



**The Impact of Strategic Leadership on Crisis Management
Effectiveness: The Case of the Jordanian Hospitality Sector**

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Dedication

I dedicate this work to the most valuable people in my life and this world, to my father, **Ibrahim “Mohammad Jameel” Yadak**, and my mother, **Wafaa Abdul Kareem Yadak**, who upbringing and raised me with Islamic values and principles and always encouraged me to seek knowledge, and for helping and supporting me throughout my academic and practical life. I wish to honor them and make them proud of me .

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The Impact of Strategic Leadership on Crises Management

Effectiveness: The Case of the Jordanian Hospitality Sector

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Abstract

This study aimed to examine the impact of strategic leadership (strategic orientation, allocation of resources, and developing employees' competencies) on crises management effectiveness in the Jordanian hospitality sector. The study relied on the quantitative approach. The questionnaires were distributed to the managers in five-star hotels, four-star restaurants, and travel agencies located in Jordan Capital, Amman. 228 questionnaires were retrieved and used for data analysis using SPSS.

The results showed that developing employees' competencies had the most importance and impact on crisis management effectiveness, followed by strategic orientation and then allocation of resources. In addition, the study showed a statistically significant impact of strategic leadership on crises management effectiveness in the Jordanian hospitality sector. The study recommended to include crisis management within the training programs for employees at various levels and departments, to facilitate the work during crises, maintain workflow, and to achieve organizational goals and objectives.

Keywords: strategic leadership, strategic orientation, allocation of resources, developing employees' competencies, crises management effectiveness, and Jordanian hospitality sector.

أثر القيادة الاستراتيجية في فعالية إدارة الأزمات: حالة قطاع الضيافة الأردني

إعداد: يارا ابراهيم "محمد جميل" يدك

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الملخص

هدفت هذه الدراسة إلى تقصي أثر القيادة الاستراتيجية (التوجه الإستراتيجي ، تخصيص الموارد ، تطوير جدارات العاملين) في فعالية إدارة الأزمات في قطاع الضيافة الأردني. اعتمدت الدراسة على المنهج الكمي. وقد تم توزيع الاستبانات على مديري فنادق الخمس نجوم ، والمطاعم الأربع نجوم ، ووكالات السفر الموجودة في العاصمة الأردنية عمان. تم استرجاع 228 استبانة واستخدامها للتحليل الاحصائي باستخدام برنامج SPSS الاصدار 23.

وأظهرت النتائج أن تطوير جدارات العاملين كان له الأثر الأكبر في فعالية إدارة الأزمات ، يليه التوجه الاستراتيجي ثم تخصيص الموارد. بالإضافة إلى ذلك ، أظهرت الدراسة وجود أثر ذي دلالة إحصائية للقيادة الاستراتيجية في فعالية إدارة الأزمات في قطاع الضيافة الأردني. أوصت الدراسة بإدراج إدارة الأزمات ضمن البرامج التدريبية للعاملين على مختلف المستويات والإدارات ، لتسهيل العمل أثناء الأزمات ، والحفاظ على سير العمل ، وتحقيق الأهداف والغايات التنظيمية.

الكلمات المفتاحية: القيادة الإستراتيجية، التوجه الاستراتيجي ، تخصيص الموارد ، تطوير جدارات العاملين ، فعالية إدارة الأزمات ، قطاع الضيافة الأردني.

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

Contemporary organizations operate in a rapidly changing and extremely complex environment. They also face numerous challenges through the short life cycle of products and services, strict international standards imposed, leadership failures, and rapid technological changes. The forces that hinder the functioning of organizations arising from the internal or external environment, are persistent, risky, and highly unpredictable, making organizations vulnerable to a wide range of crises.

Crises represent a source of concern and fear for many managers and leaders, because of the ambiguity and limited time for decision-making and action, they also threaten the organization's interests and goals. Organizations are trying hard to control the crisis and avoid its negative impact through crisis management effectiveness, they attempt to benefit from it, which requires an integrated system, decisive actions, monitoring trends and movements and adapting to various variables in line with the seriousness and developments of the situation. A quick, positive and effective response to a crisis helps in controlling situations, increasing market share, improving employee relations, and enhancing the public image of the organization.

Recently, there has been an emerging interest in examining the impact of strategic leadership on organizations, given its prominent role in recognizing environmental trends and changes to initiate innovative measures to identify risks, respond to crises, and achieve organizational effectiveness (Hughes et al., 2018).

Leadership is one of the main functions of a manager, which is concerned with getting work done through employees by influencing them and demonstrating enthusiasm and commitment to achieving the goals and objectives of the organization. Strategic leadership

helps the organization clearly define its direction through continuous analysis of its environment to identify any factors that might affect it, develop a strategic vision that embodies its future direction, define and deliver the mission to stakeholders, and formulate strategic goals. Strategic leadership is also concerned with the human factor and believes in its role in facing challenges and crises, by focusing efforts on developing employees' competencies at various levels, taking the opinions of experts and skilled people, and engaging them in various training programs as needed. directing their efforts towards achieving the goal. Strategic leadership plays an important role in allocating and directing resources according to needs and priorities under different circumstances.

1.2 PROBLEM STATEMENT

Organizations around the world are facing one of the most impactful global crises which are the second most impactful since World War II (UN Secretary-General, Economic Times, 2020). The impact of COVID-19 has spread to all organizations and sectors around the world, including the hospitality sector. The pandemic has paralyzed the sector as a result of an unprecedented factor, by changing business operations, having to close the airport, suspending flights and borders abroad, laying off employees, closing a number of organizations in the hospitality sector, and cancelling hotel and restaurant reservations.

According to the Jordanian Economic and Social Council (2020), work has completely stopped in all economic organizations and sectors for the period from mid-March until the end of May 2020, except for sectors essential to sustaining and preserving life, such as food and health. While the tourism, hospitality, and travel sectors are the most affected sectors in this pandemic. The hotels, restaurants, and travel agencies companies collectively occupy about 76% of job opportunities in Jordan (The Ministry of Tourism and Antiquities). According to data from the Central Bank of Jordan, Jordan's revenues from tourism income decreased by 9.80% in 2020 compared with 2019. In addition, in the first five months of 2020, the Ministry of Finance announced that the value of tax and non-tax revenues amounted to 2224 million dinars, compared to 3029 million dinars for the same period in 2019, a decrease of 6.26%.

In light of these facts, companies have been forced to take a step back and rethink strategies to adapt to the new "normal". Strategic leadership plays an important role in crisis management effectiveness, clearly defining the organization's orientations, allocating the organization's resources in a way that ensures the continuity of work according to priorities, and developing employees' competencies and training them to be effective individuals in times of crisis.

In light of this, the study problem identifies the impact of strategic leadership and its dimensions on crisis management effectiveness in light of the current crisis (Covid-19) and the resulting conditions, laws, policies, and procedures imposed on the Jordanian hospitality sector, including restaurants, hotels, and travel agencies.

1.3 STUDY QUESTIONS

This study intends to answer the question:

What is the impact of strategic leadership dimensions (strategic orientation, allocation of resources, and developing employee's competencies) on crisis management effectiveness in the Jordanian hospitality sector?

The sub-questions of the study are:

1. What is the impact of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector?
2. What is the impact of developing employees' competencies on crisis management effectiveness in the Jordanian hospitality sector?
3. What is the impact of allocation of resources on crisis management effectiveness in the Jordanian hospitality sector?

1.4 STUDY PURPOSE AND OBJECTIVES

The main purpose of the study is to examine the impact of strategic leadership practices on crisis management effectiveness in the Jordanian hospitality sector in Amman.

More specifically, the present study seeks to achieve the following objectives:

- 1) To examine the impact of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector in Amman.
- 2) To examine the impact of the allocation of resources on crisis management effectiveness in the Jordanian hospitality sector in Amman.
- 3) To examine the impact of developing employees' competencies on crisis management effectiveness in the Jordanian hospitality sector in Amman.

1.5 SIGNIFICANCE OF THE STUDY

The importance of the study could be conceptualized and encapsulated in practical and theoretical significance as follows:

1.5.1. Theoretical significance:

The study examined the impact of strategic leadership on crisis management effectiveness in the Jordanian hospitality sector. It also examined the impact of strategic leadership dimensions (strategic orientation, allocation of resources, and developing employee's competencies) on crisis management effectiveness in the Jordanian hospitality sector. The study also adds to literary libraries and enriches the social sciences by addressing this subject, in the hope that it will be a reference for future studies.

1.5.2 Practical significance:

The study sought to help improve effective crisis management in the Jordanian hospitality sector, especially since the Covid-19 crisis has severely and negatively affected this sector from the beginning of 2020 until now. The study recommended, based on the results, that leaders and administrations should develop training programs to manage crises effectively for all workers in the Jordanian hospitality sector organizations at all levels, as it was found that these organizations do not give this aspect high importance. The study can also benefit strategic and executive leaders to effectively manage crises in the target sector.

1.6 STUDY HYPOTHESES

The study hypotheses were built based on the study title “The Impact of Strategic Leadership on Crisis Management Effectiveness: The Case of the Jordanian Hospitality Sector”. Accordingly, **the main research hypothesis (H0) is:** There is no significant impact at a significant level ($p \leq 0.05$) of strategic leadership and its dimensions (strategic orientation, allocation of resources, and developing employee’s competencies) on crisis management effectiveness in the Jordanian hospitality sector.

Sub-Hypothesis:

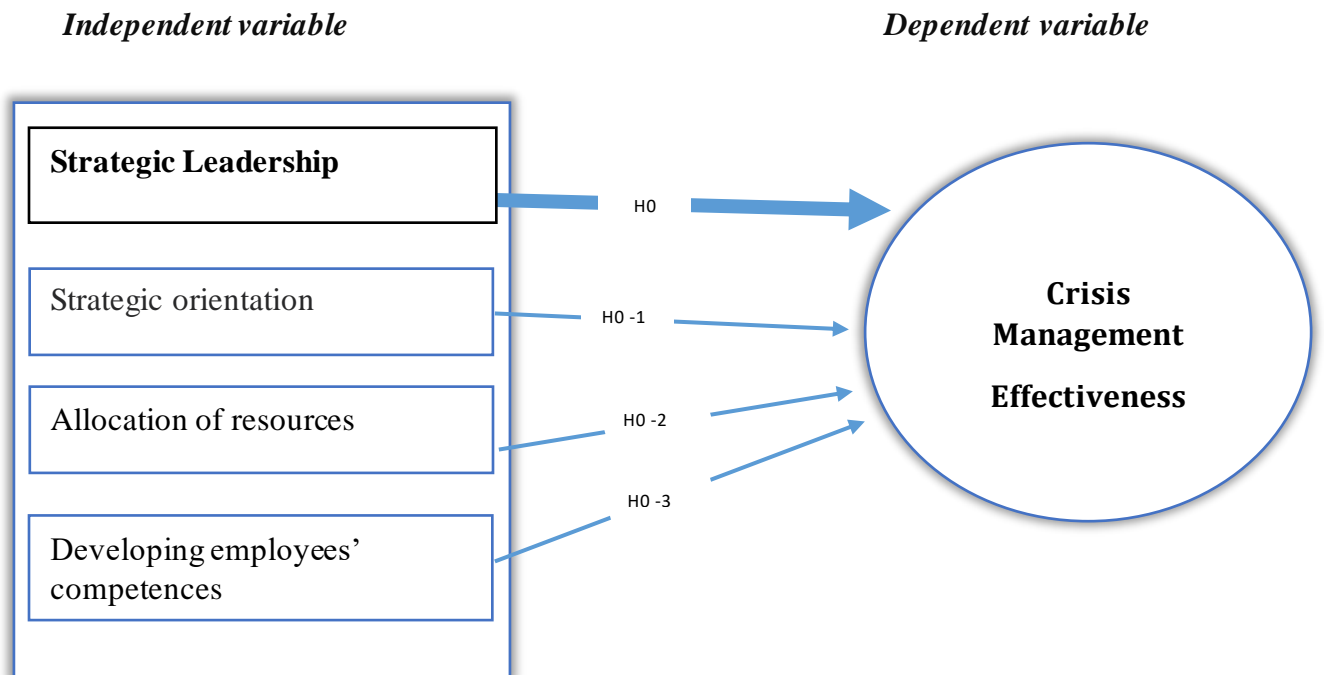
H0-1-There is no significant impact at a significant level ($p \leq 0.05$) of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector.

H0-2-There is no significant impact at a significant level ($p \leq 0.05$) of the allocation of resources on crisis management effectiveness in the Jordanian hospitality sector.

H0-3-There is no significant impact at a significant level ($p \leq 0.05$) of developing employee’s competencies on crisis management effectiveness in the Jordanian hospitality sector.

1.7 CONCEPTUAL FRAMEWORK

Figure 1: The Model of The Study.



Strategic leadership sources: prepared by the researcher based on previous research (Al-Thani & Obeidat, 2020; Samimi et al., 2020; and Hitt et al., 2005).

Crisis management effectiveness sources: prepared by the researcher based on previous research (Maresh et al., 2021, Al-Thani & Obeidat, 2020; and Bhaduri, 2019).

1.8 OPERATIONAL DEFINITIONS

- 1- **Strategic Leadership:** the practices of executives in determining the directions of organizations in the future and keep them able to adapt to the rapidly changing environment, allocating resources according to the priorities and needs of organizational departments, influencing employees, and developing their competencies to achieve desired goals.
- 2- **Strategic orientation:** the organization's desire to achieve future success through continuous environment analysis, formulation of vision, mission, and organizational strategic goals.
- 3- **Allocation of resources:** It is the process of the organization financing its departments with economic resources (natural resources, human resources, and capital goods), according to priorities to meet the needs of the organization and achieve its goals.
- 4- **Developing employees' competencies:** The set of abilities, skills, knowledge and behaviors owned by employees that can be identified, measured, and developed to perform their jobs effectively.
- 5- **Crisis management effectiveness:** It is an administrative approach that dealing with crises and trying to predict them and setting plans to deal with them during the occurrence of the crisis and after its end, recover from it, resume activity and work, and learn from the crisis, in a manner that ensures maintaining the achievement of goals.

1.9 SCOPE OF THE STUDY

Scope: This study dealt with the impact of strategic leadership and specific dimensions linked to strategic orientation, allocation of resources, and developing employees' competencies on crisis management effectiveness.

Place: The study was limited to business organizations operating in the hospitality sector in the capital of Jordan, Amman.

Human limitations: the study considered the shared experiences of the board of directors, CEO, and participants from middle management.

Time bounded and duration: The study was conducted during the academic year 2021/2022.

