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THE MODERATING IMPACT OF GOVERNMENT POLICY ON THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND CRISIS MANAGEMENT IN THE KURDISTAN REGION OF IRAQ PUBLIC SECTOR

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Universiti Utara Malaysia

DOCTOR OF PHILOSOPHY

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THE MODERATING IMPACT OF GOVERNMENT POLICY ON THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND CRISIS MANAGEMENT IN THE KURDISTAN REGION OF IRAQ PUBLIC SECTOR

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ABSTRACT

Effective leadership styles have had a significant impact on crisis management as an important process to prevent crises, disasters and unexpected risks. Many studies have been conducted on the impact of leadership styles on crisis management in both private and public sectors. Nonetheless, very little research has been conducted to observe the moderation effect of government policy in the relationship between leadership styles and crisis management in general, and especially in the Kurdistan Region of Iraq‘s public institutions. Therefore, employing Crisis Management Theory and Path-Goal Theory, this thesis has evaluated the impact of the KRG policy on the relationship between the leadership styles (namely: transactional, transformational and servant) and crisis management in the KRI public sector. To obtain the research objectives and test the hypothesis, a quantitative research design, cross-sectional survey method was adopted. For this study, a total of 700 questionnaires were distributed to the public institutions of the KRI where a total of 297 completed and valid questionnaires were returned. The collected data was analyzed by SmartPLS 3.3.3 software program. The results of this study supported the hypothesized impact of Transformational and Servant leadership styles on crisis management as well as partial support for moderating the impact of government policy on the relationship between leadership styles, namely transactional and transformational, and crisis management. Nevertheless, a direct relationship between transactional leadership and crisis management as well as the moderating effect was not evident for the association between servant leadership and crisis management. Finally, this research has ended with conclusions explaining theoretical and practical contributions to academicians and practitioners. Thus, the current study recommends that government policy can positively help managers of public organizations to enhance their behaviors and attitudes. Accordingly, the government policies should be more clear and more observed so that managers can confidently deal with crises. It also suggests that leadership styles can play a notable role in controlling, reducing, and dealing with crisis management in the public sector. The results of this study propose for the managers to keep transformational factors as this leadership style is more effective than other leadership styles to influence staff in the crisis time.

Keywords: Crisis Management, Leadership, Leadership Styles, Government Policy, Public Sector.

ABSTRAK

Gaya kepemimpinan yang berkesan memberi kesan yang signifikan terhadap pengurusan krisis sebagai proses penting untuk mencegah krisis, bencana dan risiko yang tidak dijangka. Banyak kajian telah dilakukan mengenai pengaruh gaya kepemimpinan terhadap pengurusan krisis di sektor swasta dan awam. Walaupun begitu, sangat sedikit kajian yang melihat kesan moderasi (moderation effect) dasar pemerintah dalam hubungan antara gaya kepemimpinan dan pengurusan krisis secara umum, terutamanya di institusi awam Wilayah Kurdistan Iraq. Dengan menggunakan Teori Pengurusan Krisis dan Teori Laluan-Matlamat, tesis ini menilai kesan dasar KRG terhadap hubungan antara gaya kepemimpinan (iaitu transaksional, transformasional dan hamba) dan pengurusan krisis di sektor awam KRI. Untuk mencapai objektif kajian dan menguji hipotesis, reka bentuk penyelidikan kuantitatif, kaedah tinjauan rentas kerangka diguna pakai. Untuk kajian ini, sebanyak 700 borang soal selidik telah diedarkan ke institusi awam KRI di mana sebanyak 297 borang soal selidik yang lengkap dan sah dikembalikan. Data yang dikumpulkan dianalisis menggunakan perisian SmartPLS 3.3.3. Hasil kajian ini menyokong kesan hipotesis gaya kepemimpinan Transformasional dan Hamba terhadap pengurusan krisis serta sokongan separa untuk menyederhanakan kesan dasar pemerintah terhadap hubungan antara gaya kepemimpinan, iaitu transaksional dan transformasional, dan pengurusan krisis. Walaupun begitu, hubungan langsung antara kepemimpinan transaksional dan pengurusan krisis serta kesan penyederhanaan tidak jelas bagi perkaitan antara kepemimpinan hamba dengan pengurusan krisis. Akhirnya, penyelidikan ini diakhiri dengan kesimpulan yang menjelaskan sumbangan teori dan praktikal kepada ahli akademik dan pengamal. Kajian semasa mengesyorkan agar dasar pemerintah dapat secara positif membantu pengurus organisasi awam untuk meningkatkan tingkah laku dan sikap mereka. Oleh itu, dasar-dasar kerajaan harus lebih jelas dan teliti agar pengurus dapat menangani krisis dengan yakin. Ini juga menunjukkan bahawa gaya kepemimpinan dapat memainkan peranan penting dalam mengendali, mengurangi, dan menangani pengurusan krisis di sektor awam. Hasil kajian ini mengusulkan agar pengurus menjaga faktor transformasi kerana gaya kepemimpinan ini lebih berkesan untuk mempengaruhi staf pada masa krisis berbanding gaya kepemimpinan yang lain.

Kata kunci: Pengurusan Krisis, Kepemimpinan, Gaya Kepemimpinan, Dasar Pemerintahan, Sektor Awam.

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LIST OF ABBRIVIATIONS

AVE	Average Variance Extracted
CM	Crisis Management
CMV	Common Method Variance
COLGIS	College of Law, Government and International Studies
CR	Composite Reliability
f^2	Effect Size
GOP	Government Policy
GSGSG	Ghazali Shafie Graduate School of Government
KRG	Kurdistan Regional Government
KRI	Kurdistan Region of Iraq
PhD	Doctor of Philosophy
PLS	Partial Least Squares
Q^2	Construct Cross validated Redundancy
R^2	R-Square
SEM	Structural Equation Modeling
SL	Servant Leadership
TFL	Transformational Leadership
TSL	Transactional Leadership

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Crisis management is a very important process to prevent crisis, disasters and unexpected risks (Santana , 2004). Many studies have been generally conducted on the impacts of leadership attributes on the crisis management in the private and public sectors (Alkhawlani, 2016; Alkhawlani, Bohari & Shamsuddin, 2021; Ali & Anwar, 2021). Nevertheless, few research conducted on the moderation role of government policy in crisis management in the Kurdistan Region‘s public institutions (Bayiz, Liu & Butt, 2019; Alzoubi & Jaaffar, 2020). The main aim of this thesis is to explore the impact of the KRG policy on the relationship between the leadership styles and the crisis management in the public sector. The study distributed questionnaires among the managers in the Kurdistan Regional Government‘s public institutions adopting a quantitative research design, cross-sectional survey method to explore the effectiveness of the moderation role of government policy on leadership styles and crisis management in the critical crises faced to the Kurdistan Region of Iraq.

The origin of the term crisis belongs to a Greek word ―Krisis" that indicates judgment, select or decision (Preble, 1997). Different terminological descriptions about the concept of crisis by many researchers indicate that the concept has no single common definition accepted by scholars (King, 2002). Thus, crisis has been seen as an unscheduled threat in an urgent circumstance facing organizations and has severe impacts. That is, the crisis is a difficult situation that affects different sectors and people having political, economic, legal, social and administrative dimensions (Kim & Liu, 2012). Therefore, in this study, the main ongoing crises affecting the public sector of the KRG will be discussed.

In addition, the negative outcomes of the management styles in the Middle Eastern countries led the countries to greater issues and then these issues became crises. Crisis is considered to be a destructive and unwelcomed change in politics, economy, education, security and many other sectors, starting with little risk warnings (Drennan, Lynn, McConnell, & Stark, 2014). The political issues in Yemen, Egypt, Syria, and Iraq have had potential to create unwanted and disastrous outcomes. Economic, financial, security and refugee crises occurred because of the political issues. People in these countries have been fleeing from economic situations, lack of security and political stability (UNHCR, 2015). Therefore, man-made crises are basically interwoven, moving in hierarchy, and causing one another.

To avoid and/or manage such unwanted events, a good strategic administrative process is needed which is called crisis management. Before and after a crisis occurs in an organization, authorities try to take control over the challenges with a good management

of the crises. Crisis Management is a procedure by which organizations use it as an instrument to deal with the risks and unstable or dangerous situations (Santana G. , 2004). Nonetheless, due to lack of this managerial process, some developing governments are faced to disastrous situations and many financial, economic, and political collapses.

For example, Kurdistan Regional Government‘s (KRG) political issues and mismanagement of the natural resources sector lead to political, economic, financial crises to the extend that KRG debts reached about $17 billion from 2014 till now (Stansfield G. R., 2018). Additionally, this crisis affected all the sectors of the region in which the government could not pay the employee‘s salaries more than 9 months and they have experienced a reduction of their salaries for less than half that led to corruption, demonstrations and employee boycott. Although the Region was rich of natural resources but could not resist for not having policies and crisis management strategies to take control of the crises, instead the KRG relied on individual temporary passive and short-term plans to cover the needs of the public sector (Maghdid & Din, 2019).

Despite the significance of the crisis management for survival as well as success of the organizations especially in recent quickly changing circumstances, there are enough indications showing the lack of government policies or effective leadership style for managing or implementing a proper crisis management. Moreover, different styles of leadership in charge in the KRG institutions faced with different responses from

employees. Thus, the KRG public sector needs crisis management as it is regarded as a mean of mitigating and controlling the crisis consequences, supported by government policies as well as suitable leadership (Wooten & James, 2008). This belongs to the fact that crisis management helps the institutions to perform their daily duties and activities by managing the crises in different environments (Darling, 1994).

Consequently, it is also possible that leaders can affect management processes in various ways, such as through communication, giving proper training, coordination, rewarding and encouragement (Pradeep & Prabhu, 2011). Despite the influences of leadership on the crisis management as a significant predicator there is little concentration on the leaders in the context of public sectors in the academic ground. Moreover, there are some studies on the effectiveness of crisis management (Wilson & Waiganjo, 2013) and the role of leadership styles in terms of transactional, transformational, and charismatic on the crisis management (Alkhawlani, 2016). In a recent investigation on lecturers of Islamic University of Indonesia, Azizah, Rijalb, Rumainurc, Pranajayae, Ngiuf, Mufidg and Maui (2020) illustrarted that transformational and transactional styles have had significant effect on satisfaction as well as performance of the lecturers during Covid-19 crisis.

Accordingly, numerous studies have been conducted on crisis management in the developed countries such as (Wooten, 2005; Wooten & James, 2008; Herbane, 2013) or studies conducted in other developing countries such as Yemen and Jordan (Alkhawlani, 2016; Alzoubi & Jaaffar, 2020). Nonetheless, there is very few research conducted in the

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non-developed Region such as Kurdistan Region. Furthermore, some of the studies which investigated the relationship between leadership attributes and crisis management are done mixing both private and public sectors (Alkhawlani, 2016), or only in the private sector neglecting the public institutions such as (Davis & Gardner, 2012) and (Alzoubi & Jaaffar, 2020). Finally, these studies explored the effectiveness of leadership styles on crisis management, disregarding the moderation role of government policy. Therefore, this study will investigate the moderation role of government policy in the relationship between leadership styles, namely transactional, transformational and servant styles, and the crisis management in the KRG public institutions.

1.2 Crises Affecting the KRG Public Sector

The public sector of the Kurdistan Region has experienced several issues caused by several man-made crises. In this section the main crises affecting the Kurdistan Region of Iraq will be discussed so as to understand and identify the main sources of the public organizations‘ issues. That is, historical conflicts between Kurds and Iraqi governments, reasons behind KRG tackling the natural resources sector, mismanagement of natural resources, decline of the oil prices, ISIS attacks, Syrian and Arab refugees moving to the region, political issues of the region and finally corona virus crisis will be explained.

Kurdistan Region, officially called Kurdistan Region of Iraq (KRI), is an autonomous region in the North of Iraq. This autonomy dates back to 11 March 1970 agreement between Kurds and Arab Socialist Ba‘ath‘s cabinet (O'Leary, Brendan, McGarry, & Salih, 2006). Before the 11 March Autonomy agreement several revolutions held by the

Kurds so as to get independence from Iraq. Nevertheless, after four years, the Iraqi government retreated from the agreement of autonomy right in 1974. In addition to that, the Iraqi authorities continued in violating human rights against Kurds for more than a decade and a half (Dawood, 2016). Consequently, revolutions and armed conflicts occurred between Iraqi Army and the Kurdish Peshmarga, those who volunteered themselves to defend Kurdistan.

After Kurdish rebellion against Iraqi government for more than a decade, the uprising of Kurds took over in March 1991 in the northern Iraq against Saddam‘s regime (Stansfield G. , 2016). In the meantime, the United Nations Security Council passed the Resolution 688 ordering the Iraqi government to stop campaigns against Kurds (UN Security Council Resolution 688, 1991). The resolution guaranteed non-fly zone area in the North of Iraq. Therefore, the Kurdish Peshmerga succeeded in pushing out the main Iraqi forces from the northern governorates (O'Leary, *et al.,* 2006). Consequently, the three governorates of Erbil, Sulaimaniya, and Duhok became components of the Kurdistan Region which comprises 46,861 square kilometers with a population of 5.9 million (newest estimation) (Ministry of Planning- KRG, 2012). Although the Kurdistan Region has been an autonomous region inside Iraq, the Region was welcomed by the international community as a de facto state (Stansfield G. R., 2018).

Following the collapse of Saddam‘s regime, the Kurdistan Region entered a new era in administrative, political and economic aspects (Mills, 2016). There are three main factors of this change, such as the world economy saw several fluctuations due to

economic crisis and rise of oil price, USA existence in the territory, the weakness of the central government in Baghdad, and the reunification of the two KRGs (Morelli & Pischedda, 2014). Due to the American invasion to Iraq in 2003 the oil price raised because of the shortage of Iraqi exportation of oil and the world economy was faced to economic crises, so the neighboring countries like Turkey needed Kurdistan Region‘s oil and gas. The US existence in the region became a great support to Kurds to act as a de facto state. Furthermore, after the collapse of Sadam‘s regime no political party could lead the Arabs in the middle and south of Iraq.

Although the establishment of the Region dates back to 11 March 1970, the Kurdistan Regional Government was established in 1992 (MacQueen, 2015). Kurdistan Region is not a stable state with low level of democratic decentralization and governance. After two years of the establishment of the government, the two major parties, Patriotic Union of Kurdistan (PUK) and Kurdistan Democratic Party (KDP) run a civil war against each other about administration of the revenues. Consequently, the government was divided into Kurdistan Democratic Party controlled Regional Government in Erbil and Patriotic Union of Kurdistan controlled Regional Government in Sulaimaniya (Dawood, 2016). By the collapse of the regime, the two governments in Kurdistan Region (Erbil and Sulaimaniyah KRGs) were reunified (Rafaat, 2007).

After the collapse of Ba‘ath‘s regime, a new constitution was ratified in Iraq in 2005. The Federal status to Kurdistan Region with many administrative rights was recognized by the Iraqi new constitution. The KRG claim that according to articles 111, 112, 115

and 121 of the Iraqi constitution, it is the regional governments‘ right to sign contracts (Ministry of Natural Resources, 2013). Nevertheless, the issues between KRG and the Iraqi government have not terminated. Recently, two fundamental issues exist, natural resources and the disputed territories. According to the Iraqi new constitution, the KRG has the right of signing the contracts. Therefore, from that time Kurdish politicians, mainly PDK and PUK authorities, started thinking of the natural resources dossier.

The main reason behind KRG‘s tackling the natural resources belongs to the historical above mentioned issues between Kurds and Iraqi governments. Kurds have tried to get independence in the economy and get open gates to the international markets as an attempt to get total independence in the future. Since 2006, the KRG signed more than 60 energy contracts with many oil and gas local and international companies such as British Petroleum, Gasprom, Exxon Mobile, Genel Energy, Dana Gas, DNO, Total, Chevron, Gulf Keystone Petroleum, Western Zagros Resources, Aspect Energy and so on (Marcopolis, 2013). Therefore, the KRG-Iraqi issues entered a new epoch that have administrative, economic, political and legal dimension.

Nonetheless, the KRG has exceeded the limitations and they started to export oil unilaterally (Hasan, 2019). Following the KRG contracts with the energy companies, as a result, conflicts between Iraqi government and the KRG started to boost out. Beside the historical issues between Kurds and the Iraqi governments, most of political, economic, financial, and internal issues in the Kurdistan Region originated from the KRG policy towards administration of the oil and gas dossier after the collapse of

Sadam‘s regime (Ahmed, 2016). To conclude, the KRG started exporting oil before 2010 by tankers through Iran and Turkey. Nonetheless, at the beginning the Iraqi government did not take any consideration to this trade because the KRG could not export too many barrels of oil (Bayiz, *et al.*, 2019).

Later by 2013, KRG completed the Kurdistan pipeline stretching over 970 kilometers from (Taq Taq) oilfield through (Khurmala) oilfield and (Duhok), then to (Fesh Khabur) on the Turkey-Iraq border, by where the Kurdistan pipeline was connected to the Kirkuk-Ceyhan pipeline (Morelli & Pischedda, 2014). Although Turkey has potential issues with the Kurd minority in the South-East of the country, supported and let KRG to stretch the pipeline inside her country. This is because Turkey needed new and cheap sources of energy. Further, Turkey could take economic advantage from the natural resources sector of Kurdistan Region, both in exporting and investment of oil farms (Morelli & Pischedda, 2014).

