



## The Role of Strategic Leadership in Crisis Management the Case of Governmental Sector in the Northern Iraq – Erbil City

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### **Abstract**

The study aimed to identify the role of strategic leadership in the internal security apparatus, and measure its capabilities in crisis management in the Northern part of Iraq, by studying the dimensions of strategic leadership (spreading organizational learning, empowering workers, spreading organizational culture, strategic visualization, and organizational control), highlighting its relationship and its impact. In managing crisis, the study made suggested recommendations to strengthen and develop the role of strategic leadership in crisis management. The research targeted governmental institutions of the Northern part of Iraq and questionnaire was used as a means of data collection.

**Keywords:** *Crisis Management; Strategy; Northern Part of Iraq; Leadership*

### **Introduction**

The world has witnessed the global financial crisis in 2008 and its consequences and the political crises that are accelerating in the Arab countries, Iraq and other crises which is a critical condition that may lack leadership in all kinds Public institutions to be able to deal with them and take appropriate decisions about them in the uncertainty, lack of time and lack of information.

What is also related to the Northern part of Iraq was the crisis started on 2014, where the region witnessed a severe crisis after the budget share has been cut by the central and oil prices declined including defending against ISIS and receiving a massive number of Internal Displaced People from other parts of Iraq due to the security reason and refugees from Syria again due to the security and economic reasons.

The approaching of risks and crises depends on the leadership style in their management, starting with trying to predict them, trying to contain them, reducing their effects, and ending the treatment of their results and benefiting from them. Some leaders are subject to crisis dealing with randomness and reaction policy, which may to a minimum limit the organization from achieving or causing material losses, the impact of which may be threatened by the existence and survival of the organization.

All this casts a shadow on the leaders and senior management at the level of business organizations, because dealing with crises, benefiting from them, and preventing them in the future requires effective and efficient leadership, they need distinguished transformational leaders and strategists who can take risks and managing disasters and crises.

From the above it is clear that risk and crisis leadership is a special administrative process consisting of a series of exceptional procedures that exceed the usual job description of the administrative leadership. The researcher will try to shed light on the strategic leadership and its practices that were discussed in the literature and various studies and their role in managing Love and crisis, where the administrative leadership will be in the Northern Iraqi governmental institutions that suffer many risks and crises (political, economic, security and administrative).

The general framework of the research will be based on the descriptive research carried out by the researcher, then the research problem and its hypotheses, and clarifying the research objectives and its significant. The research method and its limits will be presented and the general structure of the research components will be examined.

Institution in the Northern Iraq faced a sever situation due to the crisis. The government of Northern Iraq was unable to provide proper support to develop employee capacity and performance through providing organizational learning, employee, development of a strategy how to manage crisis witnessed by the governmental institutions including organizational control.

The researcher proposes to test a range of practices available to the strategic leader, such as:

- Spreading organizational learning
- Employee empowerment
- Spreading of organizational culture
- Strategic visualization
- Organizational control

From here we can ask the following Research Questions:

1. What is the nature of the strategic leadership such as, spreading organizational learning, employee empowerment, spreading of organizational culture, strategic visualization, and organizational control in the governmental institutions?
2. What is the level of employees at the supervisory positions on crisis management in the governmental institutions?
3. What is the relationship between strategic leadership and the employee ability to manage crisis in the in the point of view of employees at the supervisory positions in the government institutions?
4. What is the impact of strategic leadership on the crisis management in the point of view of employees at the supervisory positions in the government institutions?
5. Are there statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses to the role of strategic leadership in managing crises in government institutions attributable to personal variables (age, educational qualification, administrative title, number of years of service)?

The objectives of the research are as follows:

- 1- To examine the availability of strategic leadership skills among employees in supervisory positions in government institutions.
- 2- To highlight the extent of the ability of employees in supervisory positions in government institutions.

- 3- To find out the relationship between strategic leadership and crisis management in government institutions.
- 4- To highlight the impact of strategic leadership on managing crises in government institutions.
- 5- To examine whether there are statistically significant differences between the estimated average degrees of employees in supervisory positions, individuals of the research sample around the study sides, according to their different variables (age, educational qualification, administrative title, number of years of service).
- 6- To provide practical recommendations for strategic leadership in government institutions to assist in development of the management of crisis.