CHAPTER TWO: LITERATURE REVIEW AND PREVIOUS STUDIES

2.1 STRATEGIC LEADERSHIP

2.1.1. Introduction

Leadership is one of the management essential functions, through which organizational goals can be achieved and outperform competitors (Pitelis & Wagner, 2019; Samba et al., 2018; Al Thani & Obeidat, 2020). Organizations thrive through leadership. Creative leaders can make decisions and face challenges in difficult and unprecedented situations (Jad, 2012; Abu Mostafa et al., 2021). It is an old discussion topic. Many philosophers have discussed it, such as Socrates, Aristotle, Plato, Caesar, and others, yet leadership is still a subject of vigorous debate by today's scholars (Norzailan et al., 2016; Abu Mostafa et al., 2021). Today's world needs people who can realize and develop a future orientation for their organizations. Strategic leaders have many attributes by which they can be distinguished in an organization: they develop and adjust the vision and orientation, deliver it to all stakeholders, implement it, allocate resources to departments and evaluate results after that (Asif & Basit, 2020).

In the last decades, companies have witnessed many rapid and successive changes in the last quarter of the twentieth century. As a result, strategic leadership has become a more important topic for professionals, whether individuals or companies and has dominated all disciplines and industries at various international and local levels. (Abu Mostafa et al., 2021). Strategic leadership focuses on strategic leaders who represent the senior management team in the organization and represent the dominant alliance (Al Thani & Obeidat, 2020). they are also concerned about dealing with the organization's strategic decisions and not the operational or daily decisions (Aslan, et al., 2011; Al Thani & Obeidat, 2020).

2.1.2 Strategic leadership definition

Before starting with the strategic leadership definition, we must first begin with the general and comprehensive concept of leadership. Leadership is defined from several directions, which can be defined by behavior, characteristics, relationships, profession, communication habits, authority, and work (Ali & Anwar, 2021). It is defined as the ability to predict the future, support subordinates, and direct efforts toward achieving goals (Lee & Welliver, 2018). Leadership is thought to have an effect not only on people but also on groups and the organization as a whole (lee & Welliver, 2018); by the differentiated and coordinated activities of these people and organizations, leadership allows followers to be inspired and succeed and stimulate the achievement of organizational goals (Alseiari et al., 2019). Jaradat & Mashhour (2017); Jaleha & Machuki (2018) indicated that leadership influences others to achieve the goals of the group and the organization so that they achieve those daily and routine decisions related to collective goals are implemented voluntarily. The strategic leadership concept focuses on the role of the strategic leader in creating an appropriate organizational climate and environment to achieve strategies at a high level of competence (Alzoubi & Jaaffar, 2020). It is an advanced concept of traditional leadership, which takes precedence and the ability to imagine the future, build resilience, and support individuals to achieve the required strategic change (Jad, 2012). This was supported by Jaleha & Machuki (2018), indicating that strategic leadership expresses the ability of those with experience, wisdom, competence, and vision to develop and implement plans in light of the complex and ambiguous environment. Other researchers define strategic leadership as shaping the vision of the future and conveying it to subordinates and motivating them to reach organizational goals (Abashe, 2016). Hussein (2021) support this, adding that strategic leadership creates a system and environment that supports participation, works for continuous development, strives for growth, and supports organizational learning for individuals and groups. Strategic leadership is a dynamic process that includes planning, strategic thinking, and innovation to develop the organization's activities and benefit from its capabilities effectively and efficiently to achieve its goals in unconventional ways and change systems and procedures to suit the organization's goals and status (Finkelstein, 2006; Abu Mostafa et al., 2021).

Rothaerment (2015) states that strategic leadership represents executives' method of influencing others to achieve the goals and objectives of the organization (Priadana et al., 2021). Lear (2020) adds that strategic leadership lays the groundwork for change that will create a competitive advantage for the organization in the future (Jahandoost et al., 2021). Strategic leadership is the leader's ability to think strategically in leading his team members and thus represents the leader's interaction with his subordinates (Ramos & Ellitan, 2021). It is the creation of strategy by forecasting and analyzing the internal and external environment, implementing the appropriate strategy at the right time, and evaluating and adopting appropriate behavior (Jahandoost et al., 2021).

2.1.3 The importance of strategic leadership

Strategic leadership links operational leadership tasks in the short term with long-term strategic direction (Jaleha & Machuki, 2018). Strategic leadership creates meaning and purpose for the organization through the vision and mission consistent with goals and strategies. It enables leaders to understand the organizational environment better, influence the organization's culture, allocate resources, direct policy, and build consensus around the future. (Boin & Kuipers, 2018).

Palladan, (2016) indicate that effective leadership can achieve creativity and innovation in the organization and obtain effective performance through recruitment, selection, promotion, training, and development policies for workers, training them, and improving their skills and competencies. Al-Hussein (2021) adds that strategic leadership is essential, as it is an essential source of creativity and breaking the organizational deadlock due to the creative cognitive capabilities and future vision that it possesses, as well as its pivotal role in managing crises and challenges and finding creative and innovative solutions to them. Strategic leadership is one of the leading methods appropriate to the current dynamic environment in light of enhancing organizational effectiveness (Najm & Al Nuaimi, 2012; Al Thani & Obeidat, 2020). The lack of good leadership often leads to a lack of motivation for individuals and employees to perform their duties effectively and innovatively, thus reducing their ability to face crises (Al-Thani & Obeidat, 2020).

According to Boal & Hooijberg (2000) the central objective of strategic leadership is to strengthen and expand the organization's ability to absorb and adapt. Strategic leadership

practices are also crucial for organizations. They enable strategic leaders to see the organization's vision, mission and strategies, and culture and better understand its changing environment (Al Thani & Obeidat, 2020). In addition, conscious and wise strategic leadership works to rationalize the behavior of individuals, mobilize their energies and capabilities, organize their affairs, direct them in the right direction, and coordinate their efforts toward achieving goals and objectives (Abu Mostafa et al., 2021).

2.1.4 The role of strategic leadership

Strategic leadership plays a vital role in organizations operating in a dynamic business environment (Abu Mostafa et al., 2021) and in formulating and implementing strategies and achieving success for organizations by making effective decisions and determining ways to conduct the performance. Strategic leadership provides flexibility for the organization to adapt to the needs of circumstances and strategy. Therefore, leadership plays a vital role in an organization's success; we can say that strategic leadership transforms an organization into a thriving organization through appropriate strategies (Jabbar & Hussein, 2017). Strategic leadership is essential in setting the organizational structure, directions, and strategies. It is related to the organization's top management (Jaradat, 2017).

The strategic role in leadership enables the leader to develop a long-term strategy and define goals to fit the organization's vision, develop plans and required actions, and provide direction to the organization to achieve the desired vision. The leader develops the ability to solve problems quickly through acumen and cunning and creates a new leadership style. Strategic leadership raises the role of mobilizing organizational resources, motivating others, building trust between them, creating positive feelings and culture, and directing it towards the organization's vision (Al-Thani & Obeidat., 2020). Also, strategic leadership represents the engine of change in the business environment dynamism; it has a vital role in developing the talents and skills of workers by creating a culture of talent development, encouraging innovative ideas, providing appropriate training programs, empowering employees, and giving them some responsibilities. (Leea & Parkb, 2019).

Strategic leadership has a crucial role in developing the organization's activities and benefiting from its capabilities efficiently and effectively to achieve organizational goals in unconventional ways that depend on changing procedures and systems (Finkelstein, 2006; Abu Mostafa et al., 2021).

Strategic leaders influence organizations through the decisions they make. Thus, leaders at higher levels of the organization make important decisions such as significant resource allocations and responsibilities that can have lasting and significant repercussions on the organization (Abu Mostafa et al., 2021).

The leadership role begins with defining the strategic plans up to their implementation and evaluating them in line with achieving the vision and mission of the organization. Therefore, the role of strategic leadership lies in implementing the strategies effectively through a strategic leader who directs the members and giving them the necessary instructions to carry out their duties to achieve the desired goals (Ramos & Ellitan, 2021).

2.1.5 Characteristics of strategic leadership

The characteristics of strategic leadership are: being involved in change, i.e., being active in communicating change, having a vision for change accompanied by a sustainable ability to implement change. In addition to encouraging positive and independent change in behavior, allowing others to do the same, and having the courage to take risks (Priadana et al., 2021).

2.1.6 Strategic leaders

Thinking strategically and differently is essential for modern leaders regarding their role, capabilities, and how to improve themselves to lead their organization to long-term success. Strategic leaders are distinguished from other leaders by being results-oriented and their ability to communicate and relate to those around them. As they are rare in organizations, indicating that they are a synergistic fusion between the visionary leader and the administrative leader, they work to discover the main things and create the appropriate conditions in the organization (Abashe, 2016).

Asif & Basit (2020) describe the strategic leader as. First, his ability to think about the system is what distinguishes him from other leaders so that he maintains a comprehensive view of the business from beginning to end, including the value chain and network channel and his interrelationship with other functions in the organization, which can understand the dynamics of the internal and external relationship between stakeholders. Second, he is a goal-driven strategic thinker with a sense of tomorrow and destiny. Third, he is an intelligent opportunist, i.e., he is constantly evaluating his strategies to adapt to complex, uncertain circumstances (Asif & Basit, 2020). Al-Ta'i & Al-Kubaisi (2016) describe leaders as inspiring a shared vision, providing direction, building consensus, and promoting necessary changes in procedures and beliefs to achieve the organization's goals (Al-Thani & Obeidat, 2020). Finally, Nanus (1992) pointed out that leaders' enjoyment of insight and the ability to express the vision provides a bridge between the present and the future of the organization, to set performance standards effectively and draw the appropriate amount of staff energy and level of commitment (Asif & Basit, 2020).

Senior and strategic leaders are responsible for understanding the organization's environment and foreseeing the future because they are the key people who look to the organization's future directions that push their employees to move in the same direction (Marriott et al., 2014; Abashe, 2016). Strategic leaders see the organization as it should be, not what it is. They participate in envisioning the future and participate in shaping the future culture. They think outside the box and use information creatively (Asif & Basit, 2020). Prominent strategic leaders are those CEOs who focus on strategy and the behaviors that are important in implementing strategies effectively (Bowers et al., 2017; Carter & Greer, 2013; Al Thani & Obeidat, 2020). The literature on strategic leadership assumes that leaders at the highest levels bear full and overall responsibility for the organization's performance (Asif & Basit, 2020). According to the indicators of the of Burns, (2008) as cited in Muljani et al. (2019), there are several skills that a leader must possess, such as having insight, the ability to think strategically, clarify ambiguity and environmental uncertainty, and the ability to manage change and resolve conflicts and crisis facing the organization. In addition to his ability to communicate, motivate,

influence informally, build trust and cohesion, form relationships, and be flexible but consistent and assertive but fair (Ramos & Ellitan, 2021). leader uses five basic rules to achieve his goals, which are legitimacy, coercion, reward, experience, and judgment, meaning that he depends on his position and his authority to punish, control, reward, and his experience and knowledge in achieving the desired goals (Ali & Anwar, 2021).

2.1.7 Strategic leadership dimensions

- Strategic orientation

As previously discussed in the research, strategic leadership is defined as a process that affects the direction and vision of the organization through the relationships between the leader and his followers. Therefore, leaders must define the organization's vision, trends, expectations, and orientations (Al-Thani & Obaidat, 2020). The strategic oriented guides organizations like a compass that guides the organization. In this light, it determines its future strategies at various departments and administrative levels, so the strategic orientation aims to set goals and objectives of the organization and its basic procedures within the whole, unified and comprehensive (Faraj Allah et al., 2018). According to Jaradat & Mashhour (2017), the benefit of the long-term plans, setting directions, visions, and missions is to provide a guideline to work, make decisions, coordinate activities, set priorities, manage conflicts, focus on long-term plans, and motivate employees also to control performance.

Strategic orientation has emerged as a critical field for commercial organizations in the new global economy. Various scientific domains, including management, technology, marketing, and entrepreneurship, have drawn attention to strategic orientation (Didonet et al., 2020; Hakala, 2011; Heet al., 2020; Morshidi et al., 2021). Strategic management has developed a corpus of work that identifies and comprehends firm-level strategic orientations across sectors (Moore, 2005; Avci et al., 2011).

Strategic orientation is a well-thought-out notion commonly used in business literature to improve corporate performance (Mamun et al., 2018; Morshidi et al., 2021). Strategic Orientation research has steadily evolved during the last 30 years. Strategic Orientation

studies are still essential and evolving in several orientations, whether alone or in combination with other orientations (Fahim & Baharun, 2017; Morshidi et al., 2021). Recent studies reveal that numerous definitions of strategic orientation exist, but the goal of strategic orientation remains the same, whether it is to enhance or reach better performance (Ogbari et al., 2018). It confirms to Dess et al., (1993); Avci et al., (2011), strategic configurations or orientations are commonly used by researchers to investigate the relationship between corporate strategy and performance (Dess, et al., 1993; Avci et al., 2011). Strategic Orientation is described by Narver & Slater (1990) as the strategic direction applied by a corporation to develop behaviors favorable to the business's continual outstanding performance. An organization adjusts to its external (industry/competitive) environment is referred to as strategic orientation (Miles & Snow, 1978; Mintzberg, 1973; Avci et al., 2011). Clarifying the organization's mission and vision, identifying strategic goals, and developing a strategic plan are all strategic directions. Defining a strategic orientation entails creating a long-term vision for the organization's future that motivates and empowers followers to construct effective organizational designs and gives leaders the capacity to motivate and enable their followers. They all collaborate to help the organization thrive (Kitonga, 2017; Al Thani & Obeidat, 2020).

An ineffective organization cannot achieve its goals due to a chaotic environment caused by a vague and unclear vision. Empirical studies show that all influential strategic leaders have a strategic vision that enables them to see the future and see the position of companies in the next five to ten years and achieve superior performance before their competitors. Thus, the quality of vision of a strategic leader is one of the most valuable assets of an organization (Asif & Basit, 2020).

Allocation of resources

Organizations today work in an environment of scarce resources. Conflicts usually arise among individuals and organizations due to the lack of resources. Organizations' resources are generally divided into three main sections, according to Thomas et al. (2018):

1. Tangible resources (including equipment, land, money, etc.)

2. Human resources (includes work and employees and their experiences, skills, and motivation)
3. Intangible resources (including technology, intellectual property rights, inventions, etc.).

Organizations compete to obtain skilled employees, modern technology, and suppliers to offer inputs to their operations due to the relative scarcity of resources. Therefore, organizations require strategic leaders capable of providing the necessary resources in a complex, competitive environment and exploiting them, and brilliantly exploring new opportunities and possibilities (Wang, & Wang, 2021). Maritan & Lee (2017) indicated that successful leadership is linked with efficient and effective means of allocating and directing resources to support organizational performance and minimize the impact of external crises.

