Red Crescent Red Cross Societies, and this clarified that there strategic leadership styles can play a significant role in disaster management .and this clarified that the strategic leadership styles can play a significant role in disaster management, and strategic leadership styles is one of the important matters that can manage and develop pre and pro disaster plans . ,also this has agreement with study by Jones(2010) that explained the different type of leadership styles can have various challenges during disaster and crisis situations and showed that different leadership styles can play different role during disasters and crisis. This also matched with study by Francis (2015) which explained that leadership style, and leadership behavioural skills and traits are an important characteristic of crisis and disasters.

**H02.** The results of testing analysis of this Hypothesis clarified that there is impact of transformational leadership style on disaster management at ( $\alpha \leq 0.05$ ). and it showed that transformational leadership style can play significant roles in disaster management in Arab red cross & red crescent societies, transformational through the four characteristic

of idealize influence, individual consideration, intellectual motivation and inspirational motivations can play significant function in development of disaster management .and this has agreement with study by Francis (2015) that transformational leadership has a strong effect on performance. Transformational leaders create a clear picture of the future state that is both optimistic and attainable, encourage others to raise their expectations, reduce complexity to key issues and uses simple language to convey the mission.

**H02.1.** The results of testing analysis of this Hypothesis clarified that There is impact of transformational leadership style on mitigation at ( $\alpha \leq 0.05$ ).also it showed that transformational leadership style can play a significant role in activities that can prevent an urgent situations and emergency, minimize the damaging impacts of the hazard or decrease the chance of happening.

**H02.2.** The results of testing analysis of this Hypothesis clarified that there is impact of transformational leadership style on preparedness at ( $\alpha \leq 0.05$ ). and it can be clear that transformational leadership can play a role in common preparedness actions involved the telecommunication with simply ideal terms also series of orders, evolution & exercise of multi agency cooperation and accident orders, suitable servicing also workout of urgent serving, expansion and practices of urgent population caution approaches joint with urgent sanctuary also plans for evacuation, inventory, stockpiling, and conservation of appointment & supplies could be consider as a phase which all activities are important.

**H02.3.** The results of testing analysis of this Hypothesis clarified there is impact of transformational leadership style on response at ( $\alpha \leq 0.05$ ). and it can be clear that transformational leadership can play an important function response phase that should provides urgent assistance and helps, to decrease or abstract the effect of crises and

disasters, diminishing the risk of harms and reducing their potential secondary impacts, also to minimize the likelihood of subsidiary damage like termination of polluted water and food supply origins, separating and keep guard looting prone regions, also to estimate processes.

**H02.4.** The results of testing analysis of this Hypothesis clarified there is impact of transformational leadership style on recovery at ( $\alpha \leq 0.05$ ). It showed that transformational leadership style can enhance the capability to rapidly restart to the ordinary life by reposition the environment also their life after the disasters and the urgent risk is ended also can be effective in the affected society in rebuilding of the essential services also physical substructure.

**H03.** The results of testing analysis of this Hypothesis clarified that there is impact of transactional leadership style on disaster management at ( $\alpha \leq 0.05$ ), and it showed that transactional leadership styles can play significant roles in disaster management in Arab red cross & red crescent societies, transactional through the characteristic of management by expectation & contingent reward can play significant function in development of disaster management .and this has agreement with study by Odumeru & Ogbonna, (2013) that clarified the transactional leadership style is effectual and influential in emergency situations, crisis, and disasters; in addition, when projects are needed to be completed in a specific fashion.

**H03.1.** The results of testing analysis of this Hypothesis clarified that There is impact of transactional leadership style on mitigation at ( $\alpha \leq 0.05$ ).also it showed that transactional leadership style can have an important function during the mitigation measures necessity to enclose active risk assessment & protective activities that come up with service like



structural prevention measures, reduction the risk of disaster, danger also vulnerability evaluation, calibration, and public culture.

**H03.2.** The results of testing analysis of this Hypothesis clarified that there is impact of transactional leadership style on preparedness at ( $\alpha \leq 0.05$ ). and it can be clear that transactional leadership can play a role in common preparedness actions involved the telecommunication with simply ideal terms also series of orders, evolution & exercise of multi agency cooperation and accident orders, suitable servicing also workout of urgent serving, expansion and practices of urgent population caution approaches joint with urgent sanctuary also plans for evacuation, inventory, stockpiling, and conservation of appointment & supplies could be consider as a phase which all activities are important.