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The Iraqi government, in return, declared that this pipeline should be under the control of the federal government in Baghdad or it would be considered as illegal. By the refusal of KRG to hand over the administration of the pipeline, the Iraqi government has made an official complaint against Turkey and KRG. In addition to that, the Iraqi government cut off sending budget %17 shares to the Kurdistan Region (Mills, 2016). Although several meetings between Iraqi and KRG authorities were held in Baghdad and Erbil, both parties did not come in to an understanding. As a result, the Kurdistan region encountered a financial crisis to the extend the KRG could not pay the employee salary.

Most of the Kurdistan Region‘s accumulated issues that led to the Region to fundamental crises occurred in 2014 and lasted almost 4 years. Firstly, the Iraqi government did not send the Kurdistan Region‘s budget share. Secondly, oil price started to dramatically fall down. Thirdly, the ISIS (Islamic State in Iraq and Syria) (a terrorist group) attached Iraq and Syria, thus, the ISIS occupied many Kurdistan Region‘s oil farms (Gunes, 2019). Fourthly, due to the ISIS attack to Northern Iraq, several international oil companies left the Region. Finally, a wave of Iraqi and Syrian refugee‘s fled to Kurdistan Region and this affected the economic situation of the Region. Therefore, the Kurdistan region encountered a critical security, economic and financial crisis along with the political issues with the Federal Government of Baghdad.

After American conciliations, in the end of 2014, negotiations between the two governments started over from scratch. The Iraqi government accepted to send the Kurdistan Region‘s %17 budget share and reciprocally the KRG must have given the Iraqi Oil Marketing Company (SOMO) 250,000 barrels a day (Cordesman A. H., & Khazai S., 2014). Later in 2015, both parties accused each other of lack of commitment to the agreement. Neither KRG delivered the amount of oil to SOMO, nor did the Federal Government send the Kurdistan Region‘s financial rights (Cordesman & Khazai, 2014). Consequently, political conflicts between the Federal Government of Iraq and KRG have continued; thus, the situations in the Region were getting worse until 2018.

During these four years, many fundamental events have happened in the Kurdistan Region. The public sector of the Region was about to collapse due to phenomenon of

demonstrations, corruption and bribery because employees have not been paid 5 months a year. In the meantime, the Kurdistan Region‘s president, Masu‘d Barzani, declared to hold a referendum in 2014 on succession claiming that tens of Iraqi constitution articles are violated and Iraqi Prime Minister‘s offensive reactions against Kurdistan Region (Rasheed, 2019). In response, the Iraqi, Turkish, and Iranian government lobbied to force the Region so as to refuse or postpone the referendum, but the Kurdish officials held the referendum in 25 September 2017. By 2018, the International Monitory Fund (IMF) obliged the Iraqi government to pay the KRG an amount of budget share (317 million dollars) to pay the employees‘ salaries (Sumer & Joseph, 2018).

Although the financial crisis was mitigated for one year, still the KRG economic and political crises have not been solved yet. The Iraqi government accepted to send the Kurdistan Region‘s budget share in 2019. Therefore, most of the sectors in the region have seen a flourish. Nevertheless, the world exposure to the consequences of the coronavirus in the beginning of 2020 that caused major lockdowns in most of the countries, has severely affected the economy of the world and especially Iraq and the Kurdistan Region (Aziz B. , 2020). Again Iraq cut the Budget share and the KRG could not pay the employee salaries.

During these periods of crises, the Kurdistan Regional government‘s policy has been to mitigate the aftermath of the crises. As early reactions, the KRG started to export more oil to obtain more income, reducing salaries to the half and putting pressure on the managers to deal with the situations (Maghdid & Din, 2019). Although the KRG could

not solve most of the above mentioned issues totally, the government tried to provide the mangers more authority so that they can make suitable decision during these crises (Anaid, 2019). Therefore the need for an effective leadership to handle a strategic crisis management backed with government policies has been clearly proven to mitigate and control the crises in public sector of the Kurdistan Region.

To conclude, the Kurdistan Region of Iraq has seen several continuous crises that affected all the sectors including the public sector. The historical background led the region to conflicts with the central governments of Iraq that pushed the KRG to think of tackling the natural resources dossier and this caused decline in the economy as the Federal Government cut the 17% budget share of the region. Moreover, the attacks of ISIS needed costs, as it also followed with a flood of refugees coming to the region. Finally, after a rest for a year in 2019, the KRG economy encountered a dramatic fall in 2020 due to coronavirus crisis. This was because of absolute lock-down in the world all and in the KRI as well. Further, the COVID-19 crisis has negatively affected the oil prices and trade activities (World Bank, 2021).

As a result, the public sector has seen severe damage as employees demonstrated against delays of their salaries as well as reduction in their salaries. According to World Bank (2021), Iraqi debts and the KRG debts rapidly increased. In addition, the Ministry of Planning of the KRG announced that the total debts of the KRG reached about 29 USD billion dollars by 2021 in which about 22 USD billions where employees salaried not paid by the KRG due to the ongoing series crises in the Region (Ministry of Planning,

2021). Figure 1.1, derived from Ministry of Planning reports, illustrates the debts of the KRG. Therefore, the KRG public sector needs a strategic crisis management with effective leadership style under a clear government policy to tackle with the continuous and various crises facing the public organizations.

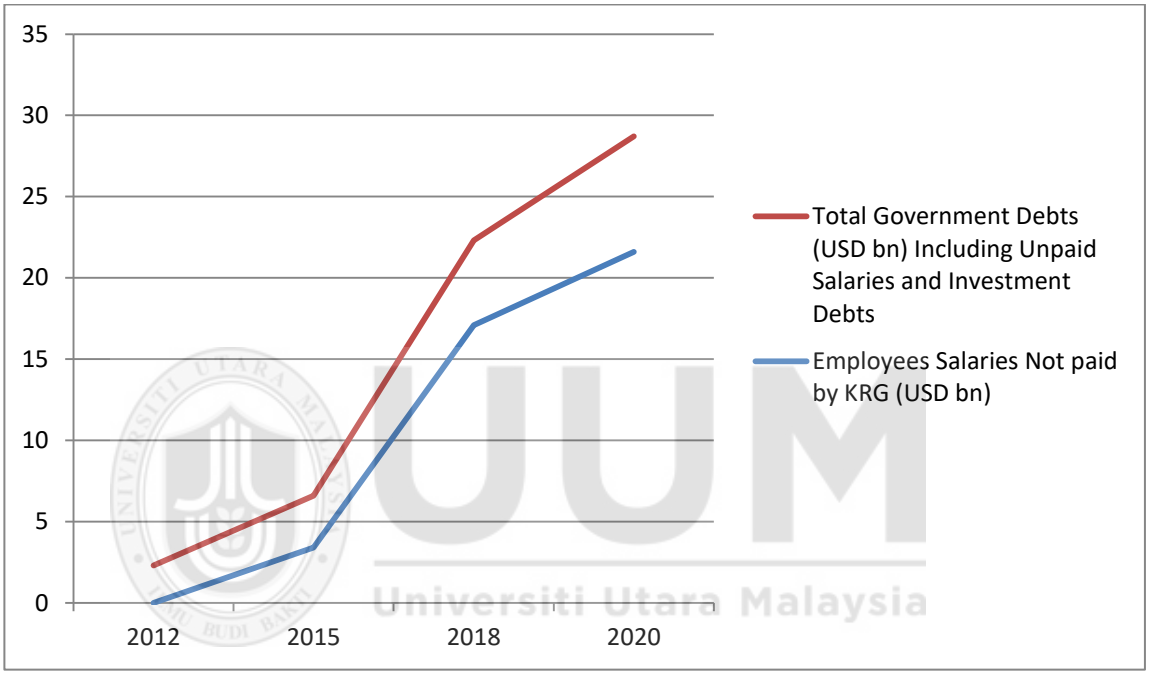

Figure 1.1 Total KRG Debts

Source: (Ministry of Planning 2021)

All in all the main intension of this thesis is to give a share in the prevailing literature explaining the role of government policy on the relationship between leadership styles and crisis management particularly in the KRG public sector with the following objectives: to determine the influence of crisis management on KRG public sector. It concentrates on its central strategic objective to produce an effective leadership pattern to deal with the crises facing the Region in the existence of the KRG policies. This is

because good leaders comprehend the worth of subordinates in obtaining the objectives set by the institution, motivating and encouraging the followers is of main significance in realizing these objectives.

1.3 Problem Statement

When a crisis occurs in somewhere in a particular sector, other related and unrelated sectors will be affected by that threat (Gonzalez-Herrero & Pratt, 1995). If it is not resolved, the issue may lead to an unstable and serious situation influencing an individual, a group, an organization, or all the country (Arjen *et al.*, 2008). Rosenthal *et al.,* (2001) defined the crisis as a dangerous threat to the main structures or the basic norms and values of an institution that is under pressure of time and highly unstable environment that needs making serious decisions. Alkhawlani *et al.,* (2021) argued that the main reasons of the rise of crisis may belong to organizational failure, wrong leadership or false decision making and environmental changes.

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Most of the developing and developed countries such as USA, China, Singapore, Malaysia and the United Kingdom have encountered crises but by following an effective crisis management they could control and reduce the losses of the crises (Ling, Chen, Sandhu, & Kishore Jain, 2009). The effective crisis management requires a brave and wise leadership that needs identifying the threats to define solutions to control the crisis and its outcomes (Arjen *et al.*, 2008). Further, for effective administration of the resources, responsibilities and powers of different governance levels in terms of federal, state and local levels should be clarified (Tie, Qin, Song, & Qi, 2020). Nevertheless,

despite the differences of parties and politicians are ruling, the circumstance in the Kurdistan Region is suffering from poverty, corruption and unemployment (Zaman, 2016).

The public sector of Kurdistan Region was faced to several issues and crises since 2014 to 2018 due to several reasons. Firstly, the KRG was not able to pay the salary of the employees in the public sector. Thus, the employees started to demonstrate against the government and showed the KRG an all-out strike. Secondly, the public and private investment projects were stopped for the KRG could not pay the companies‘ financial rights and many schools, hospitals, bridges, roads and other public projects remain uncompleted (World Bank, 2016). Thirdly, for not getting their salaries for several months, the phenomena of bribery and corruption have encountered in the public sector. To deal with disruptive, anticipated and not anticipated situations which threaten harming or even collapsing an organization or its stakeholders a good crisis management is needed. Furthermore, the crisis management is considered to be a way of minimizing and dominating the consequences of a crisis.

Consequently, this leads to investigate the impact of a good crisis management in solving issues and problems faced to Kurdistan Region using the. In addition, many scholars have conducted studies suggesting investigations about the effectiveness of crisis management in governing and solving issues and crises. Namely, Al-Ghamdi (2013) argues that ―hence the more a crisis is prepared for, the less it will be a crisis”. Further, Kaltenstadler and Ksiazkiewicz (2011) have recommended for future research

about the significance and thoroughness of the crisis management in the developed countries. Moreover, Paraskevas and Altinay (2013) have investigated the ―three-stage conceptual framework for crisis signal detection" to prevent the happening of crises from the beginning. More research can identify the types of crisis and find mechanisms to prevent or mitigate the consequences of the crisis. As a result, so as to answer the questions related to the successful crisis management, more studies are needed.

On the other hand, it is argued that the level of the leadership skills and styles in managing the issues facing the public sector is very significant to mitigate and control the crisis consequences in the KRG public institutions (Ali & Anwar, 2021). As a result, many researchers investigated the relations between leadership and crisis management. They focus on a particular leadership style in a particular crisis circumstance. For example, Cho and Tseng (2009) have made research on the impact of transactional and transformational styles on the financial crisis, recommending future research on the effectiveness of these kinds of leadership in other crises. It is argued that transactional leaders reward their subordinates promptly and accordingly so as to reach the specific targets, punish them for any shortfalls, as well (Barbuto, 2005).

The dimensions of this style, which are contingency reward, management by exception active and management by exception passive, have significant impact on the organizations especially in the crisis time (Avolio & Bass, 2004). Transactional leaders depend on contingency reward program so as to enhance the employee's skills because rewarding is one of the best approaches to boost the subordinates' performance when the

organization is in critical situations (Burns J. M., 1978). Transactional leaders provide rewards in exchange to the level in which the employees effort to meet the organizational objectives. That is, leaders can explain to their followers the opportunities and organization‘s acknowledgement when the goals accomplished (Yukl, 1999). Furthermore, the transactional leadership style gives the leaders opportunities to actively and passively supervise their followers as well as clarifying each individuals roles and duties. In some situations, the level of monitoring followers for mistakes or violations is emphasized by leaders (Northouse, 2004). Therefore, it is fundamental to investigate the positive effect of transactional leadership on crisis management in the KRI.

Transformational leadership, in addition, is seen as a style that makes remarkable changes to attract followers‘ attention to boost their feelings as well as cultivating emotional linkage with the organization, superiors and teammates (Bass, 1994; Avolio *et al*., 1999; Bass *et al*. 2001; Bommer *et al*., 2005; Ahmad *et al*., 2015; Zhang, Liu & Wang, 2020). More significantly, under transformational leadership followers become leaders as such leaders have the sense to encourage and encourage their subordinates to view further than their self-advantages and focus on organizational betterment (Avolio & Bass, 2002). Hence, the relationship between transformational leaders and crisis management is indicated through its dimensions: idealized influence behavior, idealized influence attributes, inspirational motivation, intellectual stimulation, and individualized consideration (Ho, Fie, Ching, & Ooi, 2009).

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Furthermore, transformational leaders show their effectiveness in the unstable situations as employees display more commitment at work while they are leaded by the transformational leaders (Chen, & Zhang, 2011). Cho and Tseng (2009) conducted a study on the middle managers concluding that transformational leadership is importantly influential during the financial crisis. Moreover, such leaders direct their employees through sense making in the crisis time by progressing a compelling vision which focuses on exceeding self-benefits for the total interest of the group that can eventually survive of the organization (Mumford, Friedrich, Caughron, & Byrne, 2007). Zhang *et al.* (2016) investigated the role of transformational leader in natural disasters, suggesting further research in other crises. Therefore, it is suggested by crisis leadership researchers that further investigations on transformational leadership could obtain the answer of what provides success in the crisis circumstances.

In the meantime, lower level subordinates have limited authority to solve issues in the public service and are restricted by identified regulations that lead to a limited number of acceptable responses (Nasidi, 2016). Several researchers in the leadership investigated the role of leaders in the public service in the context of crisis circumstances. That is, Bass and Avolio (1997), Cho and Tseng (2009), Jabouri (2011), Pradeep and Prabhu (2011), Davis and Gardner (2012), Alsamaray (2014), Alkhawlani (2016), Alzoubi and Jaaffar (2020) as well as Ali and Anwar (2021) have investigated the influence of leadership on the crisis management in either public or private sector in terms of transactional, transformational and charismatic leadership styles. Nonetheless, none of these studies examined the servant leadership pattern.

Recently, Du Plessis and Keyter (2020) conducted a conceptual study for discussing suitable leadership styles, including servant leadership, for Covid-19 crisis. This leadership style is affected by the motive to serve other people connected to the organization. Servant leadership has nine recognized functional features which are vision, integrity, service, trust, honesty, modeling, appreciation of others, pioneering, and empowerment (Russell & Gregory Stone, 2002). According to Van der Hoven, Mahembe and Hamman-Fisher (2021) such characteristics psychologically assist leaders to have influence on the employees to reflect organizational needs, especially when the organization undergoes critical situations.

Although these studies have researched the significance of the servant leadership on the organizational survival, they have not empirically investigated the effect of servant leadership on crisis management, which is a gap identified for the present study. Additionally, Nicola, Sohrabi, Mathew, Kerwan, Al-Jabir, Griffin, Agha and Agha (2020) argued that for better preparation and quick response for the health challenges like Covid-19 crisis, clear government policy and effective leadership is required. As a result this leads to explore the significance of leadership in terms of transactional, transformational and servant styles as independent variables on the crisis management in the Kurdistan Region using Person and Mitroff‘s (1993) Crisis Management Theory.

In addition, another variable that affects crisis management is the government laws, regulations and policies. In 2019, both of Kurdistan Region‘s Parliament and the KRG have ratified new regulations and policies to control the crises or at least mitigate the

consequences of these crises. Apart from the KRG reforms in the costs and incomes, the government set new regulations to deal with the issues encountered in the public institutions. Policy and institutional frameworks existing in the Region are not in line with global best practices. Specific data on KRG regulations is also not readily available. Therefore, this has encouraged researchers to explore the effectiveness of the recent KRG policies.