Research on strategic leadership began in the late 1960s, and the allocation of resources is central to strategic management. However, there is not much literature on allocating various resources (financial, material, human and technological). Organizations' business strategies include goals and objectives and resources needed to implement the goals. Ansoff stresses that the allocation of resources is an essential component of the strategic plan (Maritane & Lee, 2017).

- Developing employees' competences

There is no doubt that the success of organizations in a competitive environment requires the organization's success in exploiting its competencies (Mistarihi, 2021). Research indicates that one of the essential methods of professional development in organizations is to improve the performance of employees and the organization as a whole; by supporting and empowering workers, developing their skills, motivating them to work together, involving them in developing policies, and making decisions, and motivating them financially and morally (Irtameh, 2018). Competencies are defined as the cross-functional integration and coordination of capabilities (Thomas et al., 2018).

Human resources are undoubtedly one of the essential success elements in businesses. The quality of human resources determines the enterprise's success in all areas. As a result, managers and leaders mustn't assure just the right number of employees at the right time and place but also the right quality of people with the required talents, skills, and competencies. Therefore, competencies have become the most critical measure of human resource quality, and they should be incorporated into every organization's skill development initiative (Gruber et al., 2015). The primary purpose of developing employees' professional competencies is to assist people and businesses in completing specific duties and tasks (Ubushayeva et al. 2020). The selection of applicants considers soft skills and a core competency associated with a particular job, which includes qualities, talents, and attitudes. In the language of HRM professionals, individual characteristics that correspond to the stated business culture and contribute to high efficiency are referred to as competencies.

The word "competency" defines the capability to complete or conduct a person's ability to work, including professional competence, innate abilities, and behavior (Teodorescu, 2006; Armstrong & Taylor, 2014; Gruber et al., 2015). It's a term related to work that a person is qualified for. Those who satisfy the performance requirements are eligible for the position. (Dlugos & Samolejova, 2014). The concept of competence includes either a person's quality, skills, abilities, or knowledge, and also expressed competence as the specific ability to perform actions effectively in a field and includes knowledge of narrow topics, ways of thinking, skills of a particular subject, and an understanding of responsibility for actions." (Ubushayeva et al., 2020). Competency is a type of behavior (an action or a series of activities) defined by high-performance levels in any field of endeavor. (Gruber et al., 2015).

Ubushayeva et al., (2020) mentioned that the professional competencies of an employee in a particular management system express the ability of employees to act according to specific standards and personal characteristics and qualities that make it possible to achieve results in a particular activity. According to Joannert et al. (2004); Pruneau et al., (2013), the concept of competency is defined broadly as a set of cognitive and metacognitive

resources and practices (such as know-how, how to act, how to monitor, control and improve strategies); temporal (regulation of related time); conative (motivation to act); physical; social as calling experts; spatial (effective use of space); material (use of a tool); and practical. Competencies represent the conditions for successfully transforming a business strategy into reality, which improves employment in concrete business functions (Dlugos & Samolejova, 2014). In reality, competence indicates what an employee can transform into the required outcomes. A competent worker possesses the necessary talents, attributes, knowledge, experience gained through practice, and skills. Is sufficiently motivated and stimulated to engage in the appropriate behavior and activities while expending the required energy is permitted to engage in the desired behavior and activities (authority) in the given context, and who is willing and capable of accepting responsibility for their actions (Dlugos & Samolejova, 2014).

2.2 CRISIS MANAGEMENT

2.2.1 The concept of the crisis and crisis management

A crisis is defined as an event or situation that leads to a sudden and unexpected change in the planned results and goals that are to be achieved, hindering the organization's progress, growth and development, and crises may lead to the deterioration and collapse of the entire organization (Fener & Cevik, 2015). Harahsheh et al., (2021); Al-Dabbagh, (2020) define it as a sudden situation that occurs in a short period that leads to instability of the organization and threatens its interests and goals. It requires making an appropriate decision in light of fear, tension, and anxiety to confront and overcome the crisis. They are interconnected, intertwined, and complex, and the multiplicity of factors and elements associated with them (Al-Juhmani, 2017). On the other hand, crisis management is defined as bringing about change in proportion to the environmental conditions to adverse the adverse effects associated with the crisis and trying to control it (Srblijnoet et al., 2020). From Al-Dabbagh's point of view (2020), crisis management is a process of pre-planning for unexpected events, developing strategies and a set of appropriate and expected scenarios, and proposing appropriate solutions to reduce potential harm to the organization.

In today's fast-paced corporate environment, the crisis is unavoidable. In today's corporate environment, rapid organizational change, shifting economic situations, people issues, unforeseen technical advances, and political consequences contribute to insecurity. Crisis management refers to the acts of managers who have risen to power in response to problems such as defective manufacturing, a shortage of raw resources, poor quality, and poor marketing. On the other hand, Mitroff describes crisis management as a sequence of internal links or oversight about crises that may constitute a threat to the primary processes, employees and managers, and organizations' external environment. (Fener & Cevik, 2015). According to Can (1992); and (Fener & Cevik, 2015), crisis management is how an organization strives to adopt and use the required safeguards to overcome a crisis with minor damage. This process has five stages: (perceiving crisis signals, preparedness for crisis and protection; taking crisis under control; shifting to a normal state; and learning and assessment stage).

Crisis management is a specialized method that aims to foresee occurrences that may disrupt critical future relationships. In dangerous situations, managers endeavor to fulfill their objectives at an acceptable cost. Organizational managers strive for balance at the lowest possible cost. (Cener, 2007; Fener & Cevik, 2015).

2.2.2 The importance of crisis management

Some organizations believe it is unnecessary to anticipate, plan, and prepare in advance for a crisis. Therefore, do not attach sufficient importance to crisis management; from their point of view, crisis management represents high costs for an organization. Others justify it as a financial loss, and spending on it may waste available market opportunities. (Al-Hussein, 2021). However, crisis management is a vital factor for the success of organizations in an unstable and changing environment, as it provides managers and leaders with the skills, methods, and capabilities necessary to make decisions in light of tension and pressures caused by crises (Maresh et al., 2021), crisis management provides organizations to work on modern approaches such as the flexible response approach in facing crises, building awareness and commitment to the selected approach.

One of the variables that influences crises are the environment. If a crisis isn't effectively handled or controlled, it will spiral out of control, resulting in a chain of crises. In this respect, crisis management necessitates quick and effective decision-making and swift rectification of errors. According to Cener, (2007), crisis management aims to: identify the sorts of crises that may influence decision-makers and, provide them with information on the crisis process, assist managers in recognizing and assessing a crisis, teach managers how to create crisis escape plans using a variety of strategies, and to provide managers with the required qualifications for the most effective crisis management possible. Furthermore, Fener & Cevik (2015) mentioned elements for crisis management, namely: forming a crisis management team and working with professional advisors, then developing a crisis management plan, providing training and consulting, and knowing labor laws, and indicates that the team must consist of specialized people and not be crowded (Fener & Cevikb, 2015).

2.2.3 Crisis management stages

Some researchers classify the stages of crisis management into five stages (Hussein, 2021; Alzoubi, 2020; Bhaduri, 2019; and others) as follows:

1- Detecting warning signals:

A crisis sends messages before they occur as a warning signal. Leaders can avoid these crises by sensing them before they happen and thus taking appropriate measures and avoiding the consequences of horrific crises. Still, it is not easy for leaders to detect these signals because they receive many Alarm notifications for various things at once.

2- Preparedness and prevention:

Once warning signals are detected, the organization must direct its various efforts through systematic and scientific planning on effective communication, preparing a special crisis team, creating some scenarios, training and empowering employees, directing and allocating resources, discovering weaknesses, and dealing with them before the crisis strikes, analyzing the situation and all the procedures and methods that will be followed in the crisis.

3- Damage Containment:

Containing the damage and harmful effects resulting from the crisis as much as possible to prevent its impact on the organization and reduce losses to the maximum possible extent by isolating the crisis to prevent it from spreading to the rest of the organizational entity.

4- Restoring activity (recovery):

At this stage, leaders are trying to restore operations and activities to their previous state after the crisis ends and to the level at which they were; this stage requires leaders who possess the managerial and technical talent and capabilities and significant financial support through long- and short-term plans.

5- Learning:

At this stage, the organization benefits from its and the other organization's experience after the crisis; they learn from it and evaluate and analyze performance to develop a better crisis management process and experience. Learning is a continuous process that is not done once, and few organizations drop this concept.

2.3 RELATION BETWEEN STRATEGIC LEADERSHIP AND CRISIS MANAGEMENT EFFECTIVENESS.

Organizations work in a complex and risky environment, in which researchers agree that crisis management has become a basic approach for organizations to be able to survive (Zamoum & Gorpe, 2018; Alonso-Almeida et al., 2017). Organizations need influential leaders and strategies and available resources in the correct quantity and time to ensure continuity of work in business organizations (Harris et al., 2017; Bundy et al., 2017). Ragies (2018) states that crisis management has become one of today's main strategic leadership tasks, functions, and duties. Thus, facing crises represents an applied example of the dynamics of the strategic leader in the face of changes. Strategic leadership has a vital role in environmental uncertainty. Therefore, organizations that adapt to conditions remain in the market and competition (Thomas et al., 2018). Some studies, including those (Alayoubi, 2020; Al-Thani & Obaidat, 2020), concluded that strategic leadership is a necessary pattern in organizations that seek to maintain a stable position in crisis management and aspire to grow and continue in the future, and studies add that the complexity and tension of the crisis impose the need Constant and continuous search for modern methods and tools that make organizations ready in the face of crises and able to manage them effectively and achieve the least possible losses.

Leadership with strategic orientation is one of the essential requirements for success in crisis management. Therefore, strategic leadership is essential to maintaining stability and building an integrated system in crises. In addition, it provides strategic plans and potential scenarios to deal with crises based on the capabilities and available resources of organizations (Rathore et al., 2017).

The standards of achievement for crisis management begin with leadership. It has a vital role in crisis management (Fener & Cevik, 2015) mentions qualifications of leading managers in crisis management are: (the ability to maintain a high level of coordination throughout the crisis management process, the capacity to recognize and respond to crisis signs, ability to Prepare for a crisis and protect yourself against it, capacity to supervise the

crisis management procedure, efficient decision-making, the capacity to employ force, the capacity to return to normalcy, ability to create and execute a crisis management strategy, the ability to plan and coordinate a crisis management situation, throughout the crisis management process, the ability to learn and analyze, and ability to keep everyone informed during the crisis management process). Crisis environments require immediate decisions to be taken and implemented. Consequently, Crisis management requires visionary leaders. In the modern world, managing a leader involves anticipating the future, setting realistic visions and goals for the organization's future, and motivating people to achieve them (Fener and &, 2015). Leaders direct employees and teams towards achieving goals, and they have a vision and direction that enables them to see the modern world, anticipate the future, set goals, create resources, direct the path, make decisions, and motivate employees and individuals in times of crisis.

2.4 THE ROLE OF STRATEGIC LEADERSHIP DIMENSIONS ON CRISIS MANAGEMENT

Organizations reduce the negative impacts of crises through effective leadership, coordinated teams, and motivated employees (Madu, 2012). Strategic leadership and its dimensions play an important role in bringing about the necessary changes in crises, as the strategic direction is based on forecasting and anticipating the future, setting a clear vision and message, and defining goals and objectives in the light of the strategic direction (Al-Thani and Obaidat, 2020). Al-Thani and Obaidat (2020) add that human capital development and training of human capital have a vital role in managing the necessary change in crises. It will activate their initiative and creativity and make them effective partners in work. There is no doubt that all this occurs in a supportive organizational environment and a culture based on positive values and beliefs that support directing efforts towards achieving goals. Flexibility and creativity are also critical leadership competencies in the disclosure stage in crisis management (Bhaduri, 2019).

Carrying out a vulnerability analysis, future thinking, analyzing and managing risks, creative problem solving, decision making, technical and math abilities are only a few of

the competencies needed to succeed in the adaptation activities and situations (Pruneau et al., 2013).

2.5 PREVIOUS STUDIES

1. A study conducted by Maresh et al., (2021) entitled "**Factors Affecting Crisis Management: A Systematic Review and Synthesis of Future Research.**" The study aimed to provide a comprehensive review of the literature on the factors that affect crisis management. The study adopted the qualitative approach. The study included 223 studies from various research approaches affecting crisis management and 40 studies out of 233 dealt with leadership and its relationship to crisis management. The study provided an open vision for academics and researchers on the main areas of crisis management that were investigated through previous studies. The study contributed to a comprehensive understanding by highlighting what has been achieved and what needs to be done about crisis management.
2. A study carried out by Morshidi et al., (2021) titled " **Strategic orientation and organizational commitment on co-operative performance in Malaysia: a conceptual framework.**" The study aimed to research the subject of strategic orientation and job commitment and their impact on cooperative performance in organizations as one of the main topics among practitioners and academics in the field of business and to define a comprehensive model of strategic direction and job commitment in the difficult economic business environment. The study relied on a wide literature presentation and conceptual modelling of empirical validation processes. The study examined the components of strategic orientation (Entrepreneurial Orientation, Market Orientation, and Educational Orientation) and linked them to performance. Research work in this area is minimal despite its importance. The study resulted from a positive relationship between strategic orientation and collaborative performance.
3. A study carried out by Murad et al., (2021) titled "**Crisis Management Strategies in Jordanian Hotel Industry**". The study aimed to identify five-star crisis management strategies in hotels in Jordan and to present new ideas about crisis

management in Jordanian hotels. The study collected data from 50 managers of the target sample. Self-administered questionnaires were distributed to the target sample, and the study used SPSS to test hypotheses and analyze data. The results showed that the strategies used by organizations in crisis management are confrontation and response strategies, so they showed that the variable path strategy is the most common.