**H03.3.** The results of testing analysis of this Hypothesis clarified there is impact of transactional leadership style on response at ( $\alpha \leq 0.05$ ). and it could be obvious that transactional leadership can play an important function response phase that should provides urgent assistance and helps, to decrease or abstract the effect of crises and disasters, diminishing the risk of harms and reducing their potential secondary impacts, also to minimize the likelihood of subsidiary damage like termination of polluted water and food supply origins, separating and keep guard looting prone regions, also to estimate processes.

**H03.4.** The results of testing analysis of this Hypothesis clarified that there is impact of transactional leadership style on recovery at ( $\alpha \leq 0.05$ ). It showed that transactional leadership style can enhance the capability to rapidly restart to the ordinary life by reposition the environment also their life after the disasters and the urgent risk is ended

also can be effective in the affected society in rebuilding of the essential services also physical substructure.

**H04.**The results of testing analysis of this Hypothesis clarified that Strategic knowledge moderate the impact of strategic leadership styles (transactional & transformational) on the disaster management at ( $\alpha \leq 0.05$ ) in the Arab Red Crescent Red Cross Societies. and it showed that strategic knowledge can improve the strategic leadership performance through disaster management .This has agreement with study by Wang, (2009) that clarified the strategic knowledge had an important function in disaster management and has an impact on organizational performance during disasters, and crises, which drive to the generation of companywide learning initiatives that simplify and facilitate knowledge acquisition, knowledge sharing, and knowledge institutionalization, also this is match to study by Essa, (2018) showed that Strategic leadership styles could have a significant role in boosting strategic knowledge sharing for the followers, as well strategic knowledge is an important and valuable player in the crisis and disaster situations.

**H04.1.** The results of testing analysis of this Hypothesis clarified that Strategic knowledge moderate the impact of Transformational leadership style on the disaster management at ( $\alpha \leq 0.05$ ).However it clarified that transactional leadership styles in national societies by using strategic knowledge can enhance the disaster management activities and reduce damaged. This is match to study by Mittal, & Dhar, (2015) showed that transformational leadership style can boost and promote strategic knowledge sharing in staffs for top performance and boost and improve inventive self efficiency also staff initiative to perform their tasks in a best way.

**H04.2.** The results of testing analysis of this Hypothesis clarified that Strategic knowledge moderate the impact of Transactional leadership style on the disaster management at ( $\alpha \leq 0.05$ ).It makes clear that transactional leadership style by using strategic knowledge can develop the disaster management activities and programs also could enhance the performance and reduce the damages.

### **5.3Recommendations:**

After presenting the results of the study and discussing it, the researcher recommends:

- Encourage the managers in the Arab Red Cross and Red Crescent Societies to practice the transformational style in disaster management in the long term because it is the most appropriate model for the latest shift in the behavior and mechanisms of dealing with disasters. This is achieved through training in the practices of this style through training courses utilize case studies extensively with focus on scenarios study, delegation of authority and strategic information systems management.
- Encourage the managers in these societies to practice the transactional style in disaster management in the short term and during the disaster because it is a pattern suitable for rapid reaction behaviors and thus directing staff's attention towards the failures to meet certain standards and correct the deviations right away and achieve this through intensive workshops on operating room management, the practice of empowerment and crisis information systems management.
- Necessity to focus on utilizing strategic knowledge in disaster management because it has significant role in energizing strategic leadership styles practices (transformational & transactional) by providing detailed information on the one hand and its role in activating

disaster management through supporting decisions and accelerate decision making processes in appropriate timing.

- Encourage the managers in the Arab Red Cross & Red Crescent Societies on the transactional leadership styles is effectual and influential in emergency situations, crisis, and disasters; in addition, when projects are needed to be completed in a specific fashion.
- Working on drawing comprehensive plans that can be circulated on the top managers in National Societies that include all the aspects of strategic leadership styles, especially transactional leadership style.
- National Societies when selecting staff should be aware of leadership styles of the candidate. Every leader in every business may not be succeeding. Every of aims may not be realized with every of leader styles. Especially, in special situations like disasters, selection of transactional leaders may suit much more.
- Encourage the managers in the Arab Red Cross & Red Crescent Societies on expand practices of directs staffs attention toward failures to meet standards & corrects the deviations right away that support the transactional leadership styles to establish goals and objectives to be achieved and work standards must be adhered to.
- Focus on implementing both transactional and transformational leadership styles by making training courses for leaders to boost the significant of using strategic knowledge.
- The Arab Red Cross & Red Crescent Societies must concentrate to obtain and utilizing strategic knowledge to improve national society's competencies, achieve Entrepreneurship and excellence in its working field especially in disaster management.