There are studies that have been conducted to investigate the role of government policies to address certain issues associated with particular public services. For example, a study was conducted on the disadvantages of the waste crisis has used the government policy as an independent variable to reduce the aftermath of the construction waste technology (Christensen, 2011). Furthermore, (Obaji & Olugu, 2014) examined the government policy influences on the entrepreneurship development, concluding that the reactions of government policy determine the success of the entrepreneurial activities in any nation. Also, Khairul Anuar (2016) investigated the effects of Malaysian government‘s national integrity policy on the perception of corruption practices in Malaysia.

Recently, Gal-Arieli, Beeri, Vigoda-Gadot & Reichman (2020) assessed the impact of national policy for education on leadership, namely transformational style, and local involvement in education. Although the study concluded that the leaders in the local level and residents have to suit themselves to the boundaries of new localism, moderating impact between Israeli national policy on local leadership and local

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involvement was found. Hence, that study did not regard the Covid-19 crisis era in the relationship between government policy and leadership style.

In a related study, the effect of Nigerian government policy on the relationship of the transformational leadership as an organizational resources factor and the waste management crisis was examined, it was found that the government policy can play a moderating role in this relationship (Nasidi, 2016). Nevertheless, in another study, the moderating role of Government Policy on Entrepreneurship was examined but this research found that government policy is not significant (Soares, Moeljadi & Solimun, 2014). Among all these reviewed studies, none of them examined the moderating role of government policy in relation to leadership and crisis management in the public sector, which is the gap identified for the present study due to limited resources and studies on the influence of the government policy on the crisis management.

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All in all, most of the studies related to the crisis concentrated on the effective leadership style on the crisis management in private sectors such as Wooten and James (2008), Harwati (2013) and Alsamaray (2014); also private and public institutions together like Alkhawlani (2016) but neglecting the public sector alone because these two sectors require different leadership styles. In addition to that, most of these studies have investigated leadership styles in terms of transformational, charismatic and transactional styles diregarding other patterns of leadership like servant leadership. Finally, although the leadership style in charge in the crisis circumstance is affected by the government

policy of that environment, researchers ignored the impact of government policy on the leadership in crisis period.

As a result, this thesis tries to deal with the aforementioned gaps by exploring the moderating role of government policy in the relationship between leadership styles, namely transactional, transformational and servant, and crisis management in the public sector of the Kurdistan Region, using Path Goal Theory of Leadership and Crisis Management Theory. Furthermore, the study makes future recommendations to conduct research to pay more attention on the influence of the government policies and legislations on the crisis management through different styles of leadership since each style is effective in certain type, time and place of the crisis.

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1.4 Research Questions

The essential question of this thesis which is going to be used as the guidance and basis of the study is: does the government policy moderate the relationship of the leadership styles and crisis management in the KRI public sector? Based on the mentioned problems, the study is geared towards answering the following research questions:

1. Does the transactional leadership have a significant influence on the crisis management?
2. Does the transformational leadership have a significant effect on the crisis management?

3. Does the servant leadership have a significant impact on the crisis management?

4. Does the government policy moderate the relationship between transactional leadership style and crisis management?

5. Does the government policy moderate the relationship between transformational leadership style and crisis management?

6. Does the government policy moderate the relationship between servant leadership style and crisis management?

1.5 Research Objectives

Generally, this study tries to find out the moderating influence of government policy on the relationship between the leadership styles and crisis management in the KRI public sector and pursues directly to examine the followings:

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1. To investigate the significant influence of the transactional leadership on the crisis management.

2. To measure the significant impact of the transformational leadership on the crisis management.

3. To identify the significant effect of the servant leadership on the crisis management.

4. To explore the moderating impact of the government policy on the relationship between transactional leadership style and crisis management.

5. To investigate the moderating impact of the government policy on the relationship between transformational leadership style and crisis management.

6. To test the moderating impact of the government policy on the relationship between servant leadership style and crisis management.

1.6 Significance of the Study

This study takes part potentially towards theoretical as well as practical knowledge in the context of government policy, leadership and crisis management in the Kurdistan Region‘s public sector. From time to time, every organization, private or public, is faced to a critical situation in a particular sector. Despite the fact that the public organizations have a significant impact on people‘s lifestyle, mismanagement of natural resources sector, political instability, oil price fluctuation, and lack of a good management of the crises can, of course, negatively affect the public sector. Therefore, this research tries to bridge the relationship between government policy, leadership and crisis management in the Kurdistan Region of Iraq.

Regarding the academic contribution, the significances are grouped into three: dimensional factors of the leadership styles affecting the crisis management in the context of public sector organizations. Further, the proposed research framework of this study is another significance. That is, the development of the new model for exploring the moderating impact of the government policy on the relationship between leadership and crisis management can provide a direction for future studies. This model provides future studies with the needed framework to explore other parts of the crisis

management among public and private organizations as well as complement the existing literature. Finally, the theoretical framework used in this study very much contributes to the academicians as the study uses Path Goal Theory to suit the moderating impacts of government policy.

In practice, the public institutions of the Kurdistan Region have been negatively affected by the KRG mismanagement of the natural resources and other crises in the region. Despite the reforms of the KRG and supports from the US and Iraqi governments, Kurdistan Region is still suffering from lack of basic needs of life such as good quality of education, healthcare, routine, and corruption. In this point of view, this research is going to be conducted to provide evidence that the effective leadership style and government policy are considered as the significant factors in managing the organizations, making crucial decision to prevent or mitigate the disastrous consequences in the crisis period.

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Finally, the study is also going to contribute to understanding and available literature on this vital topic in which the research identifies the circumstance in the Kurdistan Region in terms of time, place and actors of decision making. Moreover, to propose a workable and acceptable definition to the crisis, the study plans to generate a healthy debate in academics and official circles. The findings and solutions of this study contribute considerable insight to impress policy makers in the KRG and Iraqi government to have a strategic policy towards crisis management. Moreover, the study is to guide the leaders

of the KRG public sector institution on how they respond to the government policy in crisis circumstances.

1.7 Scope of the Study

The study is going to be conducted in Erbil governorate, the capital of the Iraqi Kurdistan Region, in which all the headquarters of the ministries, political parties, consulates and most of the governmental and non-governmental organizations are located. Although the study deals with the situations, events and crises in the duration of time from 2005 to 2019, the study gives solutions and suggestions to the ongoing issues and crises facing the Region so as to avoid more crises.

To achieve the objectives of the study, all three variables are surveyed. That is three ministries are selected in the Kurdistan Regional Government as they have direct impact to the public and they are considered as the largest and influential institutions. Therefore, questionnaires are going to be distributed among the managers targeting 350 managers from these institutions based on the statistics which have been derived from the KRG Ministry of Planning. Moreover, regarding the sampling technique, random sampling is selected for the confidentiality of these managers‘ positions.

There are several reasons behind choosing Kurdistan Region as the scope of this research which provides a suitable environment to the researchers to conduct research. Firstly, because of the ongoing political and economic issues faced the Region and Iraq. Secondly, Kurds are straddling the Iranian, Turkish and Syrian borders and all these

countries have the issues of minorities (see figure 1.2, showing the distribution of Kurds map). Thirdly, the solution of the crises of the public institutions may affect the Middle East also it will be a model to other regions in other countries.

Figure 1.2: Map of Kurdish inhabited areas of the Middle East.

1.8 Operational Definition

In this study, there are five variables (dependent, independent and moderating variables), which are identified according to the past literature.

1.8.1 Crisis Management

Although scholars have different understanding about the processes and characters of crisis management, most of the studies are in harmony that crisis management is a series

of procedures or steps by the administration of an organization so as to deal with a disastrous situation. According to Mitroff (1994) –Crisis management is a series of ongoing, interrelated assessments or audits of kinds of crises and forces that can pose a major threat to a company‘s main products, services, manufacturing processes, employee‘s environment and communities”. In this study, crisis management is a dependent variable.

1.8.2 Transactional Leadership

Transactional leadership is a type which characterizes the relationship between employees and the expected outcomes from the leaders by considering the benefit of the respective leader and the anticipations of subordinates (Bass & Avolio, 1997). The transactional leadership roles as one of the independent variables.

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1.8.3 Transformational Leadership

Transformational leadership increases the promotion of followers achieve hidden potentials, superior needs eminent value structure, good conducts as well as the encouragement (Avolio *et al.*, 1999). In this research, the transformational leadership is used as another independent variable.

1.8.4 Servant Leadership

This styles, Servant Leadership, involves the allurements and requirements of the followers/employees with an objective of helping and supporting them to flourish,

develop, and succeed (Zhang, Lee, & Wong, 2016). Hence, the servant leadership is also used as one of the independent variables.

1.8.5 Government Policy

Government policy is conceptualized as public sector reforms, regulations and/or policies as well as actions, government backing and program of action that purposes towards changing a certain state of affairs for the accomplishment of particular objectives (Nasidi, 2016).

1.9 Structure of the Study

This thesis is going to be presented in five chapter format. The first chapter gives generally a highlight on the introduction and background of the study. It includes the background of the study, crises affecting the KRG public sector, problem statement, research questions and objectives of the study. Moreover, the chapter contains the significance of the study, the scope of the study, operational definitions, and finally the summery of chapter.

The second chapter conceptualizes the literature review of the dependent, independent and moderating variables. That is, the literature chapter gives a review on the crisis and its impacts, crisis management including its stages and impacts. Further, the chapter explains the independent variables transactional, transformational and servant leadership styles and their dimension. Moreover, some literature on the government policy is

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reviewed as a moderating variable. In this chapter, theoretical and conceptual frameworks as well as hypothesis development are discussed.

Furthermore, chapter three is going to discuss the research methodology which is used for hypotheses testing. This chapter includes introduction, design of the research, sample of the study and research instrument, procedure of data collection, pilot study, techniques for analysis of the collected data, and also chapter summery. Moreover, chapter four discusses the findings of the study obtained from analyzing the collected data. The fifth chapter is general discussion and analysis of the thesis findings, practical and theoretical contributions of the study, key findings, implications, limitations, conclusions and gives recommendations for future study as well.

1.10 Chapter Summary

The first chapter, which is introduction, includes background of the study, crises affecting the KRG public sector, statement of problem, research questions as well as objectives, importance of the study, scope of the study, the limitations of the study, operational definitions and structure of the thesis.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

One of the very significant parts of research is literature review for it helps readers to understand the studies of other scholars. The main focus of this literature review is on the moderating impact of government policy on the relationship between leadership styles, namely transactional, transformational and servant styles, and crisis management in the KRI public sector. Meanwhile, this chapter provides a brief explanation about certain subjects such as overview on the Kurdistan Region of Iraq and its crises. That is, it helps readers to understand the geographical, political and economic situations of Kurdistan Region. Moreover, this literature reviews studies related to the crisis, its causes and impacts as well as crisis management. Furthermore, this literature reviews previous works related to the transactional, transformational and servant leadership styles. Finally, this chapter reviews the literature for the KRG policies and regulations and the government policy as the moderating variable.

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2.2 Overview of the KRI and Its Crises

Kurdistan, which means land of the Kurds, is a defined geographical, historical, and cultural area by where Kurdish nation is the majority population. In the early twentieth century, Kurdistan was divided between winners of World War I and current countries of Turkey, Iran, Iraq and Syria for several times. The most important treaties between great powers on Kurdistan were the Treaty of Sevres (1920) and the Treaty of Lausanne (1923), by which the latter still works (Dahlman & Moradi, 2017). Nonetheless, this study deals with the Southern part of Kurdistan, also called Iraqi Kurdistan or Kurdistan Region of Iraq.

2.2.1 Geography of the Kurdistan Region of Iraq

Kurdistan Region of Iraq, hereby KRI, is that part of Kurdistan which is located in the North of Iraq. According to the Kurdistan Regional Government official website (2007), the historians and scholars of Kurdistan state that apart from the northern border with Turkey, Syria in the West and Iran in East, the heights of Hamreen are the southern borders of the region. That is, Kurdistan Region of Iraq comprises %18 of Iraq (78736 sq km) which consists of:

1. Governorates of Duhok, Erbil, Sulaymaniya, Kirkuk and recently Halabja.
2. All cities and towns of Mosul governorate, apart from cities of Mosul, Ba‘aj and Hazar.
3. Cities and towns of Khanaqin, Mandali and Kifri in the Diyala Governorate.
4. Badra city in the Wasit Governorate (KRG, 2007).

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Meanwhile, about half of the region (40643 sq km) is under the control of the KRG (see figure 2.1), the rest is the disputed areas under the control of Iraqi central government (Abdullah N. N., 2016). The main disputed cities and towns are Kirkuk, Khanaqin, Sinjar, and Duzkhurmatu. Moreover, one of the most disputed governorates between Iraqi government and the KRG is Kirkuk governorate which is an oil-rich area. The majority of disputed territories are Kurds (Abdullah F. H., 2018). Therefore, despite the historical conflicts between Kurds and Iraqi governments, oil-rich area in the disputed territories has significant role in the relations between the KRG and the Iraqi governments after 2003.

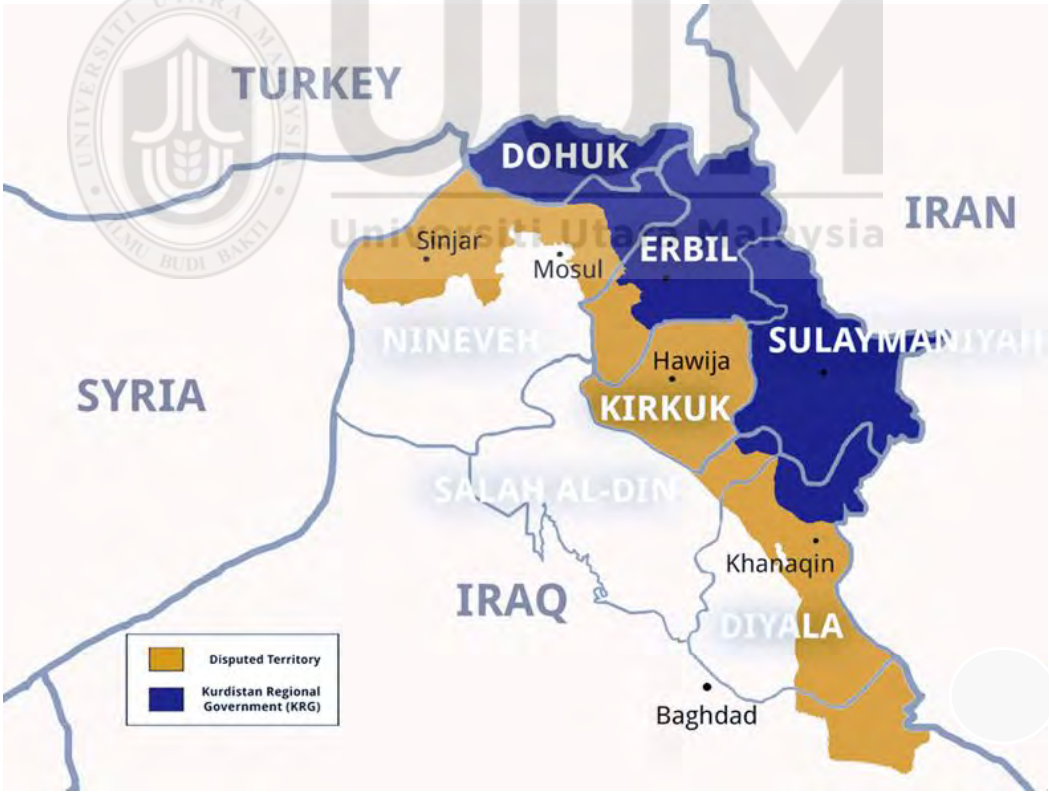

Figure 2.1 KRG Controlled and Disputed Areas of Kurdistan Region of Iraq
Source: (Paasche T. F. & Sidaway J. D., 2015)

2.2.2 Political System and Administrative Body of the KRI

The political system of the region is democratic-parliamentary with a presidential system in which the parliament, consisting of 111 seats, is held by the people for a four year term. The president of the region is also elected by the parliament for a four year term. Moreover, this Region consists of four main governorates; Erbil, Sulaimaniyah, Duhok and Halabja. Although the KRG claims for decentralization, the governorates have very restricted power (Park, Jongerden, Owtram & Yoshioka, 2017). In addition, according to the KRG custom law any decision should be made with the acceptance of the majority of the KRG ministry council. In the meantime, none of the strategic decisions related to natural resources and economy of the region has been made with the acceptance of the majority of the KRG council members (Sümer & Joseph, 2019).

2.2.3 Crises Affecting the Kurdistan Region of Iraq (KRI)

The KRI has experienced several issues caused by several man-made crises. In this section the main crises affecting the Kurdistan Region of Iraq will be reviewed so as to identify the main sources of issues affecting the region, including reasons behind KRG tackling the natural resources sector, mismanagement of natural resources, decline of the oil prices, ISIS attacks, Syrian and Arab refugees moving to the region, political issues of the region and recently corona virus crisis.

The main reason behind KRG's tackling the natural resources belongs to the historical issues between Iraqi Kurds and governments. Kurds have tried to get independence in the economy and get open gates to the international markets as an attempt to get total

independence in the future. Since 2006, the KRG signed more than 60 energy contracts with many oil and gas local and international companies such as British Petroleum, Gasprom, Exxon Mobile, Genel Energy, Dana Gas, DNO, Total, Chevron, Gulf Keystone Petroleum, Western Zagros Resources, Aspect Energy and so on (Marcopolis, 2013). Therefore, the KRG-Iraqi issues entered a new epoch that have administrative, economic, political and legal dimension.