## ***Review of Literature***

### **Leadership**

Leadership is a social role that an individual play during his interaction with other members of the group. This role is characterized by what he does have the power and ability to influence others and direct their behavior towards the goal of the group. Leadership is a form of social interaction between the leader and the followers, where the feature of leadership and subordination emerges. Leadership is a behavior that a leader performs to help achieve group goals, move the group toward goals, improve social interaction between members, maintain group cohesion, and facilitate group resources (Arellano, 2017).

### **Leadership Theories Development**

The development of leadership in the contemplate and its dimensions related to concepts and methods was substantial to the extent that makes people not only talk about the art of leadership, but also about the "science of leadership" (Mackenzie, 2015), inside this context of leadership development: (Bryman) has defined the leadership thinking development phases till 1980, he adopted (Historian A) in this historical entrance, he also proposed some distinct areas of leadership theory, he declared the domination and emergence of some aspects of leadership and theory over other theories in every age, The ages in which leadership has evolved are:

#### **Trait Era (1880-1940)**

During this era, the emphasis was placed on the fundamental features of leaders. The rise of the theory of traits represented the first attempts that carried out studies and scientific surveys on geniuses and leaders to identify the most prominent features they enjoyed.

#### **Style Era (1940-1960)**

During this era, the focus was on the leaders' work rather than their features. Organizational studies such as the study of the state Ohio in the 1950s (also, in the same period, the studies of University of Michigan) which studied the leader effective and non-effective behavior, Studies have found that some leaders focus on subordinates, while others focus on work that's why it created a method of leaders' study in relation to subordinates, researchers tried to reduce these methods to reaching two-dimensional models: individual orientation, and task or work orientation. The identification of these methods has paved the way to a new era of leadership.

## **Contingency Era (1960- 1980)**

Situational theories can be considered as theories of the complex style of leadership that combines the characteristics of leadership and subordinates with the situational variables. The situational variable is of a great significance in the theory; Individual-oriented leaders may become effective depending on subordinates the level of education and training.

## **New Leadership Era (1980- to Date)**

This era is a result of transferring from features to method and to situation, by focusing on the process which socially responsible for (purpose and significance management) and the second feature, the new leadership approach embraces transformational change process.

The new era of leadership is dynamic and diverse owing to diversity in the business environment and its variety of fields. Besides, the multiplicity of cultures and environments involved in the competition process with their unique ways and new ways. Thus, leadership development has taken multiple methods and patterns. Ricky Griffin has determined these leadership methods and patterns in: Leadership Alternatives, Charismatic Leadership, and Transformational Leadership, and other new patterns: Strategic Leadership, Across Cultural Leadership, and Moral Leadership (Dumitrica & Felt, 2018).

While Baltacı & Balcı, (2017), has determined new leadership patterns as the following: Coaching Transformational Leadership, super leadership, (leadership which helps others to lead themselves), Servant leadership, entrepreneurial leadership.

While Richard Daft (R Daft) has a wide determination for these methods and patterns which are: Charismatic, Visionary, Transformational leadership, and new workplace leaderships which include the fifth level leadership of Jim Collins (J. Collins) Feminist leadership, virtual leadership, and servant leadership.

In the context of this development in leadership eras and patterns there has been a shift in leadership thinking dimensions.

## **Strategic Leadership and Management**

According to Arvand (2014) that strategic management represents a system of related integrated processes by analyzing the internal and external environment and formulating a convenient strategy then applying and evaluating it in the light of analyzing important variable impact which includes achieving a strategic advantage for the Organization and maximizing its achievement in various business activities.

Strategic management differs from strategic planning. Strategic planning is a prediction process for a Long-term period forecasting what will happen and resource allocation; it is an element of strategic management. As for Strategic management, it is the result strategic planning concept development and the expansion of its scope and enrich its dimensions, also it means organizational change management, organizational culture management, resource management and environmental management at the same time, strategic management is concerned with both the present and the future.

According to Castro, (2015) studies, the strategic leadership represent strategic management core, at the presence of effective strategic leadership at the top of the organization and at all levels in general, strategic management will be able to achieve its objectives.

For strategic approaches to function efficiently, they need leaders who are capable of managing overlapping and continuous change, and make a creative balance between external environment requirements on the one hand, and organizational values, purposes, and priorities on the other hand, thus the strategic leadership comes to represent the most convenient leadership pattern to achieve success in strategic approaches during organizational work.