- The officials in National Societies can use the current findings to develop specific plans and strategies for using strategic knowledge based on the objective basis according to the organizations needs of skills and expertise to develop and improve the performance levels.
- Considering the disaster management as one of the key factors that affecting disasters prevention and an effective strategy when they happen, and disasters management needs to enhance its effectiveness and also need to have better performance organizing.
- Scalability assessment and planning tool to measure and monitor the scalability potential of Disaster management initiatives, highlighting areas for corrective action that can improve the quality and effectiveness of Disaster Management.

#### **5.4Future Studies:**

The researcher suggested some of the future studies as bellows:

- Conduct a similar study for the current study in the different sectors that work on disasters management like General Directorate of Civil defense.
- More studies need to be done regarding to the disaster management.
- Conduct a study with various leadership styles such as Paternalistic Leadership or Autocratic Leadership on the disaster management.
- Conduct a study with same variable but different moderator such as Strategic Information System.

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### Appendix (1)

اسماء المدراء التي تمت مقابلتهم

مدة المقابلة	المنصب الوظيفي	الاسماء
20 دقيقة	مدير قسم ادارة الكوارث في جمعية الهلال الاحمر العراقي	احمد عبدالامير
15 دقيقة	مدير قسم ادارة الكوارث في الصليب الاحمر اللبناني	مروان الاعور
20 دقيقة	مدير قسم ادارة الكوارث في جمعية الهلال الاحمر الاردني	مطلق محمد الحديد
20 دقيقة	رئيس بعثة الاتحاد الدولي لجمعيات الصليب الاحمر و الهلال الاحمر في الاردن	الدكتور مفتاح اطويلب
75 دقيقة (1.25 ساعة)	المجموع	

رتبت اسماء السادة المدراء حسب الترتيب الابجدي

## Appendix (2)

## لجنة الحكام

الجامعة	الدرجة العلمية	الأسماء	ت
جامعة الشرق الاوسط	أستاذ	أ.د. أحمد ابوكريم	1
جامعة الشرق الاوسط	أستاذ	أ.د. رياض بدري ستراك	2
جامعة الشرق الاوسط	أستاذ	أ.د. عزت حجاب	3
الجامعة الاردنية	أستاذ	أ.د. محمد النعيمي	4
جامعة الشرق الاوسط	أستاذ مشارك	د. أمجد الطويقات	5
الجامعة الاردنية	أستاذ مشارك	د. تغريد سعيفان	6
الجامعة الاردنية	أستاذ مشارك	د. سامر الدحيات	7
جامعة الشرق الاوسط	أستاذ مشارك	د. سمير الجبالي	8
جامعة البلقاء التطبيقية	أستاذ مشارك	د. فراس الشلبي	9
جامعة الشرق الاوسط	أستاذ مشارك	د. محمد العضايبة	10
جامعة البتراء	أستاذ مشارك	د. نضال الصالحي	11

رتبت اسماء السادة الخبراء محكمي الاستبانة الجدول اعلاه (حسب الدرجة العلمية و الحروف الابجدية)

## Appendix (3)



Dear Sir/Madam,

The increasing frequency and scope of Natural and Manmade Disasters over the past few years, and the impact in terms of human, structural and economic losses has increased considerably. While Arab Red Crescent and Red Cross Societies, which all are a part of the truly global organization (International Federation of Red Cross and Red Crescent Societies) that is very often the first to respond to any disaster, from the small to the large-scale.

The researcher is currently conducting a study entitled: [**Strategic Leadership Styles and its Impact on Disaster Management: The Moderating Role of Strategic Knowledge. A Field Study on the Arab Red Crescent and Red Cross Societies**] in order to complete the master's degree in Business Administration Department, Middle East University, Amman-Jordan.

Since you are a field worker in disaster management of the Red Crescent and Red Cross Societies, your opinion is important to the researcher. From this point, the researcher asks you to read the attached questionnaire carefully and answer each paragraph by making (x) in the box that corresponds to your opinion in each paragraph.

While the time the researcher expresses thanks for your cooperation, he would like to inform you that the information in the questionnaire will be used for scientific research purposes and will be treated with complete confidentiality.