Beside the historical issues between Kurds and the Iraqi governments, most of political, economic, financial, and internal issues in the Kurdistan Region originated from the KRG policy towards administration of the oil and gas dossier after the collapse of Sadam‘s regime (Ahmed, 2016). To conclude, the KRG started exporting oil before 2010 by tankers through Iran and Turkey. Nonetheless, at the beginning the Iraqi government did not take any consideration to this trade because the KRG could not export too many barrels of oil (Bayiz *et al.*, 2019). Later by 2013, KRG completed the Kurdistan pipeline stretching over 970 kilometers on the Turkey-Iraq border, by where the Kurdistan pipeline was connected to the Kirkuk-Ceyhan pipeline (Morelli & Pischedda, 2014).

In return, the Iraqi government declared that this pipeline should be under the control of the federal government in Baghdad or it would be considered as illegal. By the refusal of KRG to hand over the administration of the pipeline, the Iraqi government has made an official complaint against Turkey and KRG. In addition to that, the Iraqi government cut off sending budget %17 shares to the Kurdistan Region (Mills, 2016). Although several

meetings between Iraqi and KRG authorities were held in Baghdad and Erbil, both parties did not come in to an understanding. As a result, the Kurdistan region encountered a financial crisis to the extend the KRG could not pay the employee salary.

Most of the Kurdistan Region‘s accumulated issues that led to the Region to fundamental crises occurred since 2014. Firstly, the Iraqi government did not send the Kurdistan Region‘s budget share. Secondly, oil price started to dramatically fall down. Thirdly, the ISIS (Islamic State in Iraq and Syria) (a terrorist group) attached Iraq and Syria, thus, the ISIS occupied many Kurdistan Region‘s oil farms (Gunes, 2019). Fourthly, due to the ISIS attack to Northern Iraq, several international oil companies left the Region. Finally, a wave of Iraqi and Syrian refugee‘s fled to Kurdistan Region and this affected the economic situation of the Region. Therefore, the Kurdistan region encountered a critical security, economic and financial crisis along with the political issues with the Federal Government of Baghdad.

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During these periods of crises, the Kurdistan Regional government‘s policy has been to mitigate the aftermath of the crises. As early reactions, the KRG started to export more oil to obtain more income, reducing salaries to the half and putting pressure on the managers to deal with the situations (Maghdid & Din, 2019). Although the KRG could not solve most of the above mentioned issues totally, the government tried to provide the mangers more authority so that they can make suitable decision during these crises (Anaid, 2019). The KRI has seen several continuous crises that affected all the sectors including the public sector. The historical background led the region to conflicts with the

central governments of Iraq that pushed the KRG to think of tackling the natural resources dossier and this caused decline in the economy as the Federal Government cut the 17% budget share the region. Moreover, the attacks of ISIS needed costs, as it also followed with a flood of refugees coming to the region. Finally, after a rest for a year in 2019, the KRG economy encountered a dramatic fall in 2020 due to coronavirus crisis.

2.3 Crisis and Its Impacts on the Public Sector

(Krisis) is a Greek word from where the sound crisis appears, expresses pronouncement or selection. It depends on the variety of usage, according to the topic of the researcher's method. Crisis is an antithetic state which is used only in negative situations (Preble, 1997). Because of having no specific explanation of organizational crisis, researchers are divided in their opinion (Fink, 1986; Fearn-Banks, 1996; Seeger, Sellnow, & Ulmer, 1998; Mitroff & Anagnos, 2001; Coombs, 1999a). In the point of view of each researcher, defining crisis depends on the dimensions of crisis.

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Some researchers and practitioners relate the definition of the concept to time, or place, or victims, or solutions, or outcomes or even size of the damage. For example, Fink (1986) described crisis as a turning point in which an organization leads to better or worse. Furthermore, some other scholars argue that crisis is a serious case with a strong negative result hampering an organization, firm and the existing stakeholders, products, services or the fame of the organization. It hinders usual trade performances and foretells the persistence of the organization at the same time (Fearn-Banks, 1996). Meanwhile, according to Seeger *et al.* (1998), crisis is a particular, accidental and

unusual corporation based circumstance or string of states that occurs extreme instability and risk or perceived threat to an organization elevated priority target.

Although, the definitions are similar in defining the outcomes of crises, they are different in their concentration. Some of them focused on the dimensions, or victims, or time or place of the crisis. Mitroff and Anagnos (2001) suggest that crisis is an event having potential of impact on the whole organization. Meanwhile, it can be classified as a major crisis only when it affects a big part of a corporation. Moreover, Coombs (2007) illustrated that the major crisis is termed as a huge number of human lives, economics, property, fame, regular health as well as well-being of a corporation. The performance of a Corporation become affected and it hampers the result when it becomes realized an unpredictable state that threatens important prospect of publics.

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One of the main resemblance definitions of the crisis is that crisis is the result of an event or state that negatively affect the prosperity of an organization. Moreover, the similar elements, such as realization, probability, not expected, and threat are being used in the definitions. Actually, crises are mostly not observed, they take place abruptly but they hinder the pace of the regular actions of an organization and also interrupt the functionality. Because of having potential of undesirable result, crises are seen as a threat to the organization. In addition, threat is another name of damage (Coombs, 1999a).

Coombs (2007) and Seeger *et al.* (1998) become agreed on providing more holistic definition as they suggest that the crisis is perceptual, affects performance, unexpected, threatening organization and full of uncertainty along with negative results. Additionally, crisis is considered by Rosenthal, Boin, and Comfort (2001) as ~~"a~~ serious threat to the basic structures or the fundamental values and norms of a system, which under time pressure and highly uncertain circumstances necessitates making critical decisions"

Alsamary (2014) clarified that the obstacle comes and nobody knows how to handle the situation and how to treat since it is thought that crisis is a threat of astonishment by one way or another unworried welcomed by the light of a few indicators. Threat, perhaps, is a natural situation like floods, storms or earth quake, or economic or a political movement like in the Arab Uprising (Arab Spring), or financial crises or can be somehow minor at the level of organization (Alsamaray, 2014). Furthermore, scholars have proposed that the matter "when" is important in the concept of crisis not the existence of the organization. It is crucial to be ready to respond crisis because it happens despite having the active prevention programs (Fediuk, Coombs & Botero, 2010). Pearson and Clair (1998) have illustrated that as a low-possibility rate, high-impact situation threatening the durability of the community and also defined by the doubtfulness of the reason, impact and ways of resolution, since there is a firm belief that decisions must be made readily.

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With the possibility of high level of risk the concept of crisis reflects an unexpected event that generally ends in unwanted consequences. Crisis often puts organizations into ill repute that endangers the organizations‘ normal growth as well as menaces their survival (Coombs & Holladay, 2012). Although, some of the crises can be prophesied such as economic, financial or military situations, oftentimes crisis happens when there is minimum expectation, most of the crises have a low occurring probability (Coombs & Holladay, 2010). It has a possibility of being extremely consecutive, risky with an extreme level of uncertainty, and worry originated between the stakeholders. Managing crisis is not an easy process for it can create anxiety within or between the organizations because of media scrutiny (Liu, Horsley & Yang, 2012; Guth, 1995) also constitute a threat to government or political party's legality and potential (Waeeras & Moar, 2015; Rosenthal 2003)

Crisis podromes become hurtful threats to the system settlement and the legality in the public organizations (Seeger et al., 1998). The aftermath of crisis may not only have influence on the inside of the organization such as employees, stakeholders and products, but also affects externally such family members of the victim(s), competitors, market share or even the environment either locally or globally. By and large, a crisis will not affect only the organization caused it, but also some other organizations that have direct relations with it.

It is expanded by Coombs (2007) that crisis is a state that gradually interrupts a diverse event or a portion of greater systems of organizations. Nikolaev (2010) asserted that

crisis appears, arises and finishes and for that it lasts for a while since, it is not a one moment circumstance. A firm can be accused only when it is viewed some act that is accountable otherwise it won't be rational to accuse it, whatever it happens (Benoit, 1997). The last definitions of Coombs (2007) and Nikolaev (2010) is going to be adopted for this study as crisis takes time to happen, grow and to complete and also it is a part of a bigger system of each organization.

2.4 Impacts of Crisis

Each crisis has specific outcomes according to the circumstances and causes that the crisis rise in. Most of crises have sever effects on the future of the organization. The concept of crisis is mostly translated as dangerous and frightening. Nevertheless, some scholars argue that leaders and managers can take benefit from crisis as crisis has lessons for the future circumstances.

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2.4.1 Negative Impacts

Seeger *et al.* (2005) declared that crisis is a fundamental prolongation or breakage of organizational durability as well as status quo. Out of this description set up that crisis has damaging consequences on the settlement of the organization that run to an important question whether or not the Organization would manage to keep it on after crisis incident. The impacts of crisis can be both long or short term, according to the shape of the faced problem. Regardless of the type of the crisis that occurs, the damage is always boundless. During serious crises the consequences are acute and the cost is the organization's existence. Similarly, there is a common decision that a crisis has a

psychological (Braverman, 2003), economic and financial (Alkhawlani, 2016), political (Boin, Stern & Sundelius, 2016) and administrative impacts on the organization (Alkhawlani, 2016).

Coombs (2007) declared that crisis is the access that impend huge surmise of stakeholders also can affect the organization activity. According to this definition, crisis can impact the employee performance. While the crisis strikes, employees become discouraged, at the same time accuse the morality of the administration. Thus, the result of a crisis can be scaled on violent pledge and comprehended institutional support by realizing to what extent they took their organization is liable for the crisis situation. During the crisis, institutions and participants of the organizations want their rulers to mitigate the influences of crisis at hand, whereas pundits and bureaucratic opponents attempt to abduct the condition to impeach the policies of administration leaders.

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Like private sector, fame in the public sector is also fundamental and vulnerable to the risks. Organizations which take care of the factors endangering their reputation have noticed that crisis is one of the causes of affecting them (Watson, T., 2007). Furthermore, crisis and reputation are considered as two key factors that impact the organizations‘ viability (Pearson & Clair, 1998; Shrivastava, 1995). Although many scholars confess that organizational reputation and crisis are linked and affect each other (Coombs & Holladay, 2010), most studies have argued that public organizations‘ reputation and crisis are separately investigated. This is considered as a clue in the direction of research, where organizational reputation in the public sector has been

investigated widely from the administrative perspective by looking at job satisfaction and good service as the one and only result of an excellent reputation (Wæraas & Maor, 2015).

The essential danger to the good organizational reputation is that there are other factors of how the organizations are perceived by both employees and stakeholders although they can keep their reputation and do everything to maintain the stakeholders‘ understanding (Tucker & Melewar, 2005). Public organizational reputation needs to be viable and settled so as to pull off new coming challenges. There are several threats that may harm organizations‘ reputation including: a fiasco in crisis management due to the administrative team or managers‘ treatment plans as an easy and solitary solution (Marra, 1998); and managing crises in a better way (Kovoor-Misra, Zammuto & Mitroff, 2000). As a result, it is noteworthy how employees and people interact with what forego a crisis and threats to the organizational reputation (Wester, 2009).

Crisis is a circumstance which charges finance as well as time that continuously insists organizations ignore it through reacting properly to save capital, human beings and their worthy concept (Heath & O‘Hair, 2010). Therefore, the KRG leaders have attempted to find solutions but very slow in their efforts (Bayiz *et al.*, 2019). In serious conditions decision-makers are, somehow, obliged to set up an emotion of order cherish combined learning from the experiences taken from previous crises. In the confrontation of crisis, top management should cope with strategic provocations that the organization faces, the economic and political threats and chances that the organization encounters, the

mistakes leaders make, the inaccuracy top management need to turn away, and the ways distant from crisis they may look for.

The need for administration is sometimes more important with the presence of a whole day news reports cycle and a progressively internet savvy public with constantly shifting technology. Public authorities have an extraordinary liability to aid protecting community from the sluggish outcomes of crisis. Scholars in crisis sight to disquiet themselves with all stages of crisis, the trimming position, the onset and the aftereffects (Boin *et al.*, 2008). Leadership of crisis management, by then, engages five complex duties, sense making, decision making, and meaning making, termination and learning. In fact, some of political theorists regarded this to be one of the main responsibilities of governments (Drennan, Lynn, McConnell & Stark, 2014).

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2.4.2 Positive Impacts

Although the results of crisis are always negative, there is still a little chance of positive consequences. This is known as _Silver Lining Effect'(Seeger *et al*., 2005). Augustine (1995) stated that most of the crises take on into itself the seeds of opportunity of success along with the bulb of defeat. In another meaning, Rosenthal *et al.* (2001) claims that crisis is descripted to have both elements that comprise risk and chance to the organization.

In essence, leaders of organizations can utilize crisis as risk to their organizational advantages and chance to search new fields of progressing their organization by using

public and internal relations (DuFrene & Lehman, 2014). Within the dynamic positive outcomes when a crisis strikes are: leaders appear, new concepts are raised, modern policies are identified and latest strategies are implemented (Alkhawlani, 2016). In the time of crisis, changes are inescapable and at times violent. Good organizations deal with unlucky situations as opportunities to make instant mutations and thus shift the result from worse to better.

2.5 Causes of Crisis

Knowing the cause of crisis lets managers find proper and easiest solution with less time and effort (Von Mises, L., & Greaves, P. L., 2006). Nonetheless, researchers in crisis argue different reasons and sources of crisis due to the nature of the crisis, its scope, location and time of occurrence. Some researchers argue that the kind of crisis determines the reason of crisis as the nature of most of financial, economic and political crises have the same characteristics and the same sources (Allen & Carletti, 2010). In the meantime, the first three reasons are regarded as lack of good governance (Habibullah, Din & Abdul Hamid, 2016). Generally, through the perspectives of the most of scholars, most crises may appear because of the following 10 reasons (the reasons of crisis are fragmented; the reasons are brought from the understandings of different researchers):

2.5.1 Misunderstanding

It refers to an error in receiving and understanding the information available on the coming crisis facing the organization. Several factors create misunderstanding of the issues that the organization encounters, such as: lack of information and warning signal of the issue (Coombs, 1999a), inability to collect the information, or inability to link

information to the crisis, and interference and confusion of information and conflict of the sources of the prodromes (Wolbers, Boersma & Groenewegen, 2018).

2.5.2 Misjudgment and Misestimating

Misjudgment and Misestimating means that information gives contrary value, appreciation and meaning to the reality. They are among the most common causes of crises in all areas, particularly in political and military areas (Parker, 1993). Misjudgment and Misestimating include: exaggeration of the information about the crisis, excessive self-confidence or high expectation, influenced by fake slogans (such as we are the best, we are the strongest), underestimating other parties in the crisis, and lack of reasonable analysis of information on the crisis (Farazmand, 2017).

2.5.3 Mismanagement

This type of management is the most dangerous to the administrative entity because it causes destruction of the organization‘s capabilities. Perhaps, this explains the causes of the administrative crises in the organizations of the Third World countries. When the organizational structure or the governmental system deteriorates, it should be expected that disasters and crises occur (Mitroff, 1994). Some crises arise due to random management, lack of strategic planning and lack of communication (or administrative conflict) between departments or managers (Coombs, 2014). Nonetheless, apart from strategic plan and effective communication, an active follow-up or scientific control is needed (Heath, & O‘Hair, 2010). Moreover, lack of guidance for orders, information and lack of coordination threatens the status of the organizations.

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2.5.4 Clash of Interests and Goals

When opinions or interests and goals differ, conflicts arise between individuals or between departments or between managers, which may lead to disasters and crises (Maitlis, S., & Sonenshein, S., 2010). Each party sees this work from its angle, which may not be compatible with the other party. Each of the conflicting stakeholders works to find a means of pressure to suit their interests. Several reasons create clash of interests and goals. Firstly, differences in the culture and personality of the parties to the conflict as well as differences in organizational, cultural, gender, type, and income backgrounds. Secondly, lack of mutual respect and disrespect for power lines and organizational relationships. Thirdly, the absence of mechanism and system in solving disputes (Comfort, Sungu, Johnson & Dunn, 2001).

2.5.5 Human Faults and Lack of Experience

It means mistakes due to the inability, lack of experience or willingness of the parties to the crisis to deal with the realities of the crisis (Coombs & Holladay, 2010). In general, Lack of experience in the project and inappropriate professional qualities put employees, managers or the organizations in trouble, leading the organization to the risks and crises (Remmer, 1990). Moreover, lack of focus on work and ignorance can repeat human errors. Therefore, adequate study for the job is needed to cope with the nature of the crisis.

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2.5.6 Rumors and Sensations

Rumors are recruited in a certain way, and therefore they are surrounded by a series of false information, announced at a certain time, within a specific climate and environment, and through a specific event that triggers the crisis. Rumors and sensations are the outcomes of confusion of officials, climate with limited information and mass tensions (Carlson, Jakli & Linos, 2018).