We can show strategic management four (4) phases and connected it with strategic leadership which are:

- 1- Strategic analysis phase
- 2- Strategic planning phase
- 3- Implementation phase
- 4- Strategic control phase

### ***Methodology***

This research used descriptive research to study social, political, economic, administrative, and other phenomena. The survey may be comprehensive by conducting the study on all the research population, and it may be a partial survey by conducting a study on a selected sample and representative of the study community (Nassaji, 2015).

Descriptive research is the research that adopts the descriptive approach in explaining the current state of a phenomenon or problem, by defining its conditions and dimensions and describing the relationships between them with the aim of ending to an accurate, integrated scientific description of the phenomenon or problem based on the facts associated with it (Gary, W, 2011). Based on the research variables and research objectives, this is a descriptive research.

Questionnaire method is used to collect data for this research, data is a collection of facts, measurements and observations that are in the form of numbers, letters, symbols, and special forms, which are concerned with a specific idea and subject, and the data have no meaning, and for this are collected until they are used (Amani, 2007). The researcher uses primary and secondary data to conduct this research. This means primary data was used in this research. These are documents and publications that mainly include new information, new perceptions or interpretations or known ideas, i.e. those are the sources for which the researcher gathered their information directly based on observation, experimentation, statistics, or data collection in the field for the purpose of producing new results and previously unknown fact. It includes, questionnaires, interviews, observations, focus groups, etc. One of the most important sources is that the primary information, which is a new addition to the outcome of human knowledge (Geder, 2018).

### ***Research Findings***

#### ***Description of Relative Weight of Field Paragraphs of the Questionnaire***

T-test is used to find the response averages for all the paragraphs and the results are shown in the following table:

**Table (1) Mean and Standard Deviation for (Spreading Organizational Learning)**

First	Spreading of Organizational Learning	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	Organizational learning increases my efficacy and increases my effectiveness.	3.79	0.79	77.1	17.1	0.00	2	Significant
2	Organizational learning improves my relationships with my co- employees.	3.82	0.95	78.3	15.3	0.00	1	Significant
3	There is a clear strategic plan for spreading organizational learning.	2.94	1.09	56.2	4.2	0.00	9	Medium
4	Organizational learning is a driving priority.	3.60	0.90	71	10.90	0.00	4	Significant
5	Leadership motivates employees to participate in educational and training activities.	3.29	1.09	65.1	7.1	0.00	6	Medium
6	Be sure to participate in organizational learning activities.	3.70	0.81	73.35	15.2	0.00	3	Significant
7	Working mistakes are discussed openly in order to learn and benefit from them.	3.51	0.94	68.95	09.90	0.00	5	Significant
8	The performance level of employees is constantly measured in order to improve their performance.	3.10	1.06	62.1	5.1	0.00	8	Medium
9	Leadership provides employees with the latest materials and teaching aids in their field of practical specialization.	2.81	1.07	55.22	2.2	0.15	10	Medium
10	The return on organizational learning is assessed by leadership.	3.09	0.97	61.94	6.59	0.00	7	Medium
Total of Organizational education		3.65	0.96	66.9	9.35	0.00		Medium

From table No. (1), according to the result of the (T) test, there are significant differences:

The second paragraph (Organizational education contributes to improving my relations with my colleagues at work) ranked first in the order of the paragraphs of this section, where the ratio was (78.22%) and the value of the average was (3.82).

This result is greater than the expressed hypothetical average (2.55-1.79). It means that there is great agreement. The researcher attributes that to the positive role that organizational education contributes to by increasing contact and communication between employees and that is also linked to human relations that encourage the building of respect and mutual trust that preserves the common interests of employees.

While the ninth paragraph (Leadership provides employees with the latest educational materials and teaching aids in their field of practical specialization) came in the last order, where the relative weight was (55.22%) and the value of the average was (3.09) that is within the result of the expressed hypothetical average (2.55-1.79), which indicates the presence of medium degree of agreement. The researcher attributes this to the state of the economic situation in the Northern Iraq and lack of budgets required to meet development needs.

The result of the total of agreement for the field of organizational education dissemination was medium, where the total value of relative weight reached (66.9%) and the total value of the average was (3.65). This is within the result of the expressed hypothetical average (2.55-1.79), which means there is medium agreement, and the researcher attributes that to the weak motivation of employees and directing them to participate in organizational learning activities and to measure the return on organizational learning on employees and their subsequent follow-up.