4. A study carried out by Kaushal & Srivastava (2021) titled "**Hospitality and tourism industry amid COVID-19 pandemic: Perspectives on challenges and learnings from India**" The study aims to investigate the outbreak of the current disease crisis and identify the main challenges facing the tourism and hospitality industry in light of the Covid-19 crisis and to research in the vital learning of the industry. The study was based on a qualitative method for collecting data through e-mail interviews to maintain social distancing practices in light of the crisis. An insight of the interviews was conducted with 15 participants in senior positions where the content of the responses of these interviews was analyzed.
5. A study conducted by Al-Thani & Obaidat (2020) titled "**The Impact of Strategic Leadership on Crisis Management**" The study aimed to identify the impact of strategic leadership on crisis management in one of the Qatari organizations in Qatar. The study relied on multiple regression analysis to test the study hypotheses and used questionnaires to collect the data. The study indicated a statistically significant impact of strategic leadership practices in all its dimensions on crisis management. The study recommended that the researched organization focus on environmental prediction to manage crises better.
6. A study conducted by Al-Zoubi & Jafar (2020) entitled "**Leadership Styles, Crisis Management and Hotel Performance: A Conceptual Perspective of the Jordanian Hotel Sector**". The study aimed to propose a comprehensive conceptual framework to develop an improved theoretical and methodological logic dealing with the role of crisis management in leadership and hotel performance, and hotel assistance. The study adopted the descriptive approach, quantitative approach, and the mediating effect. The structured questionnaire was

used to collect data from hotel managers in Jordan. The study confirmed the results of previous studies, a positive relationship between leadership and organizational performance, and a positive relationship between leadership and crisis management, which positively affects organizational performance.

7. A study carried out by Alayoubi et al., (2020) titled "**Strategic Leadership Practices and their Relationship to Improving the Quality of Educational Service in Palestinian Universities**" The study aimed to identify the impact of strategic leadership practices in improving the quality of educational service in Palestinian universities in Gaza. The research adopted the descriptive-analytical method; questionnaires were distributed to 177 employees from the targeted universities. The results showed that there is a strong, statistically significant relationship between strategic leadership practices, which are: (strategic orientation, investment of strategic capabilities and talents, human capital development, strengthening organizational culture, focusing on ethical practices, implementing balanced organizational control) on improving the quality of educational service.
8. A study conducted by Leea & Parkb (2019) entitled "**Crisis Management Leadership and Organizational Culture Improvement: The Case of POSCO M-TECH in the Republic of Korea.**" The study aimed to investigate the leadership and organizational culture that helps overcome crisis management and investigate how the leadership of crisis management works in a natural work environment and its impact on the organization's financial performance and traces its history from its inception until 2019. The study is based on a descriptive and historical approach to studying crisis management leadership and improving organizational culture. The research represents a case study for POSCO M-TECH in the Republic of Korea. The study recommended clearly defining strategic directions and areas for the researched establishment to structure the crisis and identify an expert team for crisis management and deal with it.
9. A study conducted by Alseiyari et al., (2019) entitled "**Tourism Destination Competitiveness in UAE: The Role of Strategic Leadership and Strategic**

Planning Effectiveness.” The study aimed to identify the role of strategic leadership and strategic planning effectiveness on the UAE tourism industry's sustainability. The study adopted a quantitative approach and used a questionnaire to collect the data. The study contributes to improving the competitiveness of the organizations in the selected sector in the United Arab Emirates; the study found a positive effect of strategic leadership on the TOC among workers. The study recommends establishing more projects and activities to promote sustainable livelihoods among leaders and employees.

10. A study carried out by Bhaduri (2019) titled "**Leveraging culture and leadership in crisis management.**" This study aimed to discover the relationship between organizational culture, leadership, and crisis management. And reconciled leadership, culture, and crisis management in each stage of crisis management. The study relied on the qualitative approach and previous literature. The study resulted from proposing five research propositions based on the stages of crisis management. The study recommends further research on how demographic changes and technology affect organizational culture, leadership, and crisis management.
11. A study carried out by Garcia et al., (2018) titled "**Dynamic resource allocation and coordination for high-load crisis volunteer management.**" The study addressed allocating different resources and tasks to volunteers under high load and pressure conditions. The study developed a general programming framework for mixed integers to model these problems. The feasibility of the study approach was checked through a large set of computational experiments. The study results indicated that the model has the potential to find solutions in short amounts of time for problems with a broad range of characteristics. In addition, Optimal reallocation of resources can be done very quickly even in a large change in requirements cases. The study built its model based on one of the most important aspects, which is the need to respond quickly and accurately to changes when crises occur and addressed the issue of resource allocation in a depth and accuracy way.

12. A study carried out by Rathore et al., (2017) titled "**The Influence of Leadership Styles on Employees Performance under Perceptions of Organizational Politics: A Study of Telecom Sector in Pakistan**" The study aimed to investigate the effect of the relationship between leadership styles and employees' performance and to identify the mediation effect of organizational policies between leadership styles and employees' performance in the communications sector in Lahore, Pakistan. The study relied on positive and deductive research. Two hundred forty-nine valid questionnaires were analyzed out of 360 questionnaires distributed to the targeted telecommunications companies. The study resulted from the absence of a close relationship between transformational leadership and employees' performance, while transactional leadership is closely related to employees' performance. The study also concluded that organizational policy fully mediates the relationship between transformational leadership and employees' performance and that organizational policies partially mediate the relationship between transactional leadership and employees' performance.
13. A study carried out by Aljuhmani & Emeagwali (2017) entitled "**The Roles of Strategic Planning in Organizational Crisis Management: The Case of Jordanian Banking Sector.**" The study aimed to examine the impact of strategic planning in managing organizational crises in Jordanian banks in the Ramtha governorate. The study is based on descriptive-analytical research. The study targets all Jordanian bank employees in the Ramtha area in Jordan. Seventy-five questionnaires were distributed to the sample. The study resulted that strategic planning has a positive impact on the stages of crisis management. The study recommended that specialists in strategic planning and those responsible for crisis management understand the role of strategic planning in managing crises effectively and preparing for them.
14. A study carried out by Maritan & Lee (2017) titled "**Resource Allocation and Strategy**" The study aimed to draw renewed attention with strategic research to the allocation of financial, material, technological, and human resources that support the strategies of organizations as one of the main topics in strategic

management, in addition to providing a set of contributions to understand the subject better. The study relied on a curated collection of commentaries, articles, conceptual and empirical contributions, and analyses that provided new insights. The study concluded that it is possible to create value for the organization through resource allocation and to examine complexity is a distinguishing feature of resource allocation.

15. A study carried out by Abashe (2016) titled "**Influence of Strategic Leadership in Strategy Implementation in Commercial Banks: A Case Study of Kenya Commercial Bank**" The study aimed to identify the role of strategic leadership in implementing the strategy in Kenyan commercial banks and to identify the impact of determining the long-term direction on the implementation of the strategy and the impact of informed decision-making in the implementation of the strategy. In addition to identifying the impact of monitoring activities on strategy implementation. The study relied on the descriptive research method and questionnaires to collect data. The study concluded that leaders develop a strategic vision and strategies in their organizations and set long-term goals. The study found that the organization uses informed decisions to exploit opportunities to enhance overall performance and effective evaluation programs and enhance the decision-making process in these organizations.
16. A study carried out by Fener & Cevik (2015) titled "**Leadership in crisis management: separation of leadership and executive concepts.**" The study aimed to discuss leadership in crisis management, the value of the lead executive in a crisis, and discuss leadership concept from a total quality management perspective. The study relied on the previous literature and on the qualitative method. The study resulted in that the TQM could not be viewed as a one-size-fits-all solution to all challenges. It should not be turned into an aim rather than a tool, and the key objectives and priorities should always be considered. In addition, leader managers must be aware and talented in successfully overcoming unanticipated conditions. Because if companies are not adequately managed during a crisis, other issues will arise.

17. A study carried out by Avci et al., (2011) titled " **Strategic orientation and performance of tourism firms: Evidence from a developing country.**" The study aimed to identify tourism companies' financial and non-financial performance based on one of the strategic directions (Prospectors, Defender, Analyzers, and Reactors) adopted by companies in developing countries (specifically Turkey). One-way multivariate analysis of variance (MANOVA) was used to test the mean differences between hotels, restaurants, and travel agencies based on strategic orientation. The study targeted Mugla Province in Turkey as one of the best tourist destinations in Turkey. The study resulted in differences in tourism organizations' financial and non-financial performance based on these organizations' strategic directions.

CHAPTER THREE: RESEARCH METHODOLOGY

To critically embed this chapter, previous research and previous studies (Al-Thani, Obeidat, 2020; Maresh et al., 2021; Abashe, 2016; Irtameh, 2018), in addition to statistics books and scientific research methodologies (Wagner, 2019; Abu-Bader, 2021) were systematically reviewed to set the research direction.

3.1 RESEARCH DESIGN

This research applies a quantitative approach utilized to study the effect of strategic leadership on effective crisis management and identify the impact of strategic leadership dimensions (strategic orientation, allocation of resources, and developing employee's competencies) on effective crisis management. In addition, the approach seeks results that can be generalized. The data obtained in the literature review guided the research methodology design. Hence, the developed questionnaire was tested for validity by 13 arbitrators, seven internal arbitrators from the University of Petra (UOP), and six external arbitrators from different other universities (Isra University, Middle East University (MEU), and Amman Arab University), as explained in details the appendix. The questionnaires were distributed to managers across all levels (top, middle, and front line)

who work in the Jordanian hospitality sector, mainly travel agencies, 5-star hotels, and 4-star restaurants.

3.2 POPULATION AND SAMPLE

This research focuses on strategic leaders; the sample of the research purposefully targets Senior managers- (top manager/ director), Middle managers- (general/ division), and Frontline staff- (employee's supervisors in the organizations of the Jordanian hospitality sector in the capital, Amman. The reasons for choosing Amman to collect data are convenience and time constraints. Amman is their searcher's residence; besides being the capital, organizations operating in the Jordanian hospitality sector is located in Amman, a large proportion. Therefore, to reach a confirmed number in regards to the research population, the Ministry of Tourism and Antiquities and the Association of Tourism and Travel Agents were contacted to obtain data and the number of five-star hotels, four-star restaurants, and travel agencies licensed by the Ministry of Tourism and Antiquities until the end of 2021 in the capital, Amman.

The research sample was determined based on Morgan's sampling table (attached to the study appendix). The study population in the capital Amman is represented by 692 travel agencies, 21 five-star hotels, and 28 four-star restaurants in the capital, Amman. The number of travel agency offices closed entirely until 2021 is 41 main and branch offices, including 13 main offices and 28 branch offices. Although, unfortunately, 179 tourism there are and travel agencies, the researcher could not collect data from temporary closure, either for maintenance purposes or due to the Covid-19 pandemic, and the closing one 5-star hotel and 4-star restaurants temporarily for maintenance. Accordingly, the study sample is 214 travel agencies, 19 five-star hotels, and 24 four-star restaurants. The researcher collected the managers' emails and companies' phone numbers from 1/11/2021 to 10/12/2021. A list of the respondents' emails and phone numbers was prepared during this period. Then tables were prepared for companies based on the geographical location to start the field distribution in the case of insufficient response to the emails.

The questionnaire was sent in the form of a softcopy through Google Form to 472 travel agencies; on 27/12/2021. Only 72 questionnaires were obtained from senior and middle-

class managers out of the total in one week. The sample did not respond to e-mails after that at all. Most managers, especially Senior Managers, expressed less confidence in the soft copy questionnaire link and their fear of opening the link that might carry viruses or hackers. And there is welcome to fill out a hard copy of the questionnaire in their offices. In addition to distributing the questionnaire at a critical time, an inventory at the end of the year, and preparing budgets and financial statements for companies. Therefore, the respondents' trust and cooperation in e-mails were low, unlike the hard copy. As a result, a hard copy questionnaire was distributed to the sample from 3/01/2022 until 10/01/2022, where 258 questionnaires were distributed to the sample. Each organization was given only one questionnaire, regardless of the number of managers. 233 questionnaires were retrieved, 5 questionnaires were not fully answered, and thus 228 valid questionnaires for statistical analysis were obtained. 187 questionnaires collected from travel agencies with the response rate of 87.38%, 20 questionnaires collected from 5- star hotels with the response rate of 100% and 16 questionnaires collected from 4- star restaurants with the response rate of 66.66%. 5 questionnaires were collected from other organisations out of the sample.

Table 1: population and sample size

	Total population	The closed organizations	The Study Population	Sample number	questionnaires distributed	questionnaires collected	response rate
Travel Agencies	692	220	472	214	214	187	87.38%
Five-star hotels	21	1	20	19	20	20	100%
Four-star restaurants	28	4	24	24	24	16	66.66%
Other						5	

3.3 THE RESEARCH INSTRUMENT

The study used the questionnaire as a primary research tool for collecting data to measure the research variables and dimensions from the sample. It was designed based on the procedural definitions of the study variables and was guided by a literature review. It was employed to fit the Jordanian environment and the Jordanian hospitality sector in Amman. The questionnaire was written in English and translated to Arabic to ensure that the respondents understood the meaning wants from the question.

The questionnaire includes three main sections: the first section represents general demographic information about the survey respondents, the second section focuses on statements developed based on the independent variable and its dimensions (strategic leadership, and its dimensions: strategic orientation, development of employee competencies, and resource allocation) the third section focuses on the dependent variable, which is crisis management effectiveness. The research uses a five-point Likert progressive scale in the questionnaire to give participants the flexibility to reflect on their perceptions and answers. It also emphasized the confidence of respondents' data, and it would be used for scientific research purposes only.

3.4 PROCEDURE FOR DATA COLLECTION

Data collection procedures represent a method for measuring variables, gathering data, and testing hypotheses for the study. Data collection is a systematic method that helps answer the mentioned research questions and evaluate results by collecting and measuring information about the variables of interest (Wagner,2019). The questionnaire was sent for arbitration, review, and evaluation by 13 experts, including seven from the University of Petra and six from other universities. So that the questionnaire was modified, and reviews were taken to suit the study.

3.5 STATISTICAL TECHNIQUES IN DATA ANALYSIS

SPSS was used to analyze the research data and test its hypotheses. In this regard, a set of statistical tools were used, which are divided into the following groups:

Measures of central tendency and dispersion:

- 1- The research uses the arithmetic mean as one of the measures of central tendency for ease of understanding and calculation in finding a single value describing all the terms and comparing two sets of data.
- 2- Scales of Simple and Multiple Linear Correlation and Regression.
- 3- Measures to ensure stability and compatibility of the research instrument: alphas' Cronbach, Factor Analysis, Confirmation Factor Analysis, Validity Factor, and Kolmogorov-Smirnov test.

3.5.1 Validity and Reliability test

Once the data is obtained, validation and reliability tests must be carried out to assess the quality of the data. And both confirm the scientific accuracy that was included in the research study. Validity relates to whether we are measuring the right concept, while reliability relates to measurement consistency.

The validity test:

The Validity test expresses how well a process, technique, or tool is at measuring a particular concept or idea. The validity of the questionnaire was tested by the content validity, which indicates whether the scale measures the concept adequately or not. A face validity test was also conducted, relying on “experts” verifying that the tool measures what it must measure.

The questionnaire was presented to several arbitrators and specialists to examine how it measures the concepts it seeks to measure and whether the questionnaire includes a sufficient and representative set of elements that reflect and express the concept.