2.5.7 Desire to Extortion and Power Exhibition

The lobbyists, as well as the stakeholders, use such methods in order to reap the unfair advantages from the administrative entity. Ivlevs and Hinks (2015) argue that interest groups‘ style is to create successive crises in the organization and create a series of crises that force the decision makers to obey their interests. The interest groups expose the leaders (top management) to psychological, physical and personal pressures due to the existence of conflict of interest and the desire to destroy others or destroy other organizations so as to show power in front of others (Boin, Stern & Sundelius, 2016).

2.5.8 Lack of Trust

Lack of faith in others and lack of confidence in people working around the organization, and may inspire lack of trust in the whole system, such as lack of confidence in the senior management or organization (Lins, Servaes & Tamayo, 2017). Some scholars suggest that lack of trust originate from low income, low morale or motivation as well as lack of interest in work (Green Jr, Finkel, Fitzsimons, & Gino, 2017). In addition to that, other scholars such as (Mohammadpour, 2016) belong

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trustless to tyranny and dictatorship in administrative work, concern and fear of the actions of the regime and appeasing presidents and resorting to political tricks.

2.5.9 Intentional or Planned Crises

Sometimes the top management and leaders try to produce problems and crises to camouflage larger crises. It is an attempt to distract from a real crisis by triggering imaginary crises (Zappettini & Krzyżanowski, 2019). In the developing countries, authorities plan to make troubles and crises to gain achievements immorally at the expense of others. That is, people are to be busy to solve the new crisis, neglecting the real crisis.

2.5.10 Wars and Conflicts

It has been experienced that wars and conflicts can affect countries‘ governance procedures. Some crises emerge due to the chaos originating from the wars and conflicts appeared in the country (Maghdid, 2016). Apart from the destructions that wars bring, they need financial supports to continue. Furthermore, the aftermath of conflicts remains for a long time by which the organization can be easily affected due to the shortages in other sectors (Balabanova, 2017).

2.6 Concept of Crisis Management and Its Impacts

Santana (2004) recognized crisis management as ―an integrated and comprehensive on-going effort that organizations effectively placed it in an attempt to first and foremost understand and prevent a crisis, and to effectively manage those that occur, taking into

consideration in each step of their planning and training activities, the interest of their stakeholders". Moreover, Gigliotti and Jason (1991) also described crisis management as "the ability of an organization to deal quickly, efficiently, and effectively with contingency operations with the goal of reducing the threat to human health and safety, the loss of public or corporate property, and adverse impact on continued normal business or operations".

In addition, Person and Mitroff (1993) recognized that organization is in danger to the unlimited kinds of crises. Further, these days corporations are more exposed to the recent crises than ever before. Moreover, crisis can appear any time to many institutions, and none of them would be safe and this is usually existing as a torrent of urgent and unexpected (Al-Ghamdi, 2013). Furthermore, crisis management needs mitigating the impact of an unexpected situation in the circle life of the organization. This involves planning, coordination to manage, and respond to the risks which may limit or control operational actions (Herbane, 2013).

Meanwhile, so as to manage the crisis and change it into opportunities, it is no longer a question of what if an organization faces a threat. Instead, it is the question of "when will a crisis happen, what type of the crisis" and "how to arrange for it" (Kash & Darling, 1998). Accordingly, Darling (1994) argues that crisis management enables the organization to perform its ordinary actions, while the crisis is being managed. Additionally, Smith (1990) suggests that crisis legitimization may occur when an organization is looking for restoration of external confidence in both its managerial

structure and operating systems as well. Thus, the lack of effective crisis management and proper leadership style are regarded as the main challenges to keep away the KRI public organizations from the damaging aftermaths during the current crisis.

Nevertheless, researchers in crisis suggest that discussing the crisis stages is helpful for understanding a more accurate approach to have a thorough knowledge about the different types of crises (Wooten, 2005). Moreover, Richardson (1994) discovers that most of other crisis management models root out from the classical (general) model which is the three stage model: Pre-crisis/disaster, Crisis impact/rescue (Crisis), and Recovery/demise (Post-crisis). Nevertheless, phases according to Mitroff & Pearson (1993) and Mitroff (2005) are classified into five stages.

2.7 Dimensions of Crisis Management

The dimensions of crisis management considered for this study are also called crisis management stages. Fink (1986) suggested a model consisting of four main phases: prodromal phase that works as indicator of rising a crisis; acute phase which is the period where the negative clues occur; chronic phase signifying the repair stage; and also the resolution stage by when the organization continues in its activities. Nonetheless, according to Smith (1990) categorization, crisis management phases deal with time duration leading up to the crisis situation in which the institution encounters failure to take consideration in an impending event. Therefore, the operational phase appears when the organization is in the travails of an operational crisis situation.

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Pearson and Mitroff (1993) developed the stages of crisis management claiming that it consists of five main phases with more accurate leaning of crisis as it shifts to accomplishment. The three stage model of crisis management developed by Pearson and Mitroff (1993) is regarded as more suitable one to produce an effective crisis management in both of public and private sectors. Therefore, crisis scholars suggested that analyzing the crisis stages helps to illustrate a further complete model to have enough understanding about the crises phenomena (Wooten, 2005).

Table 2.1

Frameworks for Crisis Management Stages

Source: Crandall, Parnell, & Spillan (2013)

Frameworks for Crisis Management					
General 3 Stage Framework: Updated by Richardson, 1994	3 Stage Framework: Smith, 1990	4 Stage Framework: Myers, 1993	4 Stage Framework: Fink, 1996	5 Stage Framework: Pearson & Mitroff, 1993	Crandall, Parnell, & Spillan, 2009
Pre-crisis/disaster Phase	Crisis of Management	Normal Operations	Prodromal Crisis Stage	Signal Detection	Landscape Survey
				Preparation/ Prevention	
(Crisis) Crisis Impact/ Rescue Phase	Operational Crisis	Emergency Response	Acute Crisis Stage	Containment/ Damage Limitation	Strategic Planning
		Interim Processing	Chronic Crisis Stage	Recovery	Crisis Management
(Post-Crisis) Recovery/ Demise Phase	Crisis of legitimation	Restoration	Crisis Resolution Stage	Learning	Organizational Learning

Additionally, Wooten (2005) suggests that analyzing the phases of crisis management helps to clarify for a more advanced approach to get enough understanding about the crisis management. In general, researchers in this field have indicated to different frameworks for the crisis management as illustrated in the table 2.1. As a result, crisis management dimensions would be explained in detail in order to substantiate the research as it is determined as the dependent variable for this thesis. However, according to Mitroff & Pearson (1993) and Mitroff (2005) the five stages of crisis management, which are considered as the crisis management dimensions, include signal detection, preparation and prevention, damage containment, recovery, and learning.

2.7.1 Signal Detection (Early warning signals)

Pauchant and Mitroff (1992) suggest that it is generally perceived that all crises cannot be prevented. However, members of the organization can equip their organization with basic strategies and tactics to address unexpected situations by embarking certain activities prior to the occurrence of a crisis (Coombs, 1999). Identifying crisis signals which are the warning podromes can prevent crises (Fink 1986). The prodromes are warning signals that determine whether or not a situation becomes a crisis. Meanwhile, crisis management assigns the capable elements of checking and monitoring crisis prodromes (Pearson, & Mitroff, 1993). In the organizational environment, crisis signals can be noticed in any sort of information such as messages or pieces of information about deviation from normalcy caused by organizational inconveniences inside or outside the organization which can be translated as symptoms or early warning signals in the emergence of a crisis (Christophe, 2005).

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The complexity of catching podromes is that even in the best situations all firms are constantly bombed with notifications. Moreover, Pearson and Mitroff (1993) indicate that in the podrome detection phase; the organization not merely neglects warning indicators, but may essentially use significant actions to prohibit them. Moreover, they argue that efficiently organized firms regarding the crises make a thoughtful point to be capable to constantly enquire and consider their organizational chart for potential inaccuracy or mistakes before becoming too big to cure. So as to recognize the participations of messengers of unwanted news and they make clear and open knowledge canals, a conceptual framework was developed suggesting a three stage procedure of crisis signals detection consisting of signal skimming, signal capture and signal transmission to the crisis response center (Paraskevas, & Altinay, 2013). That is, signal detection is needed to be in the center of all crisis management attempt inside the organization and could appear to be its essential range of crisis defense.

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2.7.2 Preparation / Prevention

Crisis prevention is the stage wherein members of the organization work on the warning signals and attempt to reduce or cut short the beginning of a crisis (Mitroff, 1986). In addition, to avoid crisis, organizations have to consider risk management, issue management and relationship building (Coombs, 1999b). ―Issue management is an important duty for a public relations practitioner both before and after a crisis situation, and is likely to be considered as a proactive approach to organizational crises" (Horsley, 2010; Seeger, Sellnow, and Ulmer, 2005). In the meantime, one of the strategies of organizations is to halt activities to mitigate or prevent the risks (Mitroff, 1994). Using

the term ‗mitigation‘ serves to convey more concentration on reducing any possible influence from a crisis when it recognizes the danger which couldn‘t be totally removed (MacNeil & Topping, 2009).

In addition, the main objective of the preparation stage would be as much as possible to avoid emergence of crises from the very beginning and effectively control those that still occur although effective efforts are conducted (Pearson & Mitroff, 1993). This stage involves crisis training and emulation as well as making formation of crisis fighting groups. Robert and Lajtha (2002) illustrated that crises can be viewed as learning opportunities. Also, they promote the positive features of crises that investment in crisis management training can lead to ―management elasticity, teamwork, organizational resilience and strategy". Meanwhile, Devlin (2006) developed four considerable components suggesting that they would be crucial in the preparation and prevention stage which are: communication plans, crisis management plans, crisis management teams, as well as leadership.

Communication Plans: one of the vital components of crisis management is crisis communication plan. Devlin (2006) indicates that efficient communication plans should determine ―strategies to be used in responding to the acute crisis when it occurs, allow your organization to reach key audiences with your message, and provide crisis communications spokesperson with the authority to initiate your crisis communications strategies as soon as possible when the crisis first moves". Moreover, each organization

needs communication plan for developing its fame and reputation as the communications plan focuses particularly on reputation in the crisis time.

Crisis Management Plans: despite the communication plans, organizations and all their divisions require crisis management plans (Fink, 2002). Brungardt, (2013) states that such plans lead the firm to a thorough perception of what is needed while a crisis occurs instead of trying to discover it. organizations with crisis management plans are able to plan in this regard, economizing precious time when the crisis rises; preparing the organization to be ―proactive rather than reactive".

Crisis Management Teams: another important part of any effective crisis management strategy is the crisis management team. Such teams usually contain members of upper level management and representatives of the main departments of the organization (Lositska & Bieliaieva, 2020). According to Brungardt (2013), each team should include communications and information technology personnel that are helpful in the crisis management plan process and in assisting the firm manage solving the crisis and resumption of its activities.

Leadership: most of leaders have similar tasks in their organization as they motivate their employees to do their best. This motivation is significant since each employee carries a distinct set of talent that of course have advantages for the organization in different ways, especially in the crisis time. Special leaders can be developed in a variety

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ways while the crisis hits, thus, leaders participation in overcoming of the crisis is important for the organization due to their role in decision making (Brungardt, 2013).

2.7.3 Damage Containment

Real crises urge organizations to test the crisis preparation (prevention). Nonetheless, in many situations administrative members usually refuse to announce that the organization is in crisis although the stakeholders crying out that the crisis exists (Coombs & Holladay, 2010; Richardson, 1994). When the efforts of preventing the crisis fail and prodromes trigger crises, the crisis response phase comes to take control over the warning signals. This stage is the most researched phase of the crisis management procedure (Coombs, 2014). Additionally, Richardson (1994) declared that rhetoricians join the terrain of crisis management so as to obtain efforts to deal with public information. Obviously, organizations move their efforts as well as resources to mitigate the damages emerged from the unwanted events to their environments.

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The main purpose of the damage containment phase is to reduce the impacts of crisis. Successful management of this phase would plan for preventing a localized crisis from influencing other undamaged sections of the organization. Moreover, the leaders can use crisis classifications as a direction to identify a suitable crisis response strategies (Coombs & Holladay, 2010). Nonetheless, the response involves rapid enforcement of efficient actions and the utilization of convenient resources (MacNeil & Topping, 2009). Such responsive plans may not impede appropriate actions, but they should appear vital

to understand whether the attempts placed into planning and justified by reasonable interest when the plan is accepted.

2.7.4 Business Recovery

This phase which is also regarded as the refreshing stage, involves efforts to recover from the situations internally and take control over the situation externally (Person & Mitroff, 1993). Moreover, they indicated that the best planned organizations in the short-term and long-term business recovery ought to have arranged programs. Business recovery phase includes the period by when the atmosphere of the organization returns normal which include providing follow-up data to the victims, dealing with investigations, and learning from the crisis events. Handling the public perception usually achieves the goals of the recovery phase (Richardson, 1994; Horsley & Barker, 2002). Therefore, ―crisis management did not appear from thin air, the roots of the field reside in emergency and disaster management" (Coombs, 2010). Therefore, Sui, Ho and Ann (1999) suggest that a fire in the present workplace might effectively terminate the organizational operations if there is no restoration from the crisis circumstance..

2.7.5 Organizational Learning

Organizations can be assessed by the affectivity of their plans and strategies of crisis management for the post-crisis. For example, if an organization could not handle or prevent a crisis, it can at least learn the needs and conditions of preparation to respond, take control, minimize damages as well as protecting other undamaged interests (Heath & O'Hair, 2010). To conclude, It is argued that to have an effective crisis management

especially in the post-crisis stage, communication between the administrative group and the stakeholders should exist. Although crisis management and crisis communication develop as a field separately, the difference between the two is that the crisis management is a strategic approach of preventing, mitigating and handling different kinds of crisis, while the crisis communication helps the latter how the crisis can occur and how one crisis can affect and create another (Mitroff, 2005). Therefore, both of crisis management and crisis communication is needed for the organizational learning for more preparation about the coming waves of crises.

According to Brungardt (2013), organizational learning stage is an internal activity for the organization and its management teams. The emphasis should be on lessons learned from the crisis and how to better respond in the future should a similar crisis occur as well as examine what the organization and its crisis management team did well in handling the crisis and the impact on the organization. Detailed notes during this process should give attention to resolving existing operational deficiencies and prevention of potential future problems. However, Pearson and Mitroff (1993) suggest that the aim of crisis management is absolutely not to generate a group of plans; it is actually to get ready a corporation to think creatively regarding the unimaginable so that the most effective decisions are going to be done during the crisis.

2.8 Leadership Styles

Many scholars defined leadership and identified the significance of leadership in relation to all managerial processes. Hemphill (1957)'s description of leadership is that it is the

behavior of a person that encourages individuals in an organizational setting to accomplish the organization‘s goals. In addition, Stogdill and Coons (1957) argue that leadership is a mean to impact the followers so as to achieve an objective. Leadership is a continuous procedure through which an individual (leader) impacts the staff to accomplish the tasks (Bowers, Nijman, Simpson & Jones, 2011). Further, Leadership is motivating subordinates to obtain the identified objectives enthusiastically (Gardner, Cogliser, Davis & Dickens, 2011). Accordingly, Morphet, Johns, and Reller (1982) suggest that the leadership influences in a public framework, group‘s behavior, actions, confidence and tasks are influenced positively by a member.

Richards and Hackett (2012) illustrate that leadership is considering the setting up of a particular goal, values and establishment of a circumstance that can facilitate the followers to obtain the goals. Moreover, leadership ease the staff individuals to attempt and boost stimulation to achieve the identified targets (Jacobs & Lewis, 1992). It is recognized that leadership describes the ability of the followers to influence the people in group to accomplish the set goals (Robbins & Judge, 2009). That is, leaders seek to meet the group's need by applying the procedure of consultation, compromise, and negotiations, and thus, employees sell their commitment for getting rewards. (Sergiovanni, 2000).

Leadership, obviously, is regarded as a replaced relationship between leaders and their followers (Northouse, 2004). Leadership is viewed as an interactive effect for attaining tasks, providing instructions and commands, allowing organization staffs to behave in

accordance with common targets, setting an example and encouraging subordinates, and taking personal responsibility as a leader (Dubrin, 2004). Furthermore, according to Northouse (2004) leadership is a procedure that has an influence, appears in the group setting, including the achievement of objectives. In another point of view, leadership is the process through which an individual affects others to achieve personal or group tasks.

Furthermore, inside organization leadership is translated into a combating responsibility (Zaccaro & Klimostki, 2001). One of the primary reasons that leaders challenge serious difficulties considering theirfeatures and the international changes appearing around them. Additionally, past studies argue that a leadership style is pivotal especially when an institution combats new challenges and it also provides better performances (Ullah & Khan, 2020; Azizah *et al.*, 2020; Teece, Pisano & Shuen, 1997). Therefore, in order to resist the coming risks to the organization strategic leadership style, which is a persistent procedure of affecting the subordinates, is needed through which they augment encouragement to accomplish the organizational goals (Aziz, 2021).