Thank you for the support and effort to answer the questionnaire

With my sincere thanks and great gratitude

Researcher:

Ali F.Kadim Aldouraki

March, 2019

Supervised by:

Prof.Dr.Ahmad Ali Salih

السيدات و السادة المحترمين ،،،

السلام عليكم ورحمة الله وبركاته ، وبعد،،

فإن تزايد وتيرة الكوارث بأنوعها المختلفة سواء الطبيعية منها و التي هي من صنع الإنسان على مدى السنوات القليلة الماضية وتأثيرها من حيث الخسائر البشرية والاقتصادية ، قد ازداد بشكل كبير . مما اضاف على جمعيات الهلال الأحمر والصليب الأحمر العربية ، والتي تشكل جميعها جزءاً من الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر، مهمات تخصصية في إدارة الكوارث يجب التركيز عليها والاهتمام بها ؛ كون هذه الجمعيات غالباً ما تكون أول من يستجيب لأي كارثة ، مهما كان حجمها ومساحتها وتداعياتها .

ومن هذا المنطلق يجري الباحث دراسة بعنوان: [أنماط القيادة الاستراتيجية و اثرها على إدارة الكوارث : الدور المعدل للمعرفة الاستراتيجية دراسة ميدانية على الجمعيات العربية للهلال الاحمر و الصليب الاحمر] وهي جزء من متطلبات الحصول على درجة الماجستير في إدارة الأعمال من جامعة الشرق الاوسط ، عمان – الأردن.

ولكونكم من العاملين في مجال إدارة الكوارث في جمعيات الهلال الأحمر والصليب الأحمر ، فإن رأيك مهم بالنسبة للباحث. من هذا المنطلق ، يرجو منك الباحث قراءة الاستبانة المرفقة بعناية والإجابة على كل فقرة عن طريق وضع (x) في المربع الذي يتوافق مع رأيك في كل فقرة.

و في الوقت الذي يعرب فيه الباحث عن شكره لتعاونكم معه فإنه يود اعلامكم بان المعلومات الواردة في الاستبانة ستستخدم لاغراض البحث العلمي و سيتم التعامل معها بسرية تامة .

وتفضلوا بقبول فائق الاحترام و التقدير،

الباحث: علي فؤاد كاظم

إشراف: أ.د. أحمد علي صالح

آذار/2019

## General Information

**Gender:**

- Male                       Female

**Age (years):**

- 18\_ Less than 25     25\_ Less than 32     32\_ Less than 39     39 and above

**Education:**

- Diploma     Bachelor     Master     Doctorate

**National Society:**

- Algerian Red Crescent     Bahrain Red Crescent     Egyptian Red Crescent  
 Emirates Red Crescent     Iraqi Red Crescent     Jordan Red Crescent  
 Kuwait Red Crescent     Lebanese Red Cross     Libyan Red Crescent  
 Moroccan Red Crescent     Palestine Red Crescent     Qatar Red Crescent  
 Saudi Red Crescent     Syrian Red Crescent     Tunisian Red Crescent

**Years of Experience:**

- Less than 5     5\_ Less than 10     10\_ Less than 15     15 and above

## Operational Definitions:

**Independent Variable :(Strategic Leadership Styles)** are the relatively consistent patterns of behaviour that characterizes a leader and can be thought of as the cumulative impact of all traits, skills and behaviours .It consists of two styles (Transformational Leadership style and transactional leadership style)

**المتغير المستقل: (أنماط القيادة الإستراتيجية)** السلوكيات المتناسقة التي يتميز بها القائد ويمكن اعتبارها كأثر تراكمي لجميع الممارسات والمهارات. تتكون من نمطين (نمط القيادة التحويلية ونمط القيادة التبادلية).

**Transformational leadership style:** is a leadership approach that includes a set of leader behaviours and causes change in individuals and social systems and inspire followers to achieve extraordinary results.

**نمط القيادة التحويلية:** هو نهج القيادة الذي يتضمن مجموعة سلوكيات القائد التي تسبب التغيير في الأفراد والنظم الاجتماعية ويلهم أتباعه لتحقيق نتائج استثنائية.

**Transactional Leadership style:** is leadership approach that includes a set of leader behaviours and believes and emphasizes that people are motivated by reward or punishment.

