Universiti Utara Malaysia

# THE IMPACT OF THE LEADERSHIP STYLES ON CRISIS MANAGEMENT: A STUDY AT YEMEN PRIVATE AND PUBLIC INSTITUTIONS

**By**

**MOHAMMED ALI SALEH ALKHAWLANI**

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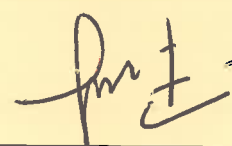| | | |
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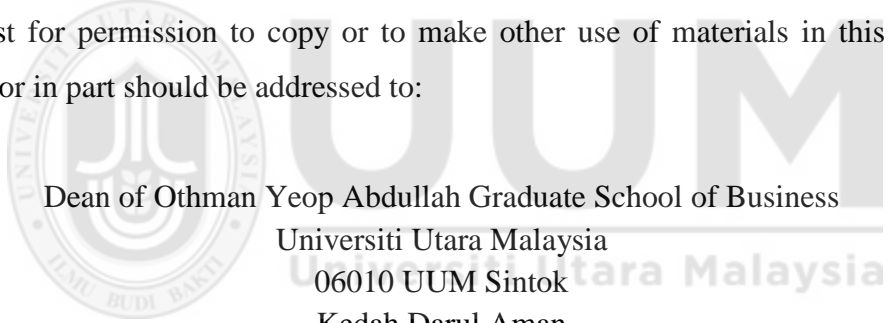
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## ABSTRACT

Crisis management plays an essential role in an organization to conduct its daily activities, where crisis has to be managed. However, choosing the proper leadership style is the main challenge to avoid disastrous consequences during the current crisis situation in Yemen. Therefore, the main objective of the study was to determine the influence of leadership styles in terms of transformational, transactional and charismatic leadership styles on crisis management in the Yemeni private and public institutions. The study further aimed to determine the most influential leadership style on crisis management. In order to achieve the objectives of the study, a quantitative method was applied and the data were collected from 297 middle managers in the Yemeni private and public institutions. Regression test was used to investigate the relationship between the leadership styles and crisis management as well as to determine the most influential leadership styles on crisis management. The results indicated that transformational, transactional and charisma leadership styles were found to have positive influences on crisis management. Furthermore, the results also indicated that transactional leadership was the best predictor and the most influential factor on crisis management in Yemeni private and public institutions. This was followed by charisma and transformational leadership styles, respectively. Overall, this study has provided a valuable contribution to the body of knowledge in the fields of leadership styles and crisis management. Future research is recommended to focus on the dimensions of the transformational leadership styles and crisis management stages for more specific outcomes.

**Keywords:** Crisis Management, Transformational leadership, Transactional leadership, Charisma leadership.

# ABSTRACT

Pengurusan krisis memainkan peranan yang penting bagi sesebuah organisasi dalam melaksanakan aktiviti hariannya, di mana krisis perlu diuruskan. Walau bagaimanapun, memilih gaya kepimpinan yang betul merupakan cabaran utama bagi mengelakkan kesan buruk dalam situasi krisis semasa di Yaman. Oleh itu, objektif utama kajian ini adalah untuk menentukan pengaruh gaya kepimpinan dari segi gaya kepimpinan transformasi, transaksi dan berkarisma dalam pengurusan krisis di institusi awam dan swasta Yaman. Kajian ini selanjutnya bertujuan untuk menentukan gaya kepimpinan yang paling berpengaruh terhadap pengurusan krisis. Bagi mencapai objektif kajian, kaedah kuantitatif telah digunakan dan data telah dikumpulkan daripada 297 pengurus peringkat pertengahan di institusi awam dan swasta Yaman. Ujian regresi digunakan untuk mengkaji hubungan antara gaya kepimpinan dan pengurusan krisis, serta menentukan gaya kepimpinan yang paling mempengaruhi pengurusan krisis. Hasil kajian menunjukkan bahawa gaya kepimpinan transformasi, transaksi dan berkarisma didapati mempunyai pengaruh yang positif ke atas pengurusan krisis. Selain itu, dapatan kajian juga menunjukkan bahawa kepimpinan transaksi adalah peramal yang terbaik dan merupakan faktor yang paling banyak mempengaruhi pengurusan krisis di Yaman. Ini diikuti oleh gaya kepimpinan berkarisma dan transformasi. Secara keseluruhan, kajian ini telah memberikan sumbangan yang bernilai kepada institusi ilmu dalam bidang gaya kepimpinan dan pengurusan krisis. Kajian akan datang dicadangkan untuk memberi tumpuan kepada dimensi gaya kepimpinan dan peringkat-peringkat pengurusan krisis transformasi untuk mendapatkan hasil yang lebih khusus.

**Kata kunci:** Pengurusan krisis, kepimpinan transformasi, kepimpinan transaksi, kepimpinan berkarisma.

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| | |
|---|---|
| BR | Business Recovery |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| CM | Crisis management |
| CMP | Crisis management plan |
| CMT | Crisis management team |
| CR | Contingent Reward |
| DC | Damage Containment |
| IC | Individual Consideration |
| IIA | Idealized Influence-Attributed |
| IIB | Idealized Influence-Behaviour |
| IM | Inspirational Motivation |
| IS | Intellectual Stimulation |
| KMO | Kaser-Meyer-Olkin |
| LR | Learning |
| MBEA | Management-by-Exception-Active |
| MBEP | Management-by-Exception-Passive |
| MLQ | Multifactor Leadership Questionnaire |
| PP | Preparation/Prevention |
| PPRR | Prevention, preparedness, response, recovery |
| PR | Personal risk |
| SCCT | Situational Crisis Communication Theory |
| SD | Signal Detection |
| SE | Sensitivity to the environment |
| SMEs | Small and medium-sized enterprises |
| SMN | Sensitivity to members' needs |
| SPSS | Statistical Package for Social Science |
| SVA | Strategic vision and articulation |
| TF L | Transformational Leadership |
| TSL | Transactional Leadership |
| UB | Unconventional behaviour |
| UNDP | United Nations Development Programme |

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# CHAPTER 1

## INTRODUCTION

### 1.1. BACKGROUND

Crisis management is an integrated and comprehensive on-going effort that organizations effectively placed it in an attempt to understand and prevent a crisis, and to effectively manage it, taking into consideration in each step the planning and training activities, and the interest of the stakeholders (Santana, 2004). However, despite the importance of crisis management for organizational success and survival, particularly in today's highly ever-changing environment, there are many indicators which reflected the lack of proper managing and implementing the issue of crisis management. For example, the deterioration of the public and private sector during the crisis of 2011 in Yemen up to date and the estimation of the private sector's losses are about US\$8– 17 billion from December 2010 to August 2011(IMF, 2014).

In addition, the cut down of the Gross domestic product (GDP) is estimated around 15 percent, beside the impact of the crisis on the public sector, practically, the employees have experienced the delay of payroll of salaries; displacement of staff from governorates and a reduction in real salaries due to very high inflation (World Bank, 2012). As a result of that, the crisis context has dominated the Arab scene, assistance by the absence of strategies and crisis management mechanisms and tools to control those crises, relying on individual urgent and temporary passive solutions, dealing and interacted emotionally with crisis, (Rashid, 2013). Therefore, crisis management is considered one of the means of controlling and reducing of crisis consequences,

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