Leadership styles are discussed as the process of carrying different types of power in the organizational environment to achieve a group of goals. So as to obtain all identified tasks, Leaders endeavor to impact the followers and motivate the followers to accomplish the organizational goals successfully. The essential aim of a leader is to guarantee encouragement and enthusiasm in the members so as to boost their performance to achieve the objectives. In another study, Salmani, Taatian, Faghani and

Ghorbani (2010) elucidated that leadership is a method to accomplish the organizational goals in a time that the leaders motivate their employees to obtain superior commitment. Furthermore, Burns (2003) has illustrated that ―leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers".

Leadership is regarded to be specifically significant in accomplishing organizational objectives particularly in the crisis circumstances (Alkhawlani, 2016). Leadership and crisis management dimensions are fundamental reasons not only for the higher managing levels but the followers also in need of it. Various people exhibit inclination in taking on the position of manager; nevertheless, only few of them actually learn how to lead and prove to be successful and efficient leaders. Similarly, it is considered that leadership is a feature that allows one to influence the others in the staff. Leaders want to exert effect on others in order to promote change and keep the work going; hence, the individual must have the necessary abilities (Edward & Stoner 1992).

To be an administrator, officer or manager provides power and authority to achieve particular targets and goals in the organization, hence it may not inspire you to be a leader but instead a boss (Clark, 1997). Accordingly, the efficient managers in the crisis situations make a pivotal activity to mitigate the attention of the organization staffs and let them know how the issue can influence them (Yukl, 2002). Moreover, Yiing and Ahmed (2009) illustrated that choosing the right leadership attribute that can lead the

organization successfully in uncertain and complex environments is necessary. According to Walsh (1995), in the crisis times, leadership is collaborative and reactive; it requires intelligence and skills of decision-making in order to choose the best course of action.

Accordingly, the main reason why leadership is highlighted in this research is that the leadership is required to deal with numerous complicated situations. Wooten and James (2008) have suggested that such situations require leaders having skills, efficiencies and special characters, letting them to prepare a plan, and obtaining a suitable decision to comply and understand under the crisis circumstances. In addition, the principal leadership basis is the essential component of the prosperity of organizations at all levels; some of the organizations and individuals are assigned to their managers (Alsamaray, 2014). Therefore, Phills (2005) considers leadership as one of the most investigated in administration and also one of the most significant areas of enquiry.

Supervisors with the styles of leadership such as transactional and transformational styles have to be familiar to employ suitable thinking in order to praise the enthusiasm of the followers, pay attention to the stimulus urges, and depict the most appropriate method of leadership parallel to the existing situation and also expect the interested activities regarding the subordinates to accomplish the organizational tasks. Meanwhile, several styles of leadership are available, hence, for this study three styles of leadership, namely transactional, transformational as well as servant, are chosen because of the recommendations of past literature such as Zhang *et al.* (2012) recommended for the

further investigations on the influences of transformational leadership on other crises as they tested it in natural crises.

Finally, Cho and Tseng (2009) in their study have suggested that future investigation might explore the impact of all dimensions of transformational leadership in a crisis situation as a guidance for manager to respond to the crisis. Moreover, Carlijn, (2010) recommended that in the unreliable circumstances the transactional style has the suitable features to succeed the organization cope with the difficulties. In addition, Zhang *et al.* (2016) indicated that servant style is realized as emerging under situations of uncertainty further investigation in the area was also recommended. Therefore, leadership styles, namely transactional, transformational and servant are discussed in detail in order to justify this research as they are the independent variables.

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2.8.1 Transactional Leadership

Scholars have thoroughly supported the use of transactional leadership style in their organizational behavior research because of its impact that can persuade subordinates to enhance their encouragement to recognize the organizational goals. Major researchers in this style of leadership have realized that transactional leaders try to convince employees by appealing to their self-benefits such as Burns (1978). Generally, leadership investigation has been conceptualized as a transactional or benefit and cost exchange procedure (Bass, 1985). Theories of transactional leadership are founded on the concept that relations of leader-follower depends on a uninterrupted interchanges or potential transactions between the manager and their employees. Therefore, Kim (2020)

considered this leadership style by behaviors and attitudes of the leaders that confirms the high performance from the subordinates.

According to Yukl (2006), the transactional style tends to establish and boost agreement between the subordinates and their leaders. In another point of view, the instrumental style is seen parallel to the transactional leadership for it purposes to consider the connection between the starting point of structure and the effectiveness, consideration and satisfaction, in salvation of crucial value depended resources by the managers to their staff. Further, Morales and Molero (1995) sugeest that exchange occurs in transactional leadership in case the managers provide the necessary resources and the subordinates by then abide the leader‘s orders and show it publicly. Moreover, this leadership style concentrates on external responsibilities and expectations; it can also expect followers‘ stimulus guidance (Kark & Dijk, 2007). However, according to Gagné and Deci (2005), transactional leadership, featuring conditional remuneration and management, is also illustrated as authoritative and obstructing the workers to achieve self-determination.

In addition, this leadership tries to guarantee that employees do their duties in the exact time and in compliance with risk reduction (Fahmi, 2020). Furthermore, Barbuto (2005) argues that transactional leaders reward followers in accordance to meet goals and punish employees for carelessness or any shortfall. Nevertheless, leaders with transactional characteristics comply with employee commitment in two special methods, rewarding and disciplining (Bass & Avolio, 1994). That is, transactional leadership

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extremely relies on contingent reward. According to transactional leadership theory, leaders would involve in negotiations in exchange with their followers.

In addition to this, based on the transactional leadership theory, it is of course rational to examine whether or not an affirmative relationship exists between managers‘ reliance on transactional leadership and their consequences on settlement (Stanley, 2004). Despite that, the transactional leaders involve in an exchange with their subordinates; hence, such leaders neither avoid requests from the subordinates nor spontaneously give up and conciliate the demands of the subordinates. In other words, Bass and Avolio (1994) indicate that transactional leadership depends on contingent compensation either through positive contingent reward or through active or passive forms of management-by-exception.

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According to Alkhawlani (2016), the best leadership style that responds to the crisis management in the public and private sectors is transactional style because this style leads the organizations to take more complex work circumstances. In addition, in his study (Carlijn, 2010) impressed that in the difficult situations the transactional leaders are following the reasonable features to help the organization prevail over the crisis. Accordingly, Avolio and Bass (2004) elucidated that transactional leadership involves three dimensions, namely contingent reward, active as well as passive forms of management by exception. The following subsections are the explanations of these dimensions in detail:

2.8.1.1 Contingent Reward

Rewards and recognitions are provided to the followers for the completion of determined goals in return for the efforts given by the followers. Contingent reward is a classic collection of the transactional leadership style where they identify what is needed to be accomplished by showing the path and providing support. Furthermore, subordinates are hoping to be rewarded because of the successful accomplishment of the identified organizational objectives. Contingent reward dimension of transactional leadership has been suggested to be active as Canty (2005) argued. Moreover, the leader determines that when the requirements are being completed, he pledges rewards in exchange for accomplishing the goals (Bass & Avolio, 1994).

Accordingly, this dimension views the extent to which employee endeavors to persuade organizational objectives may identify the rewards as an exchange by their manager. In addition, it involves the explanations of the required attempt to get recognition as well as using stimulation to boost the followers‘ encouragement. Therefore, leaders would exhibit the chances and present awards as the determined goals are accomplished (Yukl & Mahsud, 2010). Additionally, Dimovski and Škerlavaj (2009) indicated that with this dimension, leadership may belong to the managers‘ behaviors that are more related to recognizing the responsibility and responsibility needs and giving followers the awards or psychological rewards dependent on the implementation of the nodular commitments.

2.8.1.2 Management by Exception (Active)

Management by exception (Active) dimension ensure that the transactional leader monitors and supervises the followers directly and closely looking for violations of rules and regulations (Northouse, 2004). That is, leaders managing actively reflect certain characteristics having well-structured commitment system so as to directly supervise the followers‘ performance. Meanwhile, the transactional leaders coach these followers to correct the mistakes or rule violations in relevance to the standards by close observation and appropriate assistance especially in certain unstable conditions (Bass & Avolio, 1994).

In the meantime, followers often try to hide their mistakes or standards‘ violations by ―burying them” so that it cannot be found (Antonakis et al., 2003). Accordingly, Kirkbride (2006) illustrate that a leader with active management by exception holds a thorough and minute observation and dominant method to give podromes of such mistakes. On the other hand, this style of management by exception has negative relations to the innovation and creativity in the organization. Further, even if the tasks are fulfilled well this management style merely intends to conduct a commitment of a moderate standard. Moreover, Bass and Avolio (1994) illustrate that the transactional leaders in management-by-exception are actively monitoring the performance of the staff for evidences from standards, in the employees‘ commitments and right actions in accordance to the standards.

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2.8.1.3 Management by Exception (Passive)

Unlike active management by exception in which the leader took immediate actions when any mistake occurred, in management by exception-passive the manager awaits for the errors and standards violations to happen and thereafter he or she conducts restorative action deviations from the negotiated harmony to happen (Bass & Avolio, 1994). Some researchers like Bass (1990) has shown the passive management by exception to receive lower efficiency classified by leaders and followers alike while comparing to active management-by-exception. Moreover, management by exception (passive) belongs to the process of concentrating on exceptional rather than normal (Kirkbride, 2006). Therefore, this leadership style would intervene only when the exceptional situations become clear and certain. That is, such leaders would have a relatively more performance agreement level and little commitment controlling systems (Kirkbride, 2006).

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2.8.2 Transformational Leadership

This leadership approach is believed to be the most encourageous and effective approach among different style of leadership (Mayer, Kuenzi, & Greenbaum, 2010). Similarly, Burns (1978) has had the belief that leaders and as well the workers ought to endeavor together for the prescribed purposes of the organization that denotes the values and dedication. Accordingly, leaders should focus on the needs of the followers. For Yukl (2006), such kind of leadership approach exerts some key behaviors familiar to be connected to effective and efficient leadership, for example the influencial behaviors. According to Rost (1993) Influence is illustrated as ~~an~~ interactive process in which

people attempt to convince other people to believe and/or act in certain ways". Furthermore, all literature related to the transformational style argue that employees' dedications leading to the extra performance for fundamental organizational changes are within its direct outcomes (Ashaye & Almonawer, 2020).

This leadership style is well-known with distinctive characteristics, such as idealized influence attributed idealized influence behavioral, intellectual stimulating, inspirational motivating, and individual consideration for staffs who seem to be a weak link in the series (Bommer, Rich & Rubin, 2005). Additionally, such leadership are encouraging the organization individuals to progress organizational environment, culture and value with companion repeatedly and exciting the employee to be the leaders (Zhang, Liu & Wang, 2020). Moreover, the organizational vision of these leaders for the daily activities may favorably merge with retaining a profound effect on individuals' encouragement and commitment (Krishnan, 2002).

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Regarding the crisis period, Zhang *et al.*, (2012) argue that transformational leaders concentrate on increasing the potentiality of importance compatibility through the leader's sacrificing actions as well as their expectation for a positive future, so as to create a proportionate value for the members suiting their own significance, or the identified importance by the organization, rather than by incorporation of goal. Apart from that, such leader would encourage their subordinates to achieve mutual strategies to implement the joint objectives only with a less and primary supervision; instead focusing on improving the skills of the followers attempting to obtain those joint goals.

That is, the leader intends to act firstly as an encouraging coach to the staff in charge of pushing the required institutional transformations happen (Levasseur, 2004). In addition, merging the vision of organization can be effectively fulfilled by transformational leaders through daily effectiveness to provide a deep influence on subordinate‘s encouragement and commitment (Bass *et al*., 1987). These features show transformational leadership different from other styles.

Among the broadly categorized leadership styles, i.e., transactional and transformational. Transformational leadership focuses more on promoting their subordinates for instance by calling for their potentials, developing cooperation, enhancing positive behaviors, encouraging and inspiring them. Transactional leadership, on the contrary, concentrate on accomplishing certain objectives through financial and managerial changes (Bass & Avolio, 1990) such as shaping the feature of the structure and strategy of the organization, rewarding the subordinates for their good performances or taking corrective moves from the standards. In this regard, Bass (1990) added that transformational leadership is important in the difficult times, transactional leadership, on the other hand, is working only during stable circumstances. Further, in the newest comparison between these two leadership styles, Mishra (2021) asserted that positive relationship between these two leadership styles occur; hence, the transformational style is more preferable than transactional one in affecting changes in policy.

All in all, the linkage between the transformational leadership and crisis management is confirmed by many studies such as (Alkhawlani, 2016 ; Alsamaray, 2014 ; Zhang et al,

2012; Judge & Piccolo, 2004). Accordingly, Bass (1990) argues that transformational leadership gives persuasive answer to the followers, and convince them exhibit extra performance, as well as inspiring them to anticipate innovatively regarding the difficult crises. Further, leaders with transformational attributes persuade followers to go beyond personal needs during crisis period in general. While subordinates connect their own achievements with the organizational accomplishments and recognize with the values of the organization and its goals, they attempt to make a better participation to the work context (Bacha, 2014).

Finally, these days public sector organizations are facing different difficulties, especially with the potential challenges in economy, politics, social affairs and technology. Burns (1978) clarified the essential notion of transforming leaders as a concept that inspires the staff to promote approaches that provide functional meaning to the notion of transforming leaders, a relevant thinking to the modern organizational leadership. In this regard, Ho, Yin, Ching, and Keng (2009) elucidate that the transformational style have five behavioral factors which are idealized influence attributes, idealized influence behavior, inspirational motivation, intellectual stimulation, and individualized consideration. Meanwhile, Bass and Avolio (1994) have recognized four main dimensions of this leadership style: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

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2.8.2.1 Idealized Influence

This dimension recognizes a condition that when the leader does the appropriate action, this stimulates leader's confidence in the subordinates instead of asking them to do better efforts only (Moss & Ritossa, 2007). Such leaders are role approaches and examples while they conduct the right deeds. This approach depends on the charismatic characteristic of the leader. For instance, when the leader is supposed to show certain favorable features such as crucial ethics and confirming on higher order, consequently employees improve emotional correlations with their leader. This style of relationship establishes certainty and faith. In other words, idealized influence elucidates the level wherein leaders can be concerned as encouraging role models.

Further, the trusted leaders with idealized factor are regarded to obtain more respect from the employees to make better decisions in the higher benefit of the organization. This is because these leaders tend to be make trust so as to be admired and respected as the followers go after their leaders (Bass, Avolio, Jung, & Berson, 2003). This dimension is comprised of two types. First, idealized influence attribute through which managers obtain respect and confidence. Second, idealized influence behavior by which managers exhibit exceptional behavior and may victimize their own desires to implement the objectives of the institution (Moss & Ritossa, 2007). Therefore, Avolio and Bass (2004) suggested that both kinds (attributed and behavior) of Idealized influence are effective on members that show satisfaction, trust, and belief.

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2.8.2.2 Inspirational Motivation

It means inspirational encouragement belonging to how manager are able to impact and stimulate subordinates to fulfill well according to their skills by providing some sense of purpose whereby they are able to indicate their foresight for the future by recognizing significant goals (Kirkbride, 2006). In other words, Avolio and Bass (2004) illustrate that the inspirational leader can explicitly exchange expectations to followers on how to perform duties. That is, it is considered as a sort of leader triggering and heartening the subordinates by providing encouragement and considering what necessities to be obtained. Therefore, this type of motivation enhance the realistic sense of freedom from the employees to choose the best way of commitment to implement organizational goals.

In accordance to this sort of management, followers are able to provide more than what they originally expect. Armand, Oppedisano and Sherman (2003) declare that the transformational leaders concentrate on what is needed and how to develop followers to assist them investigate their issues via different points of view. Therefore, the inspirational motivation assists the members of the organization to recognize their significance and this encourages them to higher level of commitment so as to guarantee their trust. Accordingly, the key factor behind achieving success is to construct confidence among leaders and their subordinates (Chen & Zhang, 2011). As a result, Alkhawlani (2016) states that this dimension is regarded as guidance illustrating that "through inspirational motivation, leaders can succeed in motivating others by giving them with a vision for the future and a clear sense of meaning in their work".

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2.8.2.3 Intellectual Stimulation

Intellectual stimulation refers to how leaders support their subordinates to have the ability to solve issue and prepare to take chances and avoiding negative thoughts about any part that may harm the organization by prioritizing the re-examine approach for very issue in the initial stages (Kirkbride, 2006). This dimension characterizes finding the solution for the available challenges in the dynamic and creative manners. In general, the ideological stimulating leaders do not usually respond to the requirements of most of the employees. In addition, this factor confronts the identified beliefs of the subordinates and critically analyzes their difficulties as well as suggesting solutions. Leaders holding such talent are more likely to promote critical thinking and discovering solutions in a functional method for the development of the organization (Avolio & Bass, 2002).

With this factor, transformational leaders can play a vital role reflected in stimulating the followers intellectually. Some individuals prefer to behave with the issues in the conventional way, whereas inspirational motivation aspects enable the manager to instill followers to induce shift towards thinking on the problem (Chen, G. Y., & Zhang, J. S., 2011). Accordingly, with this stimulation, it becomes possible for managers to support the followers in establishing their ability for change and their capacity to achieve constant development and deal with their issues by themselves. Avolio and Bass (2004) considered intellectual dimension as one of the factors of the transformational leadership that involves expectations, conventions, and beliefs and progress a modern way of commitment and reflecting thoughts as well.