The developed questionnaire was tested for validity by 13 arbitrators, seven internal arbitrators from the University of Petra (UOP), and six external arbitrators from different other universities (Isra University, Middle East University (MEU), and Amman Arab

University). Accordingly, the comments of the arbitrators were obtained and were considered to reach the final form of the questionnaire.

The reliability test:

Table 2:reliability test

		Cronbach's Alpha	N of Items
Independent variable	Strategic Orientation	0.903	5
	Allocation of Resources	0.892	4
	Developing Employees' Competences	0.894	5
Dependent variable	Crisis Management	0.9	7

The coefficient of the Cronbach alpha value, as shown in table (2) for the independent variables are, between (0.892- 0.903), and for the dependent variable is 0.9. Given the maximum obtained value and according to Sekaran & Bougie (2016), if the value of Cronbach's Alpha coefficient exceeds 70%, the reliability level could be accepted; in the case of the study model, the results imply a satisfactory level of reliability.

3.5.2 Demographic analysis

Table 3 illustrates the personal and occupational characteristics of the data collected using the developed questionnaire for the sample units; the collected data includes gender, age range, education qualification, experience, job position, and the organization's classification within the Jordanian hospitality sector, and star category of the organization.

Table 3: demographic table analysis

		Frequency	Percent
Gender	Female	66	28.9
	Male	162	71.1
	Total	228	100.0
Age Range	Less than 30	53	23.2
	Less than 40	88	38.6
	Less than 50	56	24.6
	50 and above	31	13.6
	Total	228	100.0
Educational Qualification	Bachelor's degree	120	52.6
	Diploma	73	32.0
	Master's degree	25	11.0
	Ph.D. degree	10	4.4
	Total	228	100.0
Years of Experience	Less than 5 years	35	15.4
	Less than 10 years	69	30.3
	10 years and above	124	54.4
	Total	228	100.0
Job Position	Front line staff- (supervisor/employees)	32	14.0
	Middle manager- (general/ division)	83	36.4
	Senior manager- (top manager/ director)	113	49.6
	Total	228	100.0
The organization's classification within the Jordanian hospitality sector	Hotels	20	8.8
	Other	5	2.2
	Restaurants	16	7.0
	Travel agencies	187	82.0
	Total	228	100.0

Star category of the organization	4-star	29	12.7
	5-star	79	34.6
	Other	120	52.6
	Total	228	100.0

Regarding the gender distribution of the sample, as shown in table (3), the number of male respondents is 162 with a percentage of (71.1%) while the number of female respondents is 66 with a percentage of (28.9%). The results indicate that most employees working in Jordanian hospitality companies are male, which might be justified by the Arabic and Islamic culture of the country. Additionally, from the mentioned respondents, 53 individual respondents are less than 30 years old with a percentage of (23.2%), and 31 respondents are 50 years old or above with a percentage of (13.6%). In comparison, the rest of the respondents, 144 respondents, are between 30 to 50 years old, with a percentage of (63.2%).

Furthermore, the job positions of the respondents are distributed as follow: 113 individual respondents with a percentage of (49.6%) are a senior manager- (top manager/ director), which represented the most significant part of the jobs due to the importance and role of strategic leadership in the top-level management of the organization specifically, 83 respondents with a percentage of (36.4%) are a middle manager- (general/ division), while only 32 respondents are front line staff- (supervisor/employees) with a percentage of (14%). Additionally, the table shows that 120 respondents hold a bachelor's degree with a percentage of (52.6%), while ten respondents only have a Ph.D. with a percentage of (4.4%).

Moreover, regarding the years of experience for the respondents, it is evident from the results that the ten years of experience is dominant with 124 individuals and a percentage of (54.4%), then comes the 5 to less than 10 years of experience with 69 respondents (30.3%), and respondents with less than five years' experience achieved the last rank with only (15.4%).

Finally, the results showed that most of the organization's classification within the Jordanian hospitality sector is from travel agencies with 187 respondents (82%), while 41 respondents from hotels, restaurants, and others, 18%. Besides, the star category of the organizations is distributed as follows: five stars with a percentage of (34.6), four stars with a percentage of (12.7), and others with a percentage of (52.6).

CHAPTER FOUR: THE RESULTS OF DATA ANALYSIS

4.1 INTRODUCTION

The statistical results of the research study are presented in this chapter. The results are based on surveys distributed to senior managers, middle managers, and front-line staff working in the Jordanian Hospitality Sector in Amman. This chapter also presents the main hypotheses designed to analyze the impact of strategic leadership and its practices (strategic orientation, allocation of resources, and developing employee's competencies) on crisis management effectiveness in the Jordanian hospitality sector.

This chapter presents the descriptive analysis and the correlation analysis to examine the relationships between the study variables. Moreover, a hypothesis test is included to test the impact of strategic leadership on crisis management effectiveness in the Jordanian hospitality sector.

4.2. Descriptive Analysis for Strategic Leadership (Independent Variable)

This section contains statistics such as the mean, which is used to determine the respondents' level of responsiveness to the research variables. This standard deviation calculates the degree of variance of mean values. For each dimension and item, the ranking and degree of implementation are considered according to the following equation:

$5 - 1/3 = 1.33$, Low importance: $1 - 2.33$, Medium Importance: $2.34 - 3.66$ High Importance: $3.67 - 5$.

4.2.1 Strategic Orientation

Table 4: Strategic Orientation

NO.	Strategic Orientation	Mean	Std. Dev.	Statement Importance	Importance Degree
1	The organization is constantly analyzing the environment to identify variables that affect its work in the future.	4.285	0.787	1	High
2	The organization develops a strategic vision that embodies its future direction.	4.276	0.714	2	High
3	The organization announced its mission to stakeholders.	4.075	0.779	5	High
4	The organization formulates strategic goals	4.110	0.728	4	High
5	The organization develops realistic goals.	4.259	0.714	3	High
	Strategic Orientation	4.201			High

Looking at the table (4), it can be seen that the dimension of strategic orientation achieved an average mean of (4.201), which indicates that the dimension has a high implementation agreement from the viewpoint of the respondents. More specifically, the values of the mean range between (4.075 to 4.285) were achieved by the statement ‘the organization announced its mission to stakeholders’ and ‘The organization constantly analyzing the environment to identify variables that affect its work in the future, respectively. While the values of standard deviation range between (0.714 and 0.779). Significantly, even the lowest mean value is considered high in terms of level and confirms respondents’ high agreement on implementing strategic orientation in the Jordanian hospitality companies.

4.2.2 Allocation of Resources

Table 5: Allocation of resources

NO.	Allocation of Resources	Mean	Std. Dev.	Statement Importance	Importance Degree
1	The organization divides labor among departments as needed.	4.053	0.694	3	High
2	The organization finances departments according to priorities.	4.070	0.699	2	High
3	The organization provides modern technology to departments in need.	3.908	0.842	4	High
4	The organization directs its resources to meet the organization's needs and goals.	4.083	0.701	1	High
	Allocation of Resources	4.029			High

Table (5) presents the results of the descriptive analysis for the allocation of resources variable, where the results indicate that the values of allocation of resources items range between (3.908) to (4.083), and the standard deviation ranges between (0.694) and (0.842). This shows that the respondents agree on the high importance of the allocation of resources variable. Moreover, the respondents highly agreed that the Jordanian hospitality companies direct their resources to meet the organization's needs and goals and finances departments according to priorities. This implies most of the respondents agreed on the importance of allocation of resources, which is also confirmed by the average mean for all strategic orientation items is 4.029.

4.2.3 Developing Employees' Competences

Table 6: Developing Employees' Competences

NO.	Developing Employees' Competences	Mean	Std. Dev.	Statement Importance	Importance Degree
1	The organization develops Diversified training programs to increase employees' skills.	3.706	0.889	3	High
2	Knowledge is shared among employees.	3.868	0.751	2	High
3	The organization develops an adequate standard to measure employees' capabilities.	3.66	0.889	5	High
4	Experienced employees' views and opinions are taken into consideration	3.702	0.900	4	High
5	Employees strive to do their jobs effectively.	3.978	0.810	1	High
	Developing Employees' Competences	3.782			High

According to the table (6), the results of the descriptive analysis for the developing employees' competencies variable reflect the high importance of the dimension from the viewpoint of the respondents. For instance, the highest mean value is (3.978), achieved by the statement stating that employees in Jordanian hospitality companies strive to do their jobs effectively, followed by sharing knowledge among employees, developing diversified training programs to increase employees' skills, considering experienced employees' opinions, and finally, developing an adequate standard to measure employees' capabilities with the lowest mean value of (3.66). This implies that most respondents agreed on the importance of developing employees' competencies, which is also confirmed by the average mean for all strategic orientation items (3.782).

4.3 Descriptive Analysis for Crisis Management (Dependent variable)

Table 7: Crisis Management

NO.	Crisis Management	Mean	Std. Dev.	Statement Importance	Importance Degree
1	The organization conducts continuous environmental scanning.	3.882	0.890	5	High
2	The organization develops plans and scenarios to face crises.	3.895	0.801	4	High
3	The organization develops crisis-related training programs.	3.513	1.009	7	Medium
4	The organizations' departments support each other when a crisis occurs.	4.079	0.776	1	High
5	The organization determines the most critical procedures to resume activity.	3.978	0.742	3	High
6	The organization circulates the lessons learned after the end of the crisis.	3.728	0.964	6	High
7	The organization's information related to the crises is kept and easy to access.	4.035	0.702	2	High
	Crisis Management	3.873			High

Table (7) presents the results of the descriptive analysis for the dependent variable, which is the crisis management variable. The results indicate that the average crisis management items range between (3.513 to 4.079) and the standard deviation range between (0.702 and 1.009). This shows that the respondents agree on the high importance of the crisis management variable. Moreover, the respondents highly agreed that the departments in Jordanian hospitality companies support each other when a crisis occurs

and develop plans and scenarios to determine the most critical procedures to resume activity. This implies that most respondents agreed on the importance of crisis management, which is also confirmed by the average mean for all strategic orientation items (3.873).

4.4 Correlation analysis and Collinearity Test

Pearson correlation analysis was used to test the relationships between the study variables. Table (8) illustrates a significant positive relationship between strategic leadership dimensions (strategic orientation, allocation of resources, developing employees' competencies), where correlation coefficients range between 0.406 and 0.579. Moreover, there is a significant positive relationship between strategic leadership dimensions and crisis management, where the correlation coefficients range between 0.469 and 0.608.

Table 8: Correlation analysis

		Strategic orientation	Allocation of resources	Developing Employees' Competences	Crisis Management
Strategic Orientation	Pearson Correlation	1	.579**	.413**	.608**
	Sig. (2-tailed)		.000	.000	.000
	N	228	228	228	228
Allocation of Resources	Pearson Correlation	.579**	1	.406**	.483**
	Sig. (2-tailed)	.000		.000	.000
	N	228	228	228	228
Developing Employees' Competences	Pearson Correlation	.413**	.406**	1	.469**
	Sig. (2-tailed)	.000	.000		.000
	N	228	228	228	228
Crisis Management	Pearson Correlation	.608**	.483**	.469**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	228	228	228	228
**. Correlation is significant at the 0.01 level (2-tailed).					

The values of VIF must be less than (5). The tolerance values must be greater than (0.20) to ensure that the variables do not have a high or robust correlation. The general linear model's strength assumes that each variable is independent of the independent variables (Rovai et al., 2013). Accordingly, table (8) tests the extent of linear Collinearity between independent variables.

Table 9: Collinearity Statistics

	Collinearity Statistics	
	Tolerance	VIF
Strategic Orientation	.627	1.595
Allocation of Resources	.631	1.585
Developing Employees' Competences	.787	1.270

Table (9) shows no difficulty with linear interference between the independent variables because all VIF values were smaller than (5), indicating that each variable is independent of the independent variables. The analysis results also show that the Tolerance values were more than (0.20), which indicates a linear relationship between the variables, suggesting that the current statistical model is appropriate.

ANOVA	R Square	Adjusted Square	R F	Sig.
	.439	.431	58.426	0.000
	Unstandardized Coefficients		T	Sig.
	B	Std. Err.		
(constant)	.540	.257	2.097	.037
Strategic Orientation	.457	.067	6.828	.000
Allocation of resources	.145	.066	2.193	.029
Developing Employee's competences	.220	.053	4.152	.000

Table 10: Regression Analysis

Table (10) presents the findings of the statistical tests for the primary hypothesis model that represents regressing the three dimensions (strategic orientation, allocation of resources, and developing employee's competencies) of the independent variable (strategic leadership) against the total of the dependent variable (crisis management effectiveness). As the table(10) shows, the value of R² is equal (0.439), which indicates that (43.9%) of the variability on the independent variable (strategic leadership) can be explained by the dependent variable (crisis management effectiveness). In comparison (56.1%) of variability accounts for other factors. In addition, the coefficients category represents the impact of the three dimensions of strategic leadership (strategic orientation, allocation of resources, and developing employee competencies) on crisis management effectiveness. The results show a significant impact of strategic leadership dimensions of Jordanian hospitality sector companies on crisis management effectiveness; the strategic orientation dimension rated the highest impact, followed by the dimension of developing employee's competencies, then the dimension of allocation of resources.

The results of the ANOVA category indicate a statistically significant impact of leadership dimensions on crisis management effectiveness. Where the value of calculated F is (58.426); furthermore, it is significant at the level of significance ($p \leq 0.05$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a significant positive impact of leadership dimensions on the crisis management effectiveness of Jordanian hospitality sector companies.

4.5. Sub Hypothesis results

4.5.1. Results Pertaining to Sub-Hypothesis H0-1

Testing the first sub- hypothesis, which states, "There is no significant impact at a significant level ($p \leq 0.05$) of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector," is the purpose of this section. This hypothesis was tested using a test multiple regression to answer the sub-question about the study problem, and table (10) shows the results.

What stands out in the table (10) is that there is a statistically significant impact of strategic orientation on the crisis management effectiveness in the Jordanian hospitality sector, at ($p \leq 0.05$) depending on the values of beta (0.457), t-value (6.828). The p-value is 0.000, which is less than the significance level ($p < 0.05$). Consequently, the null hypothesis is rejected, and the alternative is accepted, which states a statistically significant positive impact of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector.