**Table (2) Mean and Standard Deviation for (Employee Empowerment)**

Second	Employee Empowerment	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	Leadership strives to empower employees in a real and effective way.	3.31	3.31	65.64	8.79	00.0		Medium
2	Leadership respects and shares the opinion of employees.	3.47	3.42	69.01	11.28	00.0	1	Significant
3	Employees are involved in setting organizational goals for the device.	3.28	3.28	65.99	7.39	00.0	2	Medium
4	I am motivated by my superiors to assume greater and broader responsibilities than my direct supervision.	3.13	0.95	63.35	6.05	00.0	5	Medium
5	My initiatives and judgments are encouraged by the leadership.	3.05	3.05	62.30	5.75	00.0	6	Medium
6	The involvement of employees in the decision-making process.	3.02	2.96	60.01	1.04	0.30	7	Medium
7	There is independence of employees in decision-making within the limits of their responsibilities.	2.90	2.90	57.04	2.29	00.0	9	Medium
8	Form working teams with full powers to manage crises.	3.20	1.00	63.49	5.98	00.0	4	Medium
9	Information is available to employees to facilitate their duties.	2.89	0.94	58.29	3.25	00.0	8	Medium
10	Empowerment by leadership increased my loyalty to work.	2.58	1.05	52.39	0.21	0.79	10	Medium
	Total	3.08	2.28	61.75	5.2	00.0		Medium

From table (2), according to (T) test, there are significant differences.

The second paragraph (Leadership respects and shares the opinion of employees.) came first in the order of the paragraphs of this part, where the relative weight was (69.01%) and the value of the average was (3.47) that is greater than the expressed hypothetical average of (2.55-1.79). This result means that there is a great agreement. The researcher attributes this to the nature of the high ranks through

which employees supervise their departments and directorates, which makes the task of obtaining information easy and natural.

This is in addition to the case of specialization through which the agencies work to increase the amount of information for those involved and that contribute to making correct decisions, especially if most of this information is economic data and concealing it will damage the interest common between the employees and members of the community affected by this interest.

Paragraph (Empowerment by leadership increased my loyalty to work.) came in the last order, where the relative weight was (52.39%) and the value of the average was (2.58), the result that is within the expressed hypothetical average (2.55-1.79). This result means that there is an average agreement, and the researcher attributes that to the existence of a directorate specialized in research and developing administrative and strategic plans represented by several specialists in addition to the great economic sensitivity that characterizes the economic institutions that makes the task of setting organizational goals a task that is not easy.

The result of the total of agreement on the field of employee empowerment was medium, as the total value of relative weight reached (61.57%) and the total value of the average was (3.08). This result is within the expressed hypothetical average (2.55-1.79), which indicates the existence of medium agreement. The researcher attributes that to the presence of centralization in some aspects of economic work actions need privacy in follow-up, confidentiality in implementation and limited access.

From table (3), according to the result of the (T) test, there are significant differences.

It can be noticed that in the eighth paragraph (I accept change and development in mechanisms and work systems positively) ranked first in the order of the paragraphs of this part, where the relative weight reached (78.33%) and the value of the average was (3.94) that is greater than the expressed hypothetical average of (2.55-1.79). This means the presence of great agreement. The researcher attributes this to the qualified and understandable type of employees for the state of positive flexibility that is in the interest of the work. In addition, it is the result of the trust in the leadership decisions that direct the employees, as well as the acceptance of the reality of economic risks that require change and instability in the policies and mechanisms that hinder work.

While the third paragraph (The leadership publishes and clarifies the organization's vision, mission and values for all employees) ranked last. The relative weight was (63.57%) and the average was (3.15) that is a result within the expressed hypothetical average of (2.55-1.79). This result means that there is medium agreement. The researcher attributes this result to that the leadership of the agencies adopts a policy of practical communication related to economic events and challenges that affect the nature of meetings and administrative arrangements, sometimes especially in ongoing crises, and because of the economic concerns that accompany the dissemination and promotion of the agencies' strategic vision.

The total of agreement for the field of spreading organizational culture came in large degree, where the total value of relative weight reached (68.91%) and the total average was (3.13). The researcher attributes this to leadership awareness of the importance of spreading organizational culture among employees.