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2.8.2.4 Individual Consideration

Individualized consideration means that the leader shows high consideration for the subordinates when they learn well the individual distinctions by behaving with them individually and encouraging self-improvement (Kirkbride, 2006). Moreover, Weiß and Süß (2016) the effective leaders must not only promote follower‘s energy to enhance commitment however they have to also provide their needs in accomplishing organizational objectives. Managers deem the personal prerequisites and the empowerment of their strengths. Leaders thinking of followers‘ worries increase their fellows to achieve goals that facilitate the association in the organization.

Individualized concerning refers to the degree that the leader provides personal awareness to the followers. That is, each individual is considered individually according to their needs and abilities. Bott (2016) illustrates that the effectiveness of transformational leadership belongs to enhancing commitment in the individuals in such a way that can assist the organization reach the goal even in the crisis situation. However, transformational leaders assure awareness and recognize the organizational responsibilities and tasks. Accordingly, this can be engendered whenever a leader guarantees the subordinates‘ needs to behold more than their own self-interests for the sake of others, but if this aspect is missing, the degree of success will suffer.

2.8.3 Servant Leadership

The term (servant leadership) is linked to the literature by Robert K. Greenfield, for the first time in 1970s by labeling the servant as leader (Spears, 1996). Greenfield called for

the need of a new leadership style. This paradigm considers providing more service as the best style of leadership. The servant style calls for more commitment to the public to promote the sense of togetherness as well as sharing the power in the procedure of decision-making with the subordinates (Spears, 1996). At the same time, Huang, Li, Qiu and Wan (2016) described the term of Servant Leadership as ~~a~~ style of leadership in which leaders recognize their moral responsibility not only for the success of the organization but also for their subordinates, their customers and other organizational stakeholders".

In most of studies, it is emphasized that the leadership style is affected by the motive of serving the followers (Russell & Gregory, 2002; Huang et al., 2016). Nonetheless, Russell and Stone (2002) recognized nine characteristics that are classified as feasible descriptions of this leadership style that involves vision, integrity, trust, honesty, modeling, pioneering, service, appreciation as well as empowerment of others. Moreover, Huang et al. (2016) stated that the servant leaders perform ethical behaviors, assist subordinates to developing, empowering and establishing value for the organization and the public as well.

There are different empirical studies arguing that the servant leadership is among the best leadership styles for dealing with turbulent situations (Benchabane, 2018). Meanwhile, almost all the leadership styles have similarities and differences. In this concern, Karanja-Njiiri, Were and Muturi (2021) concluded that servant leadership attributes best suits public sector services. Moreover, Huang *et al.* (2016) identified

some differences between servant and other leadership styles. First of all, the servant leadership is dissimilar to other conventional leader-centric style for example; transactional and transformational leadership as the servant leader demonstrates a follower-focused approach, providing the needs, individual promotion and welfare of the subordinates. The traditional leadership styles, on the other hand, focus on the goals identified by the leaders and organizations (Spears, 1996; Huang et al., 2016).

Secondly, studies like Van (2011) and (Benchabane, 2018) illustrated that servant leaders hold moral features which are missing in widespread styles of leadership such as transactional approach. Furthermore, the servant leadership delivers services and efforts to the subordinates, customers as well as other stakeholders outside of the organization at the same time. Finally, another difference between the servant and other traditional leadership styles is that the servant leaders first serve then leads the followers. Nevertheless, the traditional leadership styles emphasize on hierarchy, patriarchy and inspiration (Zhang *et al.*, 2016). Apart from the mentioned distinctions, moral authority is preferred by servant leaders to encourage and help leadership functions in elevating and approving subordinates. Accordingly, Zhang *et al.* (2016) stated that the servant leaders are defined as they are

—Enthusiastic to serve the organization and the members.

- Rewarding the workers with good performance by employing the position.
- Forming an environment for staff members‘ personal development.
- Influencing instead of coercing” (Benchabane, 2018).

Additionally, Zhang et al. (2016) characterized the servant style as a supportive leadership, by which the leader exhibits friendly behavior and concern for the needs of other followers. To render others is a motive as well as a choice. Accordingly, Greenleaf (1991) labeled the servant leader as serving first and is unlike other leadership styles whose performance as ―leader" first. furthermore, the leaders holding servant attributes work from a purely moral thinking. For instance, organizational crises and political scandals have occupied media headlines all over the world as Yukl (2006) suggested that servant leaders stand against the unfairness and injustice in the society. Though, this feature may not produce financial interests for the organizations, such particular point is beneficial and regarded as one of the essential goals of organizational learning to exhilarate public equality. Additionally, Gandolfi and Stone (2018) have suggested servant leadership style for leading Malaysia as the country's much publicized 1MDB scandal have caught many of the South-Asians news headlines for the years 2017 and 2018.

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All in all, the efficiency of servant leadership takes place in circumstances that mutual cooperation and unified efforts occur to achieve the public goals, develop the subordinates professionally, and do not employ such a leadership that present a weak profile. Further, Hunter (2004) identifies servant leadership as the utmost effective style from around the world. According to Avolio *et al.* (2009) the servant leadership gives importance for acknowledgement and appreciation, listening and guidance of people. It is one of the leadership approaches that gives fundamental concentration to the relationship between leader and subordinates. The servant leaders also think that

empowerment can develop followers so as to yield their ultimate efforts and assent liberty for followers to utilize their own suitable skills (Otero-Neira, Varela-Neira, & Bande, 2016). These leaders, thus, encourage the sense of psychological protection, trust, and impartiality in the work place (Liden, Wayne, Zhao & Henderson, 2008).

2.9 Government Policy

Obviously, there is a variety of description of the term policy from different scholars in different areas. nonetheless, Waller, Morris, Simpson & Britain (2009) gave a general definition of policy describing as a set or a common frame plan of activities to be employed by any authority, group or person. Moreover, the Modernizing Government White Paper of 1999 illustrated that the process of making policy is that authorities use to interpret their governmental visions into systems and functions to implement results or obtain the required objectives in the real world for a better future. Moreover, Nasidi (2016) viewed the government policy as framework for actions in the purpose of making a change in the identified ―state of affairs".

In the real working environment, policies are set as guiding principles to found and employ the organizational rules (Anderson, 2005). Accordingly, to influence the nature of decisions, policies are set as a course of action leading the human resources in the organizations (Taufik & Abdullah, 2010). Furthermore, policies are utilized as a tool to guide organizations for making assessments for an appointed responsibility inside the identified goals, visions and the administration paradigm as identified by the top administration as implemented in the public procurement system of Bangladesh

(Mahmood, 2013). That is, there will be plans under the framework of regulations and laws to achieve organizational goals when issues occur (Dillon, 2013).

For clarifying the roles and responsibilities of federal, state and local governments, the ratified government policies for each subject should be discussed and explained in detail for achieving effective and efficient management policy (Tie, *et al.*, 2020). Moreover, as a consequence of diverse criteria and factors, numerous types of policy instruments for crisis management exist. For instance, in European Union 18 policy tools were researched by Tojo (2006) wherein they are partitioned into (3) three denominations: administrative, economic and informative; that have direct influence on the issues in general. Additionally, these instruments have been classified into five technicalities; techniques that affect design, voluntary techniques, financial technicalities, regulatory procedures and reforming processes (Nasidi, 2016).

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In addition, according to Obaji and Olugu (2014) the government policy is seen as the set of processes aiming at shifting a definite administrative affairs from issue status to a normal one. That is, in order to achieve the effective change in the country, governments use different categories of policies as the starting point. In this regard, government policies are made to deal with a wide range of issues and crises (Mahmood, 2013). More obviously, policies and regulations may also change the rate of taxes and personal or organizational pay, parking penalties, immigration restrictions as well as crises costs. In the same way, the government is able to create a law when the policy is changed and this

policy may also have impact on the people or everyone in the society or in certain identified issues under particular frameworks and mechanisms (Waller *et al*., 2009).

Government departments, agencies for example the KRI Parliament, KRG Ministry of Planning and other bodies ratifying policies that can influence the development of their organizations. Moreover, such policies are affected by many ways such as; the bases for employing the strategic decisions a legitimate framework is required that can be discussed in the by-laws form i.e by the Parliament, edicts and regulations related to crises and issues, including corresponding inspection and responsibilities of commitment and processes at national, state, and local strata (Bee, 2020). Accordingly, Soares, Moeljadi and Solimun (2014) Timor Republic government policy does not moderate the relationship between entrepreneurship orientation and business performance for not having legal framework.

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In this case, regulatory framework is not the only kind of instrument existing for accomplishing crisis management purposes. In the period of crises, the ministries should be able to receive and forward alerts, alert those concerned within the organization, call in staff for service, and contact and collaborate with their agencies. Schmidt and Heilmann (2010) argue that ministries and other official institutions should always be fully ready to deal with all kinds of vital emergencies. Experience shows that organizations that constantly collaborate in exercises are more influential in managing serious incidents and upcoming issues (Khairul Anuar, 2016). Therefore, authorities in different levels have to take the full range of useful instruments within the strategic plan

framework suitable for managing a particular crisis as conducted in China in 2008 and 2009 (Schmidt & Heilmann, 2010).

2.9.1 KRG Policies and Regulations in Relation to Crisis Management

The rapid transitions encountered in economy and other external environment conditions as well as some negative aspects of the organization's structure, can force the administration into extreme circumstances known as "crises." (Robinson, 1972). While this is considered as the situation can be affected by unexpected events; Even if the organization's operations and existence are no longer active, it is critical to take the required safeguards. Therefore, the KRG can influence crisis management in the region‘s legislative powers by identifying national objectives, policies and funding plans.

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The latest policy that administers crisis management agenda essentially reflects to the legislative matters ratified at the regional strata and policies made in pertinent legal cases (Jongerden, 2019). Government engagement in crisis management procedure concentrates on trans-boundary issues because almost all crisis management strategies take place in the regional legislation and power under the participation of federal and regional authorities extracted in the Iraqi Constitution of 2005 (KRG Official Website, 2018). Therefore, the KRG is engaged in the legislation and management of particular sorts of crises, issues, mismanagement as well as reforms to overcome with the continuous crises.

So as to mitigate the outcomes of different crises occurred in the last ten years, three reform efforts were conducted in the Kurdistan Region of Iraq. For the first time, in 2011 during the political demonstrations the KRI president ratified a reform framework; however, that presidential decision did not make any change in the region and the political issues continued (Oxford Analytica, 2015). Further, in 2016 when the Iraqi Government cut the regions budget share and the oil price fall to the lowest levels the KRG probed to reduce the government costs as well as employee salaries. The final attempt is the 2019 KRG crisis policy that the KRG sent a law draft to the parliament to be accepted by the parliament and then ratified by the KRI president.

The main aim of these efforts is for the promotion of the policy for crisis management practices in the Kurdistan Region. The policy of the new cabinet of the KRG constantly works on reforms in the public sectors that include three main policies, mitigating the outcomes of the economic crisis, commitment to good governance and tackling corruption (KRG Official Website, 2019). Therefore, the KRG overthrows the civil services to guarantee it delivers – to be more accessible, more professional, more transparent and more modern. By exercising rigorous control over Kurdistan Region's incomes, and increasing transparency, the KRG can allocate its services where they are needed, and that those responsible for delivery, i.e managers, are held to account (KRG Official Website, 2019).

In essence, mitigating the outcomes of the economic crisis included the costs as well as incomes. For reducing the costs, the KRG policy is to bring back the authority of paying

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any type of fund to the Ministry of Finance and Economy. Furthermore, the KRG has decided to cut or reduce the public sector employee allowances. For example, according to the reform law of 2019, apart from the martyrs‘ families no employee would be paid two salaries (KRI Parliament, 2020). This may affect the employees‘ working for they felt injustice and so for the managers as they are employees and they have direct contact with the employees in the public institutions.

In addition, the KRG has planned to increase the incomes and sources of the incomes to the government. According to the reform law, the government is required to return the debts given to the companies before 2014. Furthermore, the government tries to make amendments in the taxations and the boarder gates. Regarding the commitment to good governance, the KRG is required to be transparent, reduce bureaucracy and should regulate the employee workings and managers‘ control. The government encourages the managers to take control over any issue facing their organizations during their daily activities (KRI Parliament, 2020). Additionally, the KRG asks from the public sector leaders to provide services to the customers in the best way. Therefore, half of the KRG policy concerning crisis management belongs to the managers of the public institutions as they can play a vital role in translating the KRG policies into actions.

However, according to opinion polls, defying corruption also sit in the top priority for the government as well as citizens (Khairul Anuar, 2016). Consequently, the governments would do all they can to solve such issues. As the KRG declares that its position is clear; that managers and civil employees must serve, and not exploit their

positions (KRG Official Website, 2019). As a result, all government appointments would be solely based on expertise and merit. The government would promote public sector employees and reward those who demonstrate hard working, skills, and commitment to produce results.

Finally, according to the last KRG Cabinet‘s propaganda, the government‘s policy would not be to stop there: public institutions reforms including new oversight frameworks, transparency, good quality of provided services and reduced bureaucracy have the first priority in the heart of the KRG‘s agenda. According to the KRG policy, change takes time; and thus the government tells the citizens to be more optimistic and realistic, as the government attempts at the same time to build a secure, transparent and prosperous Kurdistan (KRG Official Website, 2019).

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2.9.2 Government Policy as a Moderating Variable

Due to its impact on almost all the areas of daily life, due to its constant change, and also due to differences of place and time of the governments‘ policies, there is a wide range of investigations conducted on government policy. Both approaches of research, namely qualitative and quantitative methods, are employed to examine the impact of different government policies in different fields. In qualitative approach, researchers mostly observe the direct effect of government policy. For example, Cho and Hong (2016) made face to face interviews with eleven respondents that stated on the *Cheonan* accident to investigate ―Journalists‘ Evaluation of the South Korean Government's Crisis Management in the Cheonan Incident”.

In addition, the study of Tam, Shen and Tam (2007) in the investigation of the relationships between the sustainable development and the selected state government policy measurements, elucidated that the current government policy allows for a skewed share of performances and duties of dominating waste between stakeholders of the construction project.

Meanwhile, in the quantitative approach, the government policy is researched in both direct or indirect relations. There are different titles of government policy as independent, dependent, moderating and mediating variable. However, the government policy is mostly used as independent variable and rarely used as dependent one. For example, in Taiwan, Chang, Chiou, and Chao (2006)'s study ―The effect of the government's manufacturing automation promotion policy" examined the impact of automation adoption and government's manufacturing automation enhancement policy. In that study, the government policy was employed as a dependent variable. This study, employing survey instrument, collected the primary data by adopting a structured questionnaire and using Version 8 of SPSS for analyzing statistical data. The results reported that significant relationship between government policy and automation adoption exists.

In addition, concerning the government policy as a variable, there are several investigations conducted in various areas with the status either independent or dependent variable with desperate outcomes. In this regard, Khairul Anuar (2016), in his PhD thesis conducted a study to investigate the impact of implementing ―Malaysian National

Integrity Policy" on perception on corruption in Malaysia. With collecting 378 questionnaires, the researcher reached the outcome that to stamp out corruption in Malaysia, the Malaysian National Integrity Policy and legal framework should be more comprehensive. Hence, he found linkage between Malaysian NIP and perception on corruption.

In addition, Allard and Martinez (2008) made assessment of the impact of non-governmental organizations (NGOs) and the government policy on capturing private investment. In that study, the government policy was utilized as the independent construct, and the research resulted that the government's social policies were empirically intense and important.

Recently, Liu (2021) conducted a research on the effect of government policy on macro dynamic innovation of the creative cndustries investigating the UK's and China's animation sections. The results declared that the UK and Chinese policy had significant impact on creative cndustries. Further, Gal-Arieli *et al.,* (2020) investigated the impact of national policy for education on leadership, namely transformational style, and local involvement in education. The result found moderating impact between Israeli national policy on local leadership and local involvement. They contributed that the leaders in the local level and residents have to suit themselves to the boundaries of new localism and cooperate for better results in education.

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Furthermore, Obaji and Olugu (2014) conceptually explored the influence of the government policy on the progress of entrepreneurship. Accordingly, the study reported that the government policy behavior identifies the prosperity of the entrepreneurial actions of any group of people. Moreover, Soares, Moeljadi, and Solimun (2014) investigated the moderation role of the government policy on entrepreneurship, collecting (275) enterprises as the sample size, using PLS software and the results summarized that the government policy does not support the relationship (path co-efficinecy = -0.080), which means that the government policy does not moderate the impact of entrepreneurship guidance on business commitment.

Finally, Yusuf Nasidi (2016) examined the influence of government policy on the linkage of organizational human resources (including transformational leadership) and waste management of construction activities; Government policy was used as the moderate variable. Collecting and analyzing the data of 178 collected survey questionnaire the study reported that the moderating role of government policies on the relationship between organizational resources and construction waste management is statistically strong and significant with the result (t-value of 1.66). Therefore, in the current study the government policies include the regulations/ policies, laws, government strategy, support and activity programs that guide the functions and operations of crisis management in the KRI, conceptualized as crisis management policy, which is used as a moderating variable.