4.5.2. Results Pertaining to Sub-Hypothesis H0-2

This part of the study aims to test the second sub-hypothesis, which states, “There is no significant impact at a significant level ($p \leq 0.05$) of the allocation of resources on crisis management effectiveness in the Jordanian hospitality sector”. The same as in section (4.5.1), the Multiple Regression test was used to answer the sub-question about the study problem, and the results are shown in table (10). It is apparent from the results in a table (10) that there is a statistically significant impact of the allocation of resources on the crisis management effectiveness in the Jordanian hospitality sector, at ($p \leq 0.05$) since the values of beta (0.145), t-value (2.193), and the p-value is 0.029, which is less than the level of significance ($p < 0.05$). Thus, the null hypothesis is rejected, and the alternative is accepted, which states that there is a statistically significant positive impact of the allocation of resources on the crisis management effectiveness in the Jordanian hospitality sector.

4.5.3 Results Pertaining to Sub-Hypothesis H0-3

This part of the study aims at testing the second sub-hypothesis, which states, “There is no significant impact at a significant level ($p \leq 0.05$) of developing employee’s competencies on crisis management effectiveness in the Jordanian hospitality sector”. To answer the sub-question about the study problem, this hypothesis was tested using Multiple Regression, and its results are shown in Table (10).

Table (10) indicates that there is a statistically significant impact of developing employee's competencies on the crisis management effectiveness in the Jordanian hospitality sector at ($p \leq 0.05$) since the values of beta (0.220), t-value (4.152), and the p-value is 0.000, which is less than the level of significance ($p < 0.05$). Therefore, the null hypothesis is rejected, and the alternative is accepted, which states that there is a statistically significant positive impact of developing employee's competencies on the crisis management effectiveness in the Jordanian hospitality sector.

4.6. Summary

This chapter summarized the findings of the research's analysis phase, which was completed in both descriptive and inferential statistical analysis approaches. The descriptive statistics for the demographic profile of the respondents, as well as the independent and dependent variables, were detailed. Then for the inferential statistics, a Pearson Correlation analysis was conducted to determine and discuss the directions and strengths of the relationships among variables. Finally, the research's main and sub-hypotheses were statistically assessed using a multiple linear regression tool to find the extent, strength, and statistical significance of relationships between variables.

CHAPTER FIVE: RESULTS DISCUSSION, CONCLUSION, AND RECOMMENDATION

5.1. INTRODUCTION

This section discusses the research finding regarding the study's specific aim, objectives, and hypotheses. The research aim was to investigate the impact of strategic leadership on crisis management in the Jordanian hospitality sector. During the period in which the study was conducted, the Jordanian hospitality sector was facing a crisis with the outbreak of the pandemic. The study results show clear evidence of the importance of strategic leadership to managers in the hospitality sector.

5.2 RESULT DISCUSSION

The study aimed to investigate the impact of strategic leadership on crises management effectiveness to ensure that the organization achieves its desired goals in times of difficulties. Accordingly, the study presented several questions and hypotheses to research this relationship. The study raised the central question: What is the impact of strategic leadership on crises management effectiveness in the Jordanian hospitality sector? and from it, several sub-questions emerged to try to answer the study's central question:

1- What is the impact of strategic direction on crises management effectiveness in the Jordanian hospitality sector?

2- What is the impact of developing employees' competencies on crises management effectiveness in the Jordanian hospitality sector?

3- What is the impact of allocation pf resource on crises management effectiveness in the Jordanian hospitality sector?

The results of the testing hypothesis indicate that there is a statistically significant impact of strategic leadership on crises management effectiveness in the Jordanian hospitality sector.

The statistical analysis of the hypotheses and questions of the study show that the strategic orientation has a significant and vital effective crisis management in the Jordanian five-star hotels, four-star restaurants, and travel agencies in Amman. And on threats that may affect the perf organization's performance in the future and prevent it from achieving its goals. Strategic orientation has a vital anticipating these crises and achieving proactive behavior in crisis times. The results also emphasize the importance of the strategic leader in developing a strategic vision that embodies the aspirations and directions of the organization in the future, the importance of declaring the mission to stakeholders in the organization in addition to setting strategic and realistic goals that can be achieved in order to reach success and desired goals of the organization.

The analysis results showed a statistically significant impact of the strategic orientation on managing crises effectively, which enhances the results of researchers Al-Thani and Obeidat (2020). And add to the importance of declaring the mission to stakeholders and developing strategic and realistic goals carried out by the strategic leader in determining the organization's strategic orientation

The second study question raised in the study is: What is the impact of the developing employees' competencies on crisis management effectiveness in the Jordanian hospitality sector. The results of the study concluded that managers at various administrative levels attach great importance to the role of employees in contributing to effective performance and desired results of the organization, as they strongly support the importance of the employees doing their work effectively and sharing their knowledge and experience with their colleagues at work, as well as they strongly support the importance of developing various training programs that will improve their skills and reflect on their competencies. In addition, managers support the importance of taking into account the opinions of qualified and experienced employees and establishing practical standards and criteria to measure employees' capabilities.

Based on the foregoing, the analysis results indicate a statistically significant impact of developing employees' competencies in crisis management effectiveness in the Jordanian hospitality sector. The results of this study are consistent with the results of researchers

Al-Thani and Obaidat, (2020) and add to them the necessity and importance of sharing knowledge and experience among employees. In addition, the role of the strategic leader and senior management in the Jordanian hospitality sector is to establish an effective system to measure employees' capabilities and establish appropriate standards and criteria that will help develop, improve their performance, and develop their competencies. The results showed the high interest of strategic leaders in developing the competencies of their employees.

The study also questioned the impact of resource allocation on crisis management effectiveness. During times of crisis, the organization may face a scarcity of various resources, an increase in prices, or other matters that were not taken into account and may affect its goals and continuity. Based on the results of the analysis of this study, the strategic leaders and senior managers in the Jordanian hospitality sector stress the importance of the organization directing its resources to serve and achieve its goals and needs. In addition to the importance of finding the resources for the departments according to priorities, needs, and importance, The managers showed that they provide modern technology to the departments that prove their needs to these technologies. Allocating strategic resources, which is considered one of the roles of the strategic leader, affects the management of crises effectively; it is considered a dimension that has not been taken and whose impact has not been investigated in the study conducted by Al-Thani and Obeidat, (2020). The study resulted from a statistically significant impact of resource allocation on effective crisis management in the Jordanian hospitality sector. The study results also found that organizations in the Jordanian hospitality sector continuously analyze the surrounding environment and develop plans and scenarios to confront crises. The study also found that the organization's departments support each other when a crisis occurs, determine the most critical procedures to resume activity, circulate lessons learned, and retain information related to the crisis easily accessible. The strategic leadership in the target sector attaches great and high importance to crisis management. This was also found in the study conducted by Al-Thani and Obeidat, (2020). However, the results of this study indicated medium importance for developing

training programs related to the crisis. Although managers in the Jordanian hospitality sector highly support the importance of developing various training programs to develop employees' competencies, the programs related to crisis management might not be included within programs. The study of Al-Thani and Obeidat, (2020) viewed crisis management in more detailed measured the impact of strategic leadership and its dimensions on crisis management through the stages in which the crisis is managed.

The results of this study can be explained by the researcher's belief that the strategic leader represents the manager in the senior and top-level management, whose duties and responsibilities are to formulate the general policy and strategies and the organization's overarching goals, from directing the process of interaction between the organization and the surrounding environment, in addition to their authority and role in making decisions and adapting to pressures. Thus, the strategic leaders are aware of the role, importance, and practices of strategic leadership that can overcome and face the challenges and crises that may face the Jordanian hospitality sector. Accordingly, the researcher believes that the Jordanian five-star hotels, four-star restaurants, and travel agencies located in Amman that have already been closed do not have strategic leaders and are not aware of the role of strategic leadership in the Jordanian hospitality sector, or that it does not have competent and effective administrations and leaders to help it manage crises and challenging circumstances and overcome them.

The study results show the managers' high interest and belief in the strategic orientation of their organizations, the allocation of their resources, and the development of their employees' competencies. The study also shows the awareness of the senior management of the importance of strategic leadership and the importance of managing effective crisis management and belief in the role of the strategic leader in the crisis and its importance to deal with the circumstances. The problematic and unexpected events maintain the organization's performance and objectives

5.3. CONCLUSION AND RECOMMENDATIONS

This study aimed to investigate the impact of strategic leadership on crisis management effectiveness at the Jordanian hospitality sector in Amman. The crisis represents a source of great concern and tension for administrations and leaders in various sectors and industries. It cannot be easily predicted, and its effects can be significant and devastating (Maresh, 2021).

Evidence presented in the current literature indicates that strategic leadership can reduce these effects, try to predict a crisis before it occurs, and ensure that the goals and objectives of organizations are achieved during crises (Al-Thani and Obaidat. 2020). Strategic leaders have an essential role in dealing with and managing crises. The study concluded a statistically significant effect of strategic leadership in all its dimensions on the effective management of crises. The results also showed a high interest and importance of the strategic leadership role of senior and executive managers in managing crises effectively.

After examining the problem of the study, testing the hypotheses of the study, and based on the results, the researcher recommends that companies operating at the Jordanian hospitality sector in Amman need to continue analyzing the environment to determine the variables that may affect their work in the future, maintain directing its resources towards meeting the organization's needs and objectives, encourage employees to strive to perform their jobs effectively on an ongoing basis. The study also recommends departments to remain supporting each other to remain able to face various crises, survive in the market, and continue to compete.

The study also recommended developing crisis-related training programs in targeted organizations for employees and managers to deal with various crises, selecting appropriate training programs for the right people and activating an effective evaluation system for these training programs.

Recommendations for future researchers and potential future studies

1. This study can be conducted again, focusing on the same sector (the Jordanian hospitality sector) but within a different geographical location and different governorate to generalize these results to the sector in Jordan as a whole due to the presence of several essential hotels and restaurants in tourist sites; Such as the Dead Sea, the Gulf of Aqaba, Ma'in and others.
2. Conduct more research on strategic leadership in other sectors and industries to enrich the literature shortage and theoretical aspects, specifically in the context of Jordan.
3. Searching for reflections and other dimensions of strategic leadership on crisis management, for example (strategic capabilities and talents, human capital development, organizational culture, ethical practices, balanced regulatory oversight, entrepreneurship, and innovation).
4. Respondents drew attention to the low confidence of senior managers, in particular in soft copy questionnaires and emails, citing some reasons such as fear of hackers or that the link might carry viruses. Accordingly, the researcher recommends future research investigating leadership characteristics and digitalization as an approach to crisis management.

The study considered the concept of crisis as an event that threatens the interests and goals that organizations and departments seek to achieve, which carries a potential loss, and that it is an event that causes tension and pressure for decision-makers; therefore, the researcher did not differentiate between the concept of problem, crisis, and disaster, considering they carry the same meaning, although some studies and literature differentiate between these concepts. The researcher also considered the concepts of strategic direction and strategic orientation to reflect the same concept.

5.4. STUDY LIMITATIONS

The researcher faced some difficulties; the first was conducting research during a Covid-19 pandemic. This made navigating and meeting with managers to distribute hard copies of the questionnaire difficult and time-consuming. Hence, as the data collection period extended to two months, the timing of the questionnaire distribution was at the end of the year. This meant that many managers were busy with performing inventory and budgeting.

In addition, the number of travel and tourism agencies was high compared to the targeted restaurants and hotels, which are distributed in all areas of the capital, Amman. Also, reaching the senior and executive management was not easy as they represent the strategic leaders. The researcher had to visit the four-star restaurants in the evening. Their work begins in addition to the fact that the number of organizations closed during the research was increasing, which made the accurate calculation of the number of closed companies hard to calculate. It was discovered that some four-star restaurants and travel agencies were temporarily closed, either for maintenance purposes or because of the pandemic during the field research.

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APPENDIXES

Appendix (1): arbitrator's details and comments

No	University	Prof./ dr.	Email	-Academic Rank -Job Title	Comments
.					

				- Specialization	
1.	University of Petra (Internal arbitration)	Dr. Saed Zeygan	szighan @ uop.edu.j o	-Co-professor -faculty member -Business Management	<p>1. The study model is complex due to many sub-variables under the dependent variable.</p> <p>2. A High number of questions in the questionnaire. Some questions are not clear and may give more than one meaning. Such as” The organization has a clear strategic orientation, a strategic plan, and clear goals.</p> <p>3. Some of the questions are worded incorrectly. Such as” The company's leadership is investing in research and development to gain a competitive advantage” and “Our company is a leader in innovation compared to competitors.”</p> <p>4. Standardization of language terms . (Organization company etc.)</p>

2.	University of Petra (Internal arbitration)	Dr. Abdelkalem Al-Zoubi	aalzoubi@uop.edu.jo	-Assistant Professor -Department Head -Business Administration	<p>1. From the hypotheses mentioned above, I was not expected to see different dimensions under this dependent variable (crisis management). I advise you to treat this dependent variable as a one-variable without including many dimensions.</p> <p>If you keep all these dimensions, this means that you have two options:</p> <p>A- Treat them as sub-dimensions similar to strategic management ones. This means that you will increase the number of hypotheses that are not recommended.</p> <p>B- Assess the primary dependent variable (crisis management). Using all these items/questions through all these dimensions may lead to problems in the subsequent analysis.</p>
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					<p>According to this, I advise you to re-select a precise and straightforward operational definition for crisis management and include simple items accordingly.</p> <p>2. Attached comprehensive arbitration to the questionnaire for all study questions</p>
3.	University of Petra (Internal arbitration)	Dr. Majd Ryan	mrayyan@uop.edu.jo	-Assistant Professor -faculty member -Business Administration	<p>1. The questionnaire is very long.</p> <p>2. Eliminate detailed questions.</p> <p>3. Eliminate questions whose answers are known.</p> <p>4. Eliminate questions with Known answers.</p> <p><u>Regarding Strategic orientation questions:</u></p> <p>3: it gives the inconsequential question</p> <p>4: this is an oriented question</p> <p>5: this is an oriented question</p> <p>6: there is no need for this question</p> <p>7: there is no need for this question</p> <p>8: there is no need for this question</p>

					<p>11: this is an oriented question</p> <p>13: this is an oriented question</p> <p><u>Regarding developing the competencies and skills of employee's questions:</u></p> <p>4: no need</p> <p>5: too long</p> <p>8: oriented question</p> <p>9: oriented</p> <p>10: you already ask some leaders</p> <p><u>Regarding resource allocation questions:</u></p> <p>1: no need for it</p>
4.	University of Petra (Internal arbitration)	Dr. Mohieddin Al-Qutb	Malqutop @ uop.edu.jo	<p>-Co-professor</p> <p>-Assistant Dean for Postgraduate Studies</p> <p>-Business Management</p>	<ol style="list-style-type: none"> 1. Ensure that the variables questions are set based on the procedural definitions. 2. Standardization of terminology 3. Eliminate unfavorable and inverse questions. 4. Make questions for one variable from 4-5 questions. 5. The second question is wrong. The vision is not linked to daily work, nor is it even linked to goals.