**نمط القيادة التبادلية:** هو نهج القيادة الذي يتضمن مجموعة سلوكيات القائد و التي تؤمن و تؤكد بأن الافراد يتم تحفيزهم من خلال المكافأة أو العقاب

**Dependent Variable :( Disaster Management)** is the efforts intent to reduce or avoid the potential losses from hazards, and assure immediate and appropriate help to victims of disaster, and achieve rapid and effective recovery. It consists of four phases (mitigation, preparedness, response and recovery)

**المتغير التابع: (إدارة الكوارث)** هي الجهود التي تهدف إلى تقليل أو تجنب الخسائر المحتملة من المخاطر ، وضمان المساعدة الفورية والمناسبة لضحايا الكوارث ، وتحقيق التعافي السريع والفعال. وهو يتألف من أربع مراحل (التخفيف ، الاستعداد، الاستجابة و التعافي)

**Mitigation:** The activities of the Organization to prevent an emergency, or reduce the risk of adverse effects.

**التخفيف:** الأنشطة التي تقوم بها المنظمة لمنع حدوث طارئ ، أو تقليل من الآثار الضارة للمخاطر أو تقليل من احتمال حدوثها.

**Preparedness:** The organization's readiness to face a hazardous situation by developing plans for what to do, where to go, or who to call for in case of occurrence of any hazard and disaster. **الاستعداد:** جهوزية المنظمة لمواجهة حالات الطوارئ من خلال تطوير و تعزيز الخطط لتكون لديها استعدادات شاملة في حالة حدوث أي خطر او كارثة.

**Response:** The organization's ability to provide emergency assistance, to reduce or eliminate the impact of disasters, decreasing the risk of damage and minimizing their possible effects. **الاستجابة:** قدرة المنظمة على توفير المساعدات الطارئة ، للحد من آثار الكوارث أو القضاء عليها ، والحد من مخاطر الضرر والتقليل من آثارها المحتملة.

**Recovery:** A set of post-disaster activities that organization implements to dealing with the consequences of the emergencies and damages.

**التعافي:** تنفيذ المنظمة لمجموعة من الأنشطة لما بعد الكوارث التي تتعامل مع عواقب الطوارئ و الاضرار.

**Moderating Variable :( Strategic Knowledge)** is a form of organizational knowledge that includes wisdom that used to recognize the structure of problem solving behavior. Strategic knowledge presents as assembly of specific traits over which consider necessary that are based on intense learning , unique, pragmatic , generating value, difficult to imitate and dynamic.

**المتغير المعدل: (المعرفة الاستراتيجية)** هي شكل من أشكال المعرفة التنظيمية التي تتضمن الحكمة و التي تركز على التعرف على كيفية حل المشاكل. و تعرف المعرفة الاستراتيجية كتجمع لسمات محددة تركز على أساسها عوامل ضرورية تعتمد على التعلم المكثف ، التفرد ، التنشيط، احداث قيمة،الديناميكية و صعوبة التقليد

NO.	Paragraphs	Strongly agree أنتفق بشدة	Agree أنتفق	Neutral محايد	Disagree لا أنتفق	Strongly disagree لا أنتفق بشدة
1	The manager goes beyond self interest for the good of the group يتجاوز المدير عن مصالحه الشخصية لأجل مصلحة الجماعة					
2	The national society solves problems in an organized methods الجمعية الوطنية تحل المشاكل بطريقة منظمة					
3	The national society has a clear plan for recovery and resumption of work after disaster situations لدى الجمعية الوطنية خطة واضحة للتعافي و العودة للعمل بعد الكارثة					
4	The manager Discusses in specific terms who is responsible achieving performance targets يناقش المدير بدقة من هو المسؤول عن تحقيق أهداف الأداء					
5	The national society is committed to laying out policies that help employees in strategic learning. تلتزم الجمعية الوطنية بوضع السياسات التي تساعد العاملين على التعلم الاستراتيجي					
6	The manager makes clear what one can expect to receive when performance goals are achieved يوضح المدير المرود المتوقع الذي يحصل عليه الفرد عند تحقيق الأهداف					
7	Disaster risk reduction is one of the national society's main priorities تعتبر الجمعية الوطنية الحد من مخاطر الكوارث من احد اولوياتها الرئيسية					
8	The manager displays a sense of confidence					