**Table (3) Mean and Standard Deviation for (Spreading Organizational Culture)**

Third	Spreading Organizational Culture	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	The leadership is keen to provide excellent services to the employees according to the available financial capabilities.	3.21	1.02	63.88	6.35	0.01	9	Medium
2	The method of working procedures in the device is carried out quickly and easily.	3.40	0.90	67.35	9.49	0.00	4	Medium
3	Leadership adopts basic values that are binding on employees in its management such as (promotions, relationships, responsibilities, rights).	3.28	0.96	66.1	7.95	0.00	6	Medium
4	I feel the importance of the work the leadership is doing to improve performance.	3.32	0.94	65.98	8.23	0.00	7	Medium
5	I feel fair and I am treated equally as the rest of the employees.	3.40	1.04	67.25	8.09	0.00	5	Medium
6	The leadership belongs to the values of openness and mutual trust among the employees of the device.	3.27	0.96	64.75	6.98	0.03	8	Medium
7	The work is governed by a set of laws and regulations.	3.74	0.93	74.39	13.64	0.00	3	Significant
8	I accept the change and development of work mechanisms and systems positively.	3.94	0.74	78.33	20.35	0.00	1	Significant
9	The relationship between superiors and subordinates is friendly and mutual respect.	3.90	0.85	77.56	17.04	0.00	2	Significant
10	The leadership publishes and clarifies the organization's vision, mission and values for all employees.	3.15	1.03	63.57	6.10	0.07	10	Medium
Total		3.13	0.93	68.91	10.42	0.00		Significant

**Table (4) Mean and Standard Deviation for (Strategic Visualization)**

Fourth	Strategic Visualization	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	Leadership is strategic alternatives to dealing with changing and urgent events.	3.38	0.92	67.20	9.12	0.00	5	Medium
2	Driving predicts changes in situations and events for the interior and exterior environment.	3.36	0.91	66.72	8.87	0.00	6	Medium
3	I see that the process of implementing the organization's strategies in its scientific sense is an urgent necessity.	3.84	1.02	76.51	13.63	0.00	1	Significant
4	The leadership systematically updates the device's strategic perceptions to suit future forecasts	3.30	0.90	65.67	8.38	0.00	9	Medium
5	There is a compatibility between the organization's strategies and organizational structure.	3.20	1.08	63.53	5.79	0.00	10	Medium
6	There is a clear and written strategic plan for the institution.	3.50	1.14	69.33	8.47	0.00	4	Significant
7	Looking ahead by leadership is a fundamental process and has positive impacts.	3.29	0.96	65.36	7.32	0.00	7	Medium
8	Leadership has a vision and a strategic message to work towards.	3.60	0.84	71.56	12.95	0.00	2	Significant
9	Inside the leadership there are positive competencies which have experience in designing strategies.	3.58	0.89	71.30	12.20	0.00	3	Significant
10	Leadership uses strategic analysis to deal with events and build perceptions.	3.26	0.93	64.73	7.52	0.00	8	Medium
Total		3.43	0.95	68.19	9.42	0.00		Significant

Through Table (4) according to T- test result, there are significant differences.

The third paragraph (I see that the process of implementing the organization's strategies in its scientific sense is an urgent necessity) ranked first in the order of the paragraphs of this part. The relative weight was (76.51%) and the average was (3.84) that is greater than the expressed hypothetical average of (2.55-1.79). It indicates the existence of great agreement. The researcher attributes this to the employees' conviction of the importance of the scientific methodology, which is reflected positively on the outputs of the works in addition to the accumulated experience of employees and those whose capabilities have evolved.

On the other hands, paragraph (Leadership uses strategic analysis to deal with events and build perceptions) obtained the last position, where the relative weight was (64.73%) and the average was (3.26). It is a result within the expressed hypothetical average of (2.55-1.79), which indicates an average agreement. The researcher attributes the result to the state of economic instability, which negatively affects the stability of organizational structures in the agencies.

The result of the total agreement on the field of strategic perception was large, as the total value of relative weight reached (68.19%) and the total average was (3.43), which is a result greater than the expressed hypothetical average of (2.55-1.79). This indicates a large agreement and the researcher attributes that to the correct employment by the leadership of the agencies for the strategic concept at work.

According to table (5), according to the result of the (T) test, there are significant differences.

The second paragraph (there is an interest by the management in the control process) ranked first with a relative weight of (72.30%) and the average of (3.65) which is a result that is greater than the expressed hypothetical average of (2.55-1.79). This indicates a large agreement. The researcher attributes this to the nature of the economic actions that requires the leadership to follow-up and the continuous monitoring to preserve the agencies against the professional inaction that negatively affects administrative and economic control, as well as to prevent sensitive information leakage or hacking attempts that have very difficult effects in addition to promoting community justice and preventing injustices that may occur on any citizen due to a specific error.