5.	University of Petra (Internal arbitration)	Dr. Trad Al-Mlahma	talmalah meh@uop.edu.jo	-Assistant Professor -faculty member -Artificial Intelligence and Information Retrieval	<p>1. Too many questions for the independent variable (5-6) only.</p> <p>2. Try to make the questions shorter (direct questions).</p> <p>3. The total number of questions must be (30 - 35).</p> <p>4. Pay attention to the numbering of demographic variables.</p> <p><u>Regarding strategic orientation questions:</u></p> <p>2: link vision to goals and goals to daily work</p> <p>5,6: are the same</p> <p>9: add international to local</p> <p><u>Regarding resource allocation questions:</u></p> <p>4: replace the information with digital</p> <p><u>Regarding entrepreneurship and innovation questions:</u></p> <p>1: replace” to try to develop” with “for developing”</p> <p>2: replace” business can’t” with “organization.”</p> <p>5: SL?</p>
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					<u>Regarding damage stage questions:</u> 3: funding- fund supplies material 4: supplies and material necessary - fund supplies material. <u>Regarding recovery stage questions:</u> 5,6: one question, delete 6 <u>Regarding learning stage questions:</u> 4,5: merge into “evaluate and analyze.”
6.	University of Petra (Internal arbitration)	Dr. Mohammad Alqudah	malqudah@uop.edu.jo	-Assistant Professor -faculty member -Business Management	1. The number of questions, in general, is large, especially for the independent variable
7.	University of Petra (Internal arbitration)	Dr. Ibrahim Yousef	iyousef@uop.edu.jo	-Assistant Professor -Assistant Dean for Student Affairs -Banking and Finance	1. The questionnaire is too long.
8.	Isra University	Dr. Bilal Al-Sakarne	bilal_sakarne@iu.edu.jo	-Professor Dr -Faculty Member, Former Head	1. Change” Managers and Leaders” into “Managers.” 2. Omit the word Expert.

				of Business Administratio n Department -Business Administratio n -Excellence, Strategy, and Training Consultant	<p>3. Change SL into managers as well.</p> <p>4. Crisis management variables can be reduced to four stages instead of five.</p>
9.	Middle East University	Dr. Abdel- Aziz Sharabati	Asharaba ti@ Meu.Edu. Jo	-Co-professor -faculty member	<p>1. It is preferable not to exceed the number of letters per sentence, seven letters.</p> <p>2. One sentence should contain a maximum of 8 words.</p> <p>3. In the demographic questions paragraph, age and experience should be merged and not separated.</p> <p>4. Sentences must not contain “have.”</p> <p>5. Sentences must contain a present tense verb whose His answer is scalable, followed by the party in which the question is to be directed.</p>

					<p>6. Don't use "we" and stay away from personalization.</p> <p>7. Consolidation of terms into one term (Managers, experts, organizations company).</p>
10.	Middle East University	Dr. Salim Shanfar	shanfar@meu.edu.jo	<p>-Associate Professor Management</p> <p>-Co-professor</p> <p>-Department of Tourism</p>	<p>1. Add another 1 or 2 more sentences to strategic leadership variables.</p> <p>2. Delete “we can” and "we” from sentences.</p> <p>3. The SL, the managers, the company, the organization... etc., choose one.</p> <p>Rephrase (6) from strategic orientation</p> <p>Rephrase (3) from resource allocation</p> <p>Rephrase (4) from entrepreneurship and innovation</p> <p>Rephrase (2) from the learning stage.</p>
11.	Amman Arab University	Dr. Mutee ' Al-Shibli	sh-mottee@aau.edu.jo	<p>-faculty member</p> <p>-Associate Professor</p>	<p>1. Make the questions that measure crisis management (the dependent variable) 5 or 6</p>

					<p>questions (the standardization of the number of questions).</p> <p>2. Make the questions that measure (strategic leadership) the independent variable for all ten so that the numbers are not inconsistent and large.</p> <p>3. In developing employees' skills and competencies questions, competencies should be separated from skills questions because they are two different concepts.</p> <p>4. In Entrepreneurship and innovation questions, entrepreneurship should be separated from innovation questions because they are two different concepts.</p>
12.	Middle East University	Dr. Fayez Al-Badri	Falbadri @ meu.edu.jo	-Assistant Professor -Assistant Professor	<p>1. They constantly use multiple ideas in the same phrase and are synonyms.</p> <p>2. Each question should be limited to one idea.</p> <p>3. Dr. Fayez sent a word document for the</p>

					questionnaire with comprehensive comments.
13.	Isra University	Dr. Murad S.Attiany	Murad.attiany@iu.edu.jo	-Associate Professor -Business Administration	1. It was possible to change the name of the sector from the hospitality sector to another name to be more meaningful and clearer

Appendix (2) Research Questionnaire and participants' letter- English Version



“The Impact of Strategic Leadership on Crisis Management Effectiveness: The Case of the Jordanian Hospitality Sector”

This study aims to examine the impact of strategic leadership (strategic orientation, resource allocation, and developing employees’ competencies) on crisis management effectiveness in companies operating in the Jordanian hospitality sector.

I hope you will devote 10 to 15 minutes to answering the questionnaire’s questions. Please note that all data you provide are treated with strict confidentiality and used for scientific research purposes only.

Thank you for your kind help and support.

Researcher: Yara Yadak

Contact details: yarayadak90@gmail.com

Supervisor: Dr. Tala Abuhussein

Contact details: tala.salah@uop.edu.jo

Supervisor: Prof. Andrea Parziale

Contact details: aparziale@luiss.i

Section (1) Participants Demographics:

1. Gender:

Male ☐

Female ☐

2. Age range:

Less than 30 ☐

Less than 40 ☐

Less than 50 ☐

50 or more ☐

3. Educational qualification:

Bachelor's degree ☐

Diploma ☐

Master's degree ☐

Ph.D. degree ☐

4. Experience:

Less than 5 years ☐

From 5 to 10 years ☐

More than 10 years ☐

5. Job position:

Senior manager- (top manager/ director) ☐

Middle manager- (general/ division) ☐

Front line staff- (employees/ supervisor) ☐

6. The organization's classification within the Jordanian hospitality sector:

Restaurants ☐

Hotels ☐

Travel agencies ☐

Other ☐

7. Star category of the organization:

5-star ☐

4- star ☐

Other ☐

Section (2) Independent Variable: Strategic Leadership

Strategic orientation

	Question	Strongly agree	Agree	Nature	Disagree	Strongly disagree
1.	The organization constantly analyzes the environment to identify variables that affect its work in the future.					
2.	The organization develops a strategic vision that embodies its future direction.					
3.	The organization announced its mission to stakeholders.					
4.	The organization formulates strategic goals.					
5.	The organization develops realistic goals.					

Resource allocation

	Question	Strongly agree	Agree	Nature	Disagree	Strongly disagree
1.	The organization divides labor among departments as needed.					
2.	The organization finances departments according to priorities.					

3.	The organization provides modern technology to departments in need.					
4.	The organization directs its resources to meet the organization's needs and goals.					

Developing Employees' Competencies

	Question	Strongly agree	Agree	Nature	Disagree	Strongly disagree
1.	The organization develops a variety of training programs to increase employees' skills.					
2.	Knowledge is shared among employees.					
3.	The organization develops an adequate standard to measure employees' capabilities.					
4.	Experienced employees' views and opinions are taken into consideration.					
5.	Employees strive to do their jobs effectively.					

Section (3): Dependent Variable: Crisis management

	Question	Strongly agree	Agree	Nature	Disagree	Strongly disagree
1.	The organization conducts continuous environmental scanning.					
2.	The organization develops plans and scenarios to face crises.					
3.	The organization develops crisis-related training programs.					
4.	The organizations' departments support each other when a crisis occurs.					
5.	The organization determines the most critical procedures to resume activity.					
6.	The organization circulates the lessons learned after the end of the crisis.					
7.	The organization's information related to the crises is kept and easy to access.					

Appendix (3) Morgan's Sampling Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				



**The Impact of Strategic Leadership on Crisis Management Effectiveness: The Case
of the Jordanian Hospitality Sector**

A study prepared by
Yara Ibrahim Mohammed Yadak
Student number: 202010618

Supervisor:
Prof. Andrea Parziale

**A Thesis Summary Submitted in Partial Fulfilment of the Requirements for the
Degree of
Master in Management**

LUISS Guido Carli

May 2022

BACKGROUND

Contemporary organizations operate in a rapidly changing and extremely complex environment. They also face numerous challenges through the short life cycle of products and services, strict international standards imposed, leadership failures, and rapid technological changes. The forces that hinder the functioning of organizations arising from the internal or external environment, are persistent, risky, and highly unpredictable, making organizations vulnerable to a wide range of crises. Crises represent a source of concern and fear for many managers and leaders, because of the ambiguity and limited time for decision-making and action, they also threaten the organization's interests and goals. Organizations are trying hard to control the crisis and avoid its negative impact through crisis management effectiveness, they attempt to benefit from it, which requires an integrated system, decisive actions, monitoring trends and movements and adapting to various variables in line with the seriousness and developments of the situation. A quick, positive and effective response to a crisis helps in controlling situations, increasing market share, improving employee relations, and enhancing the public image of the organization. Recently, there has been an emerging interest in examining the impact of strategic leadership on organizations, given its prominent role in recognizing environmental trends and changes to initiate innovative measures to identify risks, respond to crises, and achieve organizational effectiveness (Hughes et al., 2018).

Leadership is one of the main functions of a manager, which is concerned with getting work done through employees by influencing them and demonstrating enthusiasm and commitment to achieving the goals and objectives of the organization. Strategic leadership helps the organization clearly define its direction through continuous analysis of its environment to identify any factors that might affect it, develop a strategic vision that embodies its future direction, define and deliver the mission to stakeholders, and formulate strategic goals. Strategic leadership is also concerned with the human factor and believes in its role in facing challenges and crises, by focusing efforts on developing employees' competencies at various levels, taking the opinions of experts and skilled people, and

engaging them in various training programs as needed. directing their efforts towards achieving the goal. Strategic leadership plays an important role in allocating and directing resources according to needs and priorities under different circumstances.

1.1 PROBLEM STATEMENT

Organizations around the world are facing one of the most impactful global crises which are the second most impactful since World War II (UN Secretary-General, Economic Times, 2020). The impact of COVID-19 has spread to all organizations and sectors around the world, including the hospitality sector. The pandemic has paralyzed the sector as a result of an unprecedented factor, by changing business operations, having to close the airport, suspending flights and borders abroad, laying off employees, closing a number of organizations in the hospitality sector, and cancelling hotel and restaurant reservations.

According to the Jordanian Economic and Social Council (2020), work has completely stopped in all economic organizations and sectors for the period from mid-March until the end of May 2020, except for sectors essential to sustaining and preserving life, such as food and health. While the tourism, hospitality, and travel sectors are the most affected sectors in this pandemic. The hotels, restaurants, and travel agencies companies collectively occupy about 76% of job opportunities in Jordan (The Ministry of Tourism and Antiquities). According to data from the Central Bank of Jordan, Jordan's revenues from tourism income decreased by 9.80% in 2020 compared with 2019. In addition, in the first five months of 2020, the Ministry of Finance announced that the value of tax and non-tax revenues amounted to 2224 million dinars, compared to 3029 million dinars for the same period in 2019, a decrease of 6.26%.

In light of these facts, companies have been forced to take a step back and rethink strategies to adapt to the new "normal". Strategic leadership plays an important role in crisis management effectiveness, clearly defining the organization's orientations, allocating the organization's resources in a way that ensures the continuity of work according to priorities, and developing employees' competencies and training them to be effective individuals in times of crisis.

In light of this, the study problem identifies the impact of strategic leadership and its dimensions on crisis management effectiveness in light of the current crisis (Covid-19) and the resulting conditions, laws, policies, and procedures imposed on the Jordanian hospitality sector, including restaurants, hotels, and travel agencies.

STUDY HYPOTHESES

The study hypotheses were built based on the study title “The Impact of Strategic Leadership on Crisis Management Effectiveness: The Case of the Jordanian Hospitality Sector”. Accordingly, **the main research hypothesis (H0) is:** There is no significant impact at a significant level ($p \leq 0.05$) of strategic leadership and its dimensions (strategic orientation, allocation of resources, and developing employee’s competencies) on crisis management effectiveness in the Jordanian hospitality sector.

Sub-Hypothesis:

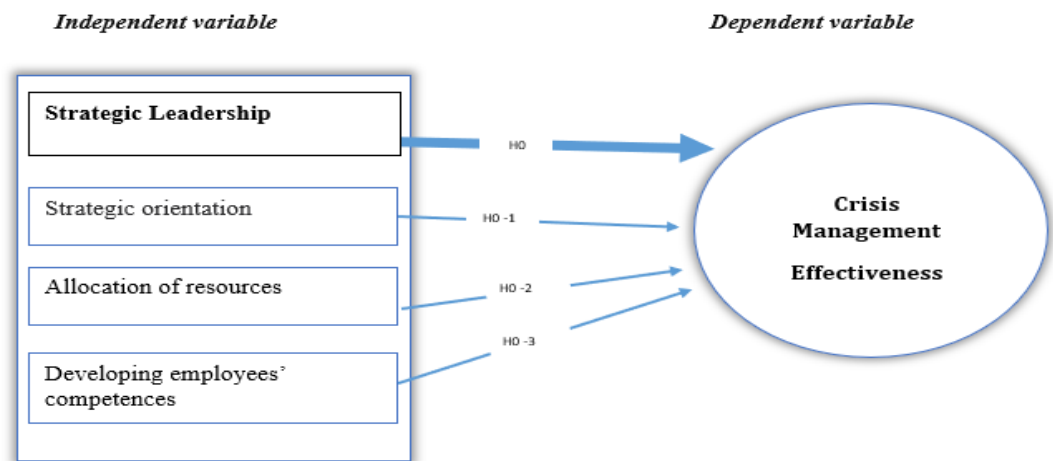
H0-1-There is no significant impact at a significant level ($p \leq 0.05$) of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector.

H0-2-There is no significant impact at a significant level ($p \leq 0.05$) of the allocation of resources on crisis management effectiveness in the Jordanian hospitality sector.

H0-3-There is no significant impact at a significant level ($p \leq 0.05$) of developing employee’s competencies on crisis management effectiveness in the Jordanian hospitality sector.

CONCEPTUAL FRAMEWORK

Figure 1: The Model of The Study.