	يمنحني المدير الشعور بالثقة					
9	Objective and rapid assessment helps to best respond to them التقييم الموضوعي و السريع للكوارث يساعد على الاستجابة المثلى لها					
10	The national society learns from their experience and It benefits from the past lessons. تتعلم الجمعية الوطنية من خبراتها المتراكمة و وتستفيد من دروس الماضي					
11	The manager expresses satisfaction when I meet expectations يعبر المدير عن الرضا عندما أنجز المطلوب كما هو متوقع					
12	The national society's executive plans cover all probable risks of crisis and disasters تشمل خطط العمل التنفيذية التي لدى الجمعية الوطنية جميع الاخطار المحتملة للكوارث و الازمات					
13	The recovery plan specifies different roles for those involved in reconstruction and rehabilitation توضح خطة التعافي الادوار المختلفة للجهات و الاطراف المعنية باعادة التاهيل و الاعمار					
14	The national society transfer the knowledge rapidly and efficiently within the society تنقل الجمعية الوطنية المعرفة بسرعة و بكفاءة داخل الجمعية					
15	The manager specifies the importance of having a strong sense of purpose يؤكد المدير على أهمية وجود شعور قوي نحو تحقيق الاهداف					
16	The manager focuses attention on irregularities, (mistakes, exceptions, and					

	deviations from standards) يركز المدير الانتباه على الأمور الخارجة عن المألوف (الأخطاء، والاستثناءات، والانحراف عن المعايير)					
17	The national society knows the importance of joint efforts of different sectors during the recovery period تدرك الجمعية الوطنية أهمية تضافر الجهود الوطنية لمختلف الفئات في مرحلة التعافي					
18	The manager Considers the ethical consequences of decisions يأخذ المدير في الاعتبار العواقب الاخلاقية للقرارات					
19	The national society ensures that the management has the capability to make a change تؤكد الجمعية الوطنية على زيادة قدرة الادارة على التغيير					
20	The national society has qualified human resources to deal with disasters during occurring لدى الجمعية الوطنية كوادر بشرية مؤهلة للتعامل مع الكوارث اثناء حدوثها					
21	The manager emphasizes the importance of having a collective sense of mission يؤكد المدير على أهمية وجود إحساس مشترك برسالة المنظمة					
22	The national society provides an active database to give timely and relevant information توفر الجمعية الوطنية قاعدة بيانات نشطة لتقديم المعلومة المناسبة بالوقت المناسب					
23	The manager corrects the deviations right away يقوم المدير بتصحيح الانحرافات او لا باول					
24	The national society helps					

	<p>promote preventive education about crises and disasters</p> <p>تعمل الجمعية الوطنية على تعزيز الثقافة الوقائية بالكوارث و الازمات</p>					
25	<p>The manager talks optimistically about the future</p> <p>يتحدث المدير بتفاؤل عن المستقبل</p>					
26	<p>The national society uses information technology to disseminate knowledge amongst its different departments</p> <p>تستخدم الجمعية الوطنية تكنولوجيا المعلومات لنشر المعرفة بين الاقسام</p>					
27	<p>The national society ensures appropriate training of primary response team to deal with disasters during occurring</p> <p>تؤمن الجمعية الوطنية التدريب المناسب لفرق الاستجابة الاولية للتعامل مع الكوارث اثناء حدوثها</p>					
28	<p>The manager seeks to provide the employee with feedback on his / her performance</p> <p>يسعى المدير على تزويد الموظف بالتغذية الراجعة عن أدائه</p>					
29	<p>The national society uses new ways and methods in its performance</p> <p>تستخدم الجمعية الوطنية اساليب و طرق عمل جديدة في الاداء</p>					
30	<p>The national society realizes the importance of relationship between the disasters risks preparation and sustainable development</p> <p>تدرك الجمعية الوطنية اهمية العلاقة بين الاستعداد لاطار الكوارث و التنمية المستدامة</p>					
31	<p>The manager talks enthusiastically about what needs to be accomplished</p> <p>يتحدث المدير بحماس عما يجب تحقيقه</p>					