**Table (5) Mean and Standard Deviation for (Organizational Control)**

Fifth	Organizational Control	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	Self-monitoring is being developed for employees in the organization.	3.35	0.98	66.28	7.91	0.00	6	Medium
2	There is interest in management in the control process.	3.65	0.94	72.30	11.59	0.00	1	Significant
3	Advanced methods are used in the controlling process.	3.11	0.97	61.84	5.57	0.00	10	Medium
4	The leadership follows the outputs of the controlling process and extends the terms of reference for a review about the intended results.	3.45	0.96	68.35	9.60	0.00	4	Significant
5	There are clear systems of administrative control for the different departments and departments.	3.59	0.94	70.94	11.39	0.00	2	Significant
6	The role of Controlling is highlighted in preventing administrative errors.	3.42	0.88	68.07	10.26	0.00	5	Significant
7	There are clear and administrative forms for monitoring and evaluating the supervisory process.	3.53	0.99	69.89	10.10	0.00	3	Significant
8	There are many entities that exercise regulatory oversight.	3.33	0.92	65.99	8.24	0.00	7	Medium
9	The methods used for regulatory control are varied.	3.27	0.88	64.85	7.73	0.00	9	Medium
10	Employees are encouraged and made aware of the importance of exercising administrative control.	3.31	0.90	65.59	7.89	0.00	8	Medium
Total		3.41	67.41	0.93	9.02	0.00		Medium

While the ninth paragraph (Advanced methods are used in the controlling process) occupied the last rank, where the relative weight reached (61.84%) and the value of the average was (3,11), which is a result within the expressed hypothetical average (2.55-1.79), and the researcher attributes this to the type of administrative control used, which depends on the traditional pattern of control tours, surprise inspection visits, follow-up and checking of information to measure the extent of the credibility of its sources, in addition to some simple technical procedures related to examining devices and computers used in the work.

The result of the total degree of agreement on the field of regulatory control was medium, as the total value of relative weight reached (67.41%) and the total value of the average was (3.41), which is a result within the hypothetical expressed average of (2.55-1.79), which indicates an average agreement, and the researcher attributes that to relying on traditional and non-diverse means of control.

From table (6) the Mean for the fields of (strategic leadership) is in accordance to the result of the (T) test, there are percentage differences. The result of the sub-field (Spreading Organizational Culture) came first with a relative weight of (68.91), and the Mean value is (3.13), which is greater than the hypothetical mean expressed (2.55-1.79), which indicates a positive agreement, and the researcher attributes that to the excessive importance on which business strategies are built upon in the event spreading organizational culture, which increases accuracy and quality, and decreases the cost, effort and time spent in the implementation and follow-up of tasks, On the other hand, the result of the field of employee empowerment reached the last rank with a relative weight (61.75%) and the Mean value is (3.08), which is greater than the hypothetical mean expressed (2.55-1.79), indicating the presence of medium approval, and the researcher attributes this to centralization in making decisions from less leadership, because of the limitations that make it difficult to be flexible in handling procedures.

**Table (6) Mean and Standard Deviation for (Strategic Leadership)**

	Strategic Leadership	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	Total of Spreading Organizational Learning	3.65	0.96	66.9	9.35	0.00	5	Medium
2	Total of Employee Empowerment	3.08	2.28	61.75	5.2	0.00	6	Medium
3	Total of Spreading Organizational Culture	3.13	0.93	68.91	10.42	0.00	2	Significant
4	Total of Strategic Visualization	3.43	0.95	68.19	9.42	0.00	3	Significant
5	Total of Organizational Control	3.41	0.93	67.41	9.02	0.00	4	Medium
		3.34	1.21	66.63	8.68	0.00		Significant

In addition to that, the relative weight of the total strategic leadership column reached (66.63), which means that the reality of strategic leadership practices in the economic institutions have its relative weight (66.63), and the Mean value (3.34), which is a result greater than the hypothetical average expressed (2.55-1.79), which indicates that strategic leadership practices are largely accomplished.