Strategic leadership sources: prepared by the researcher based on previous research (Al-Thani & Obeidat, 2020; Samimi et al., 2020; and Hitt et al., 2005).

Strategic leadership sources: prepared by the researcher based on previous research (Al-Thani & Obeidat, 2020; Samimi et al., 2020; and Hitt et al., 2005).

Crisis management effectiveness sources: prepared by the researcher based on previous research (Maresh et al., 2021, Al-Thani & Obeidat, 2020; and Bhaduri, 2019).

RELATION BETWEEN STRATEGIC LEADERSHIP AND CRISIS MANAGEMENT EFFECTIVENESS.

Organizations work in a complex and risky environment, in which researchers agree that crisis management has become a basic approach for organizations to be able to survive (Zamoum & Gorpe, 2018; Alonso-Almeida et al., 2017). Organizations need influential leaders and strategies and available resources in the correct quantity and time to ensure continuity of work in business organizations (Harris et al., 2017; Bundy et al., 2017). Ragies (2018) states that crisis management has become one of today's main strategic leadership tasks, functions, and duties. Thus, facing crises represents an applied example of the dynamics of the strategic leader in the face of changes. Strategic leadership has a vital role in environmental uncertainty. Therefore, organizations that adapt to conditions remain in the market and competition (Thomas et al., 2018). Some studies, including those

(Alayoubi, 2020; Al-Thani & Obaidat, 2020), concluded that strategic leadership is a necessary pattern in organizations that seek to maintain a stable position in crisis management and aspire to grow and continue in the future, and studies add that the complexity and tension of the crisis impose the need Constant and continuous search for modern methods and tools that make organizations ready in the face of crises and able to manage them effectively and achieve the least possible losses.

Leadership with strategic orientation is one of the essential requirements for success in crisis management. Therefore, strategic leadership is essential to maintaining stability and building an integrated system in crises. In addition, it provides strategic plans and potential scenarios to deal with crises based on the capabilities and available resources of organizations (Rathore et al., 2017).

The standards of achievement for crisis management begin with leadership. It has a vital role in crisis management (Fener & Cevik, 2015) mentions qualifications of leading managers in crisis management are: (the ability to maintain a high level of coordination throughout the crisis management process, the capacity to recognize and respond to crisis signs, ability to Prepare for a crisis and protect yourself against it, capacity to supervise the crisis management procedure, efficient decision-making, the capacity to employ force, the capacity to return to normalcy, ability to create and execute a crisis management strategy, the ability to plan and coordinate a crisis management situation, throughout the crisis management process, the ability to learn and analyze, and ability to keep everyone informed during the crisis management process). Crisis environments require immediate decisions to be taken and implemented. Consequently, Crisis management requires visionary leaders. In the modern world, managing a leader involves anticipating the future, setting realistic visions and goals for the organization's future, and motivating people to achieve them (Fener and &, 2015). Leaders direct employees and teams towards achieving goals, and they have a vision and direction that enables them to see the modern world, anticipate the future, set goals, create resources, direct the path, make decisions, and motivate employees and individuals in times of crisis. Organizations reduce the negative impacts of crises through effective leadership, coordinated teams, and motivated

employees (Madu, 2012). Strategic leadership and its dimensions play an important role in bringing about the necessary changes in crises, as the strategic direction is based on forecasting and anticipating the future, setting a clear vision and message, and defining goals and objectives in the light of the strategic direction (Al-Thani and Obaidat, 2020). Al-Thani and Obaidat (2020) add that human capital development and training of human capital have a vital role in managing the necessary change in crises. It will activate their initiative and creativity and make them effective partners in work. There is no doubt that all this occurs in a supportive organizational environment and a culture based on positive values and beliefs that support directing efforts towards achieving goals. Flexibility and creativity are also critical leadership competencies in the disclosure stage in crisis management (Bhaduri, 2019).

RESEARCH DESIGN

This research applies a quantitative approach utilized to study the effect of strategic leadership on effective crisis management and identify the impact of strategic leadership dimensions (strategic orientation, allocation of resources, and developing employee's competencies) on effective crisis management. In addition, the approach seeks results that can be generalized. The data obtained in the literature review guided the research methodology design. Hence, the developed questionnaire was tested for validity by 13 arbitrators, seven internal arbitrators from the University of Petra (UOP), and six external arbitrators from different other universities (Isra University, Middle East University (MEU), and Amman Arab University), as explained in details the appendix. The questionnaires were distributed to managers across all levels (top, middle, and front line) who work in the Jordanian hospitality sector, mainly travel agencies, 5-star hotels, and 4-star restaurants.

POPULATION AND SAMPLE

This research focuses on strategic leaders; the sample of the research purposefully targets Senior managers- (top manager/ director), Middle managers- (general/ division), and Frontline staff- (employee's supervisors in the organizations of the Jordanian hospitality sector in the capital, Amman. The reasons for choosing Amman to collect data are

convenience and time constraints. Amman is their researcher's residence; besides being the capital, organizations operating in the Jordanian hospitality sector is located in Amman, a large proportion. Therefore, to reach a confirmed number in regards to the research population, the Ministry of Tourism and Antiquities and the Association of Tourism and Travel Agents were contacted to obtain data and the number of five-star hotels, four-star restaurants, and travel agencies licensed by the Ministry of Tourism and Antiquities until the end of 2021 in the capital, Amman.

THE RESEARCH INSTRUMENT

The study used the questionnaire as a primary research tool for collecting data to measure the research variables and dimensions from the sample. It was designed based on the procedural definitions of the study variables and was guided by a literature review. It was employed to fit the Jordanian environment and the Jordanian hospitality sector in Amman. The questionnaire was written in English and translated to Arabic to ensure that the respondents understood the meaning wants from the question.

The questionnaire includes three main sections: the first section represents general demographic information about the survey respondents, the second section focuses on statements developed based on the independent variable and its dimensions (strategic leadership, and its dimensions: strategic orientation, development of employee competencies, and resource allocation) the third section focuses on the dependent variable, which is crisis management effectiveness. The research uses a five-point Likert progressive scale in the questionnaire to give participants the flexibility to reflect on their perceptions and answers. It also emphasized the confidence of respondents' data, and it would be used for scientific research purposes only.

STATISTICAL TECHNIQUES IN DATA ANALYSIS

SPSS was used to analyze the research data and test its hypotheses. In this regard, a set of statistical tools were used, which are divided into the following groups:

Measures of central tendency and dispersion:

- 1- The research uses the arithmetic mean as one of the measures of central tendency for ease of understanding and calculation in finding a single value describing all the terms and comparing two sets of data.
- 2- Scales of Simple and Multiple Linear Correlation and Regression.
- 3- Measures to ensure stability and compatibility of the research instrument: alphas' Cronbach, Factor Analysis, Confirmation Factor Analysis, Validity Factor, and Kolmogorov-Smirnov test.

Sub Hypothesis results

4.5.1. Results Pertaining to Sub-Hypothesis H0-1

Testing the first sub- hypothesis, which states, “There is no significant impact at a significant level ($p \leq 0.05$) of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector,” is the purpose of this section. This hypothesis was tested using a test multiple regression to answer the sub-question about the study problem, and table (10) shows the results.

What stands out in the table (10) is that there is a statistically significant impact of strategic orientation on the crisis management effectiveness in the Jordanian hospitality sector, at ($p \leq 0.05$) depending on the values of beta (0.457), t-value (6.828). The p-value is 0.000, which is less than the significance level ($p < 0.05$). Consequently, the null hypothesis is rejected, and the alternative is accepted, which states a statistically significant positive impact of strategic orientation on crisis management effectiveness in the Jordanian hospitality sector.

4.5.2. Results Pertaining to Sub-Hypothesis H0-2

This part of the study aims to test the second sub-hypothesis, which states, “There is no significant impact at a significant level ($p \leq 0.05$) of the allocation of resources on crisis management effectiveness in the Jordanian hospitality sector”. The same as in section (4.5.1), the Multiple Regression test was used to answer the sub-question about the study problem, and the results are shown in table (10). It is apparent from the results in a table (10) that there is a statistically significant impact of the allocation of resources on the crisis

management effectiveness in the Jordanian hospitality sector, at ($p \leq 0.05$) since the values of beta (0.145), t-value (2.193), and the p-value is 0.029, which is less than the level of significance ($p < 0.05$). Thus, the null hypothesis is rejected, and the alternative is accepted, which states that there is a statistically significant positive impact of the allocation of resources on the crisis management effectiveness in the Jordanian hospitality sector.

4.5.3 Results Pertaining to Sub-Hypothesis H0-3

This part of the study aims at testing the second sub-hypothesis, which states, “There is no significant impact at a significant level ($p \leq 0.05$) of developing employee’s competencies on crisis management effectiveness in the Jordanian hospitality sector”. To answer the sub-question about the study problem, this hypothesis was tested using Multiple Regression, and its results are shown in Table (10).

Table (10) indicates that there is a statistically significant impact of developing employee’s competencies on the crisis management effectiveness in the Jordanian hospitality sector at ($p \leq 0.05$) since the values of beta (0.220), t-value (4.152), and the p-value is 0.000, which is less than the level of significance ($p < 0.05$). Therefore, the null hypothesis is rejected, and the alternative is accepted, which states that there is a statistically significant positive impact of developing employee’s competencies on the crisis management effectiveness in the Jordanian hospitality sector.

RESULT DISCUSSION

The results of the testing hypothesis indicate that there is a statistically significant impact of strategic leadership on crises management effectiveness in the Jordanian hospitality sector.

The statistical analysis of the hypotheses and questions of the study show that the strategic orientation has a significant and vital effective crisis management in the Jordanian five-star hotels, four-star restaurants, and travel agencies in Amman. And on threats that may affect the perf organization’s performance in the future and prevent it from achieving its goals. Strategic orientation has a vital anticipating these crises and

achieving proactive behavior in crisis times. The results also emphasize the importance of the strategic leader in developing a strategic vision that embodies the aspirations and directions of the organization in the future, the importance of declaring the mission to stakeholders in the organization in addition to setting strategic and realistic goals that can be achieved in order to reach success and desired goals of the organization.

The analysis results showed a statistically significant impact of the strategic orientation on managing crises effectively, which enhances the results of researchers Al-Thani and Obeidat (2020). And add to the importance of declaring the mission to stakeholders and developing strategic and realistic goals carried out by the strategic leader in determining the organization's strategic orientation

The second study question raised in the study is: What is the impact of the developing employees' competencies on crisis management effectiveness in the Jordanian hospitality sector. The results of the study concluded that managers at various administrative levels attach great importance to the role of employees in contributing to effective performance and desired results of the organization, as they strongly support the importance of the employees doing their work effectively and sharing their knowledge and experience with their colleagues at work, as well as they strongly support the importance of developing various training programs that will improve their skills and reflect on their competencies. In addition, managers support the importance of taking into account the opinions of qualified and experienced employees and establishing practical standards and criteria to measure employees' capabilities.

Based on the foregoing, the analysis results indicate a statistically significant impact of developing employees' competencies in crisis management effectiveness in the Jordanian hospitality sector. The results of this study are consistent with the results of researchers Al-Thani and Obaidat, (2020) and add to them the necessity and importance of sharing knowledge and experience among employees. In addition, the role of the strategic leader and senior management in the Jordanian hospitality sector is to establish an effective system to measure employees' capabilities and establish appropriate standards and criteria that will help develop, improve their performance, and develop their competencies. The

results showed the high interest of strategic leaders in developing the competencies of their employees.

The study also questioned the impact of resource allocation on crisis management effectiveness. During times of crisis, the organization may face a scarcity of various resources, an increase in prices, or other matters that were not taken into account and may affect its goals and continuity. Based on the results of the analysis of this study, the strategic leaders and senior managers in the Jordanian hospitality sector stress the importance of the organization directing its resources to serve and achieve its goals and needs. In addition to the importance of finding the resources for the departments according to priorities, needs, and importance, The managers showed that they provide modern technology to the departments that prove their needs to these technologies. Allocating strategic resources, which is considered one of the roles of the strategic leader, affects the management of crises effectively; it is considered a dimension that has not been taken and whose impact has not been investigated in the study conducted by Al-Thani and Obeidat, (2020). The study resulted from a statistically significant impact of resource allocation on effective crisis management in the Jordanian hospitality sector. The study results also found that organizations in the Jordanian hospitality sector continuously analyze the surrounding environment and develop plans and scenarios to confront crises. The study also found that the organization's departments support each other when a crisis occurs, determine the most critical procedures to resume activity, circulate lessons learned, and retain information related to the crisis easily accessible. The strategic leadership in the target sector attaches great and high importance to crisis management. This was also found in the study conducted by Al-Thani and Obeidat, (2020). However, the results of this study indicated medium importance for developing training programs related to the crisis. Although managers in the Jordanian hospitality sector highly support the importance of developing various training programs to develop employees' competencies, the programs related to crisis management might not be included within programs. The study of Al-Thani and Obeidat, (2020) viewed crisis

management in more detailed measured the impact of strategic leadership and its dimensions on crisis management through the stages in which the crisis is managed.

The results of this study can be explained by the researcher's belief that the strategic leader represents the manager in the senior and top-level management, whose duties and responsibilities are to formulate the general policy and strategies and the organization's overarching goals, from directing the process of interaction between the organization and the surrounding environment, in addition to their authority and role in making decisions and adapting to pressures. Thus, the strategic leaders are aware of the role, importance, and practices of strategic leadership that can overcome and face the challenges and crises that may face the Jordanian hospitality sector. Accordingly, the researcher believes that the Jordanian five-star hotels, four-star restaurants, and travel agencies located in Amman that have already been closed do not have strategic leaders and are not aware of the role of strategic leadership in the Jordanian hospitality sector, or that it does not have competent and effective administrations and leaders to help it manage crises and challenging circumstances and overcome them.

The study results show the managers' high interest and belief in the strategic orientation of their organizations, the allocation of their resources, and the development of their employees' competencies. The study also shows the awareness of the senior management of the importance of strategic leadership and the importance of managing effective crisis management and belief in the role of the strategic leader in the crisis and its importance to deal with the circumstances. The problematic and unexpected events maintain the organization's performance and objectives

RECOMMENDATIONS

The study recommended that companies operating at the Jordanian hospitality sector in Amman need to continue analyzing the environment to determine the variables that may affect their work in the future, maintain directing its resources towards meeting the organization's needs and objectives, encourage employees to strive to perform their jobs effectively on an ongoing basis. The study also recommends departments to remain

supporting each other to remain able to face various crises, survive in the market, and continue to compete.

The study also recommended developing crisis-related training programs in targeted organizations for employees and managers to deal with various crises, selecting appropriate training programs for the right people and activating an effective evaluation system for these training programs.