32	The national society's disasters prevention plans are based on specific national legislations تستند الجمعية الوطنية في خططها المتعلقة في الوقاية من الكوارث على تشريعات وطنية خاصة					
33	International aids have a positive impact on the national society's response to different disasters situations المساعدات الدولية في حالات الكوارث لها اثر ايجابي في استجابة الجمعية الوطنية للكوارث المختلفة					
34	The manager expresses confidence that goals will be achieved يظهر المدير الثقة بأن الأهداف سوف يتم تحقيقها					
35	The national society aims to have a special budget allocated for recovery and reconstruction تسعى الجمعية الوطنية لان يكون لديها موازنة خاصة للتعافي و اعادة الاعمار					
36	The national society continuously implements new creative methods in delivering its services تجري الجمعية الوطنية عمليات ابتكارية جديدة مستمرة على الخدمات المقدمة					
37	The national society believes in the importance of partnership between the public and private sector to prepare for disaster and crisis risks تؤمن الجمعية الوطنية باهمية الشراكة ما بين القطاع العام و الخاص للاستعداد لاطار الكوارث و الازمات					
38	The manager directs my attention toward failures to meet standards. يوجه المدير انتباهي نحو الازمات					

	اجل المحافظة على المستوى المطلوب للعمل					
39	The national society renews its internal organisational skills تعيد الجمعية الوطنية تشكيل المهارات التنظيمية الداخلية					
40	There is clear specification of roles and responsibilities amongst all partners in disasters planning هناك تحديد واضح للدوار و المسؤوليات بين جميع الشركاء في التخطيط للكوارث					
41	The national society has resources difficult to imitate تمتلك الجمعية الوطنية الموارد التي يصعب تقليدها					
42	The national society 's recovery plans include in advance evacuation and housing locations تتضمن خطط التعافي لدى الجمعية الوطنية تحديد واضح لمناطق الايواء و الاخلاء مسبقا					
43	The national society's special information system helps in early warning signs detection تساعد انظمة المعلومات لدى الجمعية الوطنية الخاصة بالمخاطر و الكوارث المختلفة في اكتشاف اشارات الانذار المبكر					
44	The manager gets me to look at problems from many different angles يجعلني المدير أنظر إلى المشاكل من عدة زوايا					
45	The national society regularly evaluates the performance of its branches تقوم الجمعية الوطنية باجراء تقييم دوري لفروعها					
46	The manager encourages to look at things in rationality way يشجع المدير على النظر إلى الأمور					

	بعقلانية					
47	The national society periodically evaluates its employees' performance تقييم الجمعية الوطنية اداء العاملين بشكل دوري					
48	The national society works in liaison and cooperation with other related institutions in disasters risk reduction تعمل الجمعية الوطنية بالتنسيق و تعاون مع المؤسسات المعنية الاخرى في الدولة للحد من اخطار الكوارث					
49	The manager talks seriously about tasks that should be done يتحدث المدير بجدية عن المهام التي التي يجب انجازها					
50	The national society has a special budget allocated for emergency situations تخصص الجمعية الوطنية ميزانية خاصة لتنفيذ خطط الطوارئ					
51	The national society has superior financial resources compared to other organisations تمتلك الجمعية الوطنية موارد مالية ذات قيمة عالية مقارنة بالمنظمات					
52	The manager spends time developing my abilities يقضي المدير وقتا في تطوير قدراتي					
53	The national society's decision makers are fully aware of the probable risks to minimizing them يتمتع صانعي القرار في الجمعية الوطنية بوعي كامل بالمخاطر المحتملة للحد منها					
54	The manager involves excellent individuals in decisions that affect their work directly يشارك المدير الافراد المميزين في اتخاذ القرارات التي تؤثر على عملهم بصورة مباشرة					

55	The national society has highly skilled human resources superior to other organisations تمتلك الجمعية الوطنية موارد بشرية ذات مهارات عالية مقارنة بالمنظمات					
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**مكتب رئيس الجامعة**  
**President 's Office**

الرقم: در/خ/24/1504  
التاريخ: 2019/03/26

معالي الدكتور محمد مطلق الحديد المحترم  
رئيس جمعية الهلال الأحمر الأردني  
المنظمة العربية للهلال الأحمر والصليب الأحمر

**تحية طيبة وبعد،**

لغايات توفير وربط أسس التعاون مع خدمة المجتمع المحلي، نرجو التكرم بالموافقة على تقديم التسهيلات الممكنة لطالب الماجستير علي فؤاد الدوري، ورقمه الجامعي (401620011) المسجل في تخصص إدارة الأعمال / كلية الأعمال، والذي يتولى القيام بإعداد دراسة بحثية أكاديمية في رسالته، علمًا بأن المعلومات سيتم استخدامها لأغراض البحث العلمي وبصورة سرية.

**وتفضلوا بقبول فائق الاحترام...**

رئيس الجامعة  
26/3/2019  
أ.د. محمد محمود الحيلتي  
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President Office  
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