**Table (7) Mean and Standard Deviation for (Crisis Management)**

	Crisis Management	Mean	Standard Deviation	Ratio %	T-Test	P-Value	Item sequence	Degree of influence
1	The leadership has a plan to distribute tasks to employees during crisis.	3.30	0.90	65.50	9.12	0.00	6	Medium
2	The leadership prefers to use a defense strategy in the event of crisis.	3.37	0.88	66.85	8.17	0.00	15	Medium
3	Multiple scenarios are developed to simulate crises.	3.41	0.92	67.29	12.14	0.00	13	Medium
4	Take the necessary preventive measures to prevent crises.	3.59	0.87	70.93	9.31	0.00	11	Medium
5	Leadership has experience in managing crises.	3.91	0.90	77.75	17.50	0.00	2	Significant
6	All material and human capabilities are invested in the organization to manage towards crises.	3.93	0.89	77.90	16.95	0.00	1	Significant
7	Use previous experiences to avoid of mistakes in the past.	3.34	0.90	69.10	8.50	0.00	7	Significant
8	The leadership holds practical plans to simulate crises.	3.44	1.06	68.21	9.21	0.00	8	Significant
9	The leadership is working to establish strategic alliances with bodies related to managing crises.	3.70	0.79	73.47	15.10	0.00	4	Significant
10	Leadership can adapt to sudden circumstances and crisis.	3.68	0.88	67.60	15.11	0.00	3	Significant
11	Leadership relies on creative solutions to deal with crisis.	3.65	0.85	72.45	11.05	0.00	9	Significant
12	Leadership has sufficient skill in analyzing crisis and knowing the reasons for its emergence.	3.63	0.92	72.30	13.20	0.00	5	Significant
13	Leadership serves a traditional strategy in dealing with crisis.	3.40	0.96	67.45	9.19	0.00	14	Medium
14	The leadership is interested in predicting and anticipating crisis and setting up programs to deal with them.	3.29	0.78	66.30	10.25	0.00	10	Medium
15	The leadership uses attack strategy in the event of crisis.	3.28	0.95	65.99	11.21	0.00	12	Medium
Total		3.52	0.89	69.93	11.73	0.00		Significant

Through Table (7), the averages for managing crises indicates, and according to the result of (T) test, the existence of significant differences.

The second paragraph in the field of crises management (All material and human capabilities are invested in the organization to management of crises), ranked first with a relative weight of (77.90%) and the value of average of (3.93) which is a result that is greater than the expressed hypothetical average of (2.55-1.79).

It indicates the existence of a large agreement and the researcher attributes this to the nature of the integrated work of the agencies, which is adopted in the form of a continuous series of decisions that need a human effort, capabilities, and tools for the success of the work. The researcher also attributes this to the power of the agencies leadership that can merge the capabilities and powers for achieving goals, in addition to the common spirit of cooperation understanding the severity of the stage and difficulty of providing all the needs in the light of the difficult conditions experienced by the organizations.

While paragraph (The leadership has a plan to distribute tasks to employees during crises) occupies the last rank with a relative weight of (65.50%) and the value of the average of (3.30) which is a result within the expressed hypothetical average of (2.55-1.79) indicating the presence of medium

agreement. The researcher attributes this to the positive understanding of the work assigned to the employees of the economic institutions, which requires them to have a preventive and aggressive strategy against the crisis areas that cause a danger that cannot be relied upon or awaiting its recurrence.

It is also clear that the relative weight of the total column of crises came to a large degree and has reached (69.93%) and that the value of the total average was (3.52). This result is greater than the expressed hypothetical average of (2.55-1.79) and this indicates that there is a large agreement and this result indicates the state of increasing interest in the scientific aspect of managing crises in a systematic manner.

### **Conclusion**

It is evident from the analytical presentation that was discussed that the research population and sample are worthy of attention, as the actual performance level of the sample, which is from and above in government institutions, was demonstrated, and the extent of their relevance to the concepts of strategic leadership and crisis management was studied. The volume of participation in filling out the questionnaire It was noticed the weak participation of the category of the administrative title represented by the Deputy Director of the Department, which raises questions about the justifications for this group's reluctance to express their opinions. In general, the measurement of personal variables represented by (age, academic qualification, administrative positions, and years of service) covered the required axes in identifying the respondents, and the results indicated that there were no differences in the respondents' responses due to personal variables.

As for the dimensions of strategic leadership, attention has emerged in the two dimensions of leadership perceptions in the face of the challenges of increasing work in the strategic dimension, and this places the strategy as much as possible, to enhance the role of strategic leadership in managing crises in the institutions of northern Iraq.

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