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2.10 Theoretical Framework

This section of the study has a selected theoretical framework to analyze the main research problems. In the previous studies the following theories have been used for each of the variables of this study. That is, for examining the impact of leadership and crisis management, Crisis Management Theory has been used, while for examining the moderation significance of the Government Policy the Path Goal Theory has been used as a supporting theory.

2.10.1 Crisis Management Theory

The crisis management theory was first developed by Pearson and Mitroff (1993) and then by Gonzalez, Herrero and Patt (1995). The theory studies and explores the operations of the organization management at the crisis circumstance. This theory tries to explore and find a set of concepts and bases which becomes independent on the individual willing. The stages of crisis management differ from a scholar to another. There are different frameworks for crisis management such as General Three-Stage framework, Three-Phase frameworks of Smith (1990) and Richardson (1994), Four-Stage frameworks of Myers (1993) and Fink (1996), and Five-Phase framework of Pearson and Mitroff (1993).

Gonzalez et al. (1995) recognized the Crisis Management Paradigm proposing that crisis management consists of three phases including ―Diagnosis of Crisis, Planning, and Adjusting Changes". This pattern illustrates that an efficient crisis management firstly works at identifying podromes (early warning signals) of the coming crises so that the

organization can get itself as well as followers prepared by conducting necessary strategies and mechanisms to prohibit or mitigate the effect on the organization (Brumgardt, 2013).

There are endless negotiations so as to give a common definition about crisis management. Although scholars have different understanding about the processes and characters of crisis management, most of the studies are in harmony that crisis management is a series of procedures or steps by the administration of an organization so as to deal with a disastrous situation. According to Mitroff (1994) ―Crisis management is a series of ongoing, interrelated assessments or audits of kinds of crises and forces that can pose a major threat to a company‘s main products, services, manufacturing processes, employee‘s environment and communities".

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The essential danger to the good organizational viability is that there are other factors of how the organizations are perceived by both employees and stakeholders although they can keep their growth and do everything to maintain the stakeholders‘ understanding. Public organizational reputation needs to be viable and settled so as to pull off new coming challenges. Moreover, the definition of Parnell, Spillan and Mensah (2014) of crisis management is the newest and thorough preferring that ―Crisis management is not just a one-time response to an unfortunate event but rather a strategic process that must occur far before the crisis ever takes place in the life of the organization. Therefore, it is a process that must be planned both before and after the crisis".

There are several threats that may affect organizations including: first, as Marra (1998) suggests a fiasco in crisis management due to the administrative team or managers‘ treatment policies as a plain and unique solution; and second, as Kovoor-Misra et al. (2000) have suggested managing crises in a better way. Accordingly, for managing the situations, preventing sever outcomes and mitigating the damages every stage of the crisis should be dealt with in different ways. That is, according to Coombs (2010) in each situation the strategies of crisis management are changing as needed for each crisis stage. Richardson‘s framework utilizes three stages Pre-crisis, Crisis, and Post-crisis stages in which authorities would be able to deal with the crises, the progresses and environments.

Each organization usually has the needs to maintain and develop, however, when it is faced with risks, there should be a management policy to at least minimize the losses. Like private sector, public sector‘s organizations are faced to the unexpected threats and sometimes the outcomes are more dangerous. Therefore, the authorities are trying to prevent and control the crises through different instruments. The crisis management theory has been successfully employed in different public sector organizations such as Malaysia, Singapore, Indonesia, South Korea, Turkey and several European Countries (De Sausmarez, 2007 ; Purwomarwanto, & Ramachandran, 2015).

The crisis management theory serves also as an important theoretical guide that facilitates governments to have immediate response to the signals of risks and crises. The theory also is useful for the government to prepare the related administration or

ministry to react against the shocks so as to mitigate the losses. The crisis management theory provides a sort of framework that offers insights on how the several ministries, authorities or governments (like Iraqi government and the KRG) that are involved in a crisis can adequately frame and devise a collaborative system which can control and solve any political or economic issues that create crises in the future. The employed theory prepares the authorities in several and different stages such as Pearson and Mitroff (1993)'s five phases: signal detection, preparation/prevention, containment, recovery, and learning that more minutely accomplishes a better understanding of crises as it proceeds to completion.

2.10.2 Path Goal Theory

Apart from the Crisis Management Theory, House (1971) Path Goal Theory of Leadership is used as supporting theory suggesting that leaders have the commitment to give fundamental information and adequate assistance for operative accomplishment of work objectives. The Path Goal concentrates on leader, subordinates and whereby circumstances. Moreover, House and Dressler (1974) have characterized situational as two category factors namely environmental and follower distinctions succeeded by the moderating of a variety task specifications (environmental factors). According to the theory, the framework of the present research has suggested the moderating role of government policy (Greene, 1979).

In addition, according to that theory, the model suggests that moderating variables and leadership styles influences on followers (personel) commitment to crisis management

policies. Pahi (2016) declares that clarifying roles affects the relations of leadership styles and the subordinates for the commitment to service quality, clarifying roles makes it easier for the followers to grasp what they have to do and to perform better. Clark, Hartline, and Jones (2009) have used the Path Goal Theory supported with conceptual models suggesting that the leadership style (behavior) is fundamental for the employees to comprehend what their job requires in committing to service quality.

Another research that utilized this theory of leadership that describes two classes which are duty related (design of work) and leaders‘ considerations (Jackson & Schuler, 1985). Accordingly, Emery and Barker (2007) have argued that apart from that the managers have to illuminate the path for the followers so that they are able to boost commitment to guarantee service quality under crisis situations. The justification for choosing House‘s path goal theory (1971) as the supporting theory belongs to:

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First of all, the focus of the present study is supposed to be on the leadership styles in the Kurdistan Regional Government and the population of this study are amongst the essential players in the public sector.

Furthermore, the objectives of this investigation are related to the moderating role of KRI government policy on the relationship between the leaders and crisis management. That is, the path goal theory focuses on both of independent, dependent and moderating variables; leader, follower and the whereby situation (crisis situation). Therefore, according to the Path Goal Theory, the theoretical framework of this study indicates that

the moderating of government policy positively affects the relationship between leadership styles and crisis management.

The relationship between the mentioned theoretical models is that while the crisis management theory explores the procedures of managing the organization in the crisis period that have a thorough validity. This is attempting to recognize a paradigm of principles and regulations that could be independent on the individual desires (Míka & Ondrusek, 2010). Moreover, the path goal theory focuses on moderating impacts of a variable (government policy) and the leadership influences (House & Dessler, 1974).

Various studies have been conducted on crisis management. In the current study, the variables or particularly the leadership styles are investigated based on past empirical studies related to the crisis management and crisis hierarchy. Alkhawalani (2016) investigated the relationship between leadership styles and crisis management in the Yemen public and private sectors. In addition, Ali and Anwar (2021) examined the effect of suitable styles of leadership in crisis management: a study of Erbil. Most of these studies disregarded the moderating influence of the Government Policy. Therefore, by using Crisis Management Theory and Path Goal Theory, the current study attempts to investigate the moderating impact of government policy on effective leadership styles in crisis management in the Kurdistan Region‘s public sector.

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2.11 Conceptual Framework

As explained in the previous section, this study utilizes Crisis Management Theory and Path Goal Theory of Leadership to examine how the KRG policy moderates the relationship between leadership styles as independent variables and the crisis management as the dependent variable. As Sekaran (2006) suggests that the theoretical framework shows the relationships between several variables so as to be examined by the researcher in the research. Accordingly, for this research, the framework describes the relationships between leadership styles in terms of transactional, transformational and servant leaderships as the independent, and government policy as the moderating variable, and the crisis management as dependent variable. Figure 2.2 illustrates the proposed conceptual framework for this study.

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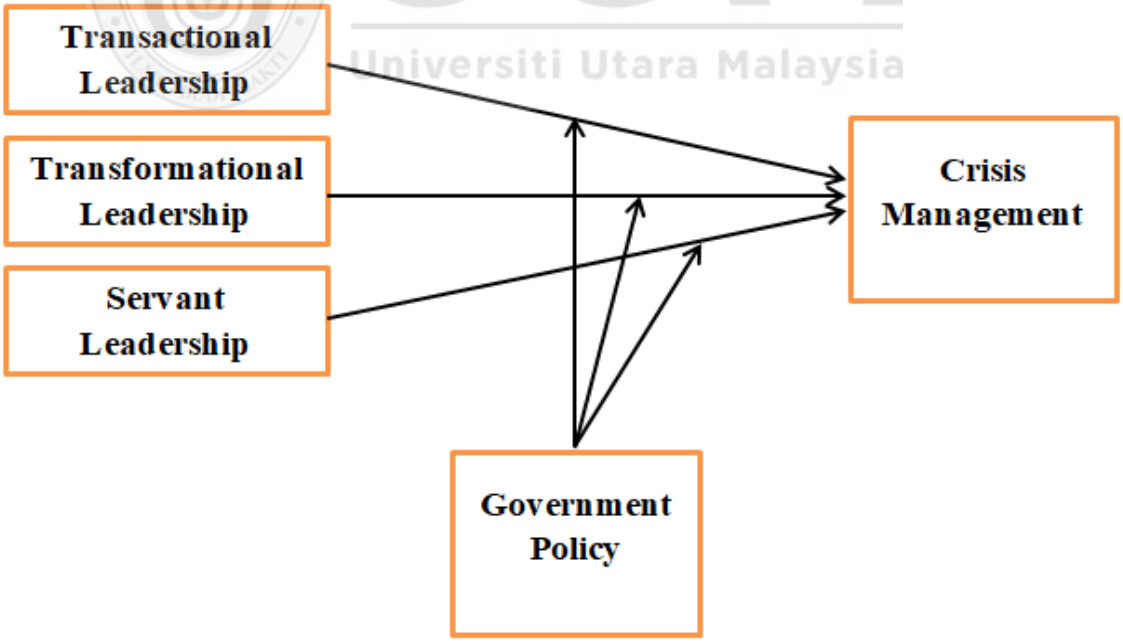

Figure 2.2 Conceptual Framework

Resource: Researcher

2.12 Hypothesis Development

According to Sekaran and Bougie (2013), there are non-directional and directional types of influence which have been tested among variables in the hypotheses. In the directional relationship, one variable direction exists in which the independent variable affects the dependent variables, like the influence of leadership styles as independent variables as well as crisis management as the dependent one. Further, although the relationship directions are not identified, there is also the non-directional hypothesis among two variables, like the impact of government policy on the leadership styles and crisis management relationship. The followings are the explanations pertaining the relationship between the variables.

2.12.1 Transactional Leadership and Crisis Management

One of the elaborations of leadership is that it is a process of keeping authority over a group of people to achieve some identified objectives. Leaders augment enthusiast and motivation in their subordinates so as to raise their activities to reach the organizational goals. That is, leadership is a path to fulfill the organizational goals while the managers encourage their employees to ensue superior performance (Salmani, Taatian, Faghani & Ghorbani, 2010). Therefore, managers having the transactional leadership style have to know how to utilize flexible attitudes so as to estimate the motivation of the co-workers, concern the motivational urges, as well as choosing convenient method of leadership parallel to the predominant situation and then undertake the eligible actions regarding the employees so that they achieve the organizational objectives (Kim, 2020).

Many individuals try to perform the effect of a leader, meanwhile, a few of them actually accomplish the leadership skills and could confirm to be efficient and effective heads. Transactional style is known as the leaders that guarantee that subordinates do the right activity at the exact period in accordance to the specifications. Transactional leaders reward their subordinates promptly and accordingly so as to reach the specific targets, punish them for any shortfalls, as well (Barbuto, 2005). The dimensions of this leadership, which are contingency reward and management by exception (both active and passive forms) have considerable impact on the organizations especially in the crisis time (Avolio & Bass, 2004).

Transactional leadership relies on contingency reward program so as to enhance the employee‘s skills because rewarding is one of the best approaches to boost the subordinates‘ performance when the organization is in critical situations (Burns J. M., 1978). Transactional leaders provide rewards in exchange to the level in which the employees effort to meet the organizational objectives. That is, leaders can explain to their followers the oppertunities and organization‘s akcnowledgement when the goals accomplished (Yukl G. , 1999). Furthermore, good reward order may not be only useful for encouraging followers for providing better commitment; it also urges them to solve daily threats facing their organization responsively.

Furthermore, the transactional leadership style gives the leaders opportunities to actively and passively supervise their followers as well as clarifying each individuals roles and duties. In some situations, the level of monitoring followers for mistakes or violations is

emphasized by leaders (Northouse, 2004). Meanwhile, in certain situations, especially when the threats can be prevented, the transactional leaders are waiting for mistakes and deviations to occur then the leader latches specific actions to make corrections (Bass & Avolio, 1994).

Finally, a number of studies have proven that transactional style has significant effects on the crisis management through their behavior with the employees in different types of organizations. Alkhawlani (2016) suggests that the transactional leaders have notable impact on crisis management in the private and public sectors of Yemen. Additionally, Alsamaray (2014) concludes that this type of leadership has the direct attribute to rescue the organization to survive in the crisis period. Moreover, Carljin (2010) has also focused that transactional leadership style positively reflects on the future of the organization through rewarding employees as well as active and passive management. Thus, according to these clues, the following hypothesis is presented for empirical testing:

H1: Transactional leadership is importantly related to the crisis management in the KRI public sector.

2.12.2 Transformational Leadership and Crisis Management

In most organizations, leaders are similar as they handle the policy of motivating followers so that the employees do their best for achieving the organizational goals. Transformational leadership is another kind of leadership that is more active when the

situation is difficult, complex and not secure (Bass, 1998). Leaders can be effective in various ways when a crisis appear, for it is important that leaders take actions to overcome the challenges (Brungardt, 2013). Accordingly, crisis management is generally known as a continues integrated as well as comprehensive management process to comprehend and prevent a crisis, and to efficiently treat the occurring ones (Santana, 2004).

In many studies (Bass, 1990; Bass, 1994; Avolio *et al*., 1999; Bass *et al*. 2001; Bommer *et al.*, 2005; Ahmad *et al*., 2015; Zhang, Liu & Wang, 2020), transformational leader is seen as an individual who makes remarkable changes to attract followers‘ attention to boost their feelings as well as nurturing emotional linkage with the organization, superiors and teammates. Considerably, under this style of leadership followers become leaders as such leaders have the sense to encourage and encourage their subordinates to view further than their self-advantages and focus on organizational betterment (Avolio & Bass, 2002). Hence, the relationship between transformational leaders and crisis management is indicated through its dimensions: idealized influence behavior, idealized influence attributes, inspirational motivation, intellectual stimulation, and individualized consideration (Ho, *et al.*, 2009).

In addition, transformational leaders have exhibited their effectiveness in the unstable situations as employees display more commitment at work while they are leaded by the transformational leaders (Chen, & Zhang, 2011). Cho and Tseng (2009) conducted a study on the middle managers concluding that transformational leadership is importantly

influential during the financial crisis. Moreover, such leaders direct their employees through sense making in the crisis time by progressing a compelling vision which focuses on exceeding self-benefits for the total interest of the group that can eventually survive of the organization (Mumford, Friedrich, Caughron, & Byrne, 2007). Accordingly, this style of leadership encourage their subordinates to commit commands more efficiently and effectively during the difficult times through the self-sacrificial behaviors (Zhang *et al.*, 2012).

Similarly, studies also assured that transformational leaders has positive linkage with crisis management. Accordingly, Jabouri (2011) conducted a study in the Ministry of Electricity of Iraq indicating that transformational leaders have important impact on crisis management in the public sector. Moreover, private and public middle managers in the Yemeni institutes are studied by Alkhawlani *et al.* (2016) wherein the study empirically prove clear clue that the transformational leadership has significant impact on the crisis management more than transactional and charismatic leaderships. Therefore, based on these evidences, this assumption is hypothesized:

H2: Transformational leadership is importantly related to crisis management in the KRI public sector.

2.12.3 Servant Leadership and Crisis Management

The prevailing impact of the leadership on the crisis management has obtained numerous scholarly responsiveness. Accordingly, almost all the existing literature

regarding the relationship between transactional/transformational leadership styles and crisis management has indicated both positive and negative findings (Alsamaray, 2014). Servant is another leadership style that has direct and indirect impact on the survival and growth of the organizations as they put others first and themselves the least (Stamschror, 2021). Therefore, enormous works have been done on the servant leadership as well as its effects on different sides and sectors of the organizations such job satisfaction, human resource development, information systems, service quality and strategic management (Benchabane, 2018). Meanwhile, there is few or no empirical study on the relationship between this type of leaders and crisis management (Du Plessis & Keyter, 2020).

The concept ―servant leadership" is recognized as a style of leadership wherein leaders identify their ethical responsibility not merely for the achievement of the institution, but also to the success of their followers, clients and even organizational shareholders as well (Huang et al., 2016). That is, this leadership style is influenced by the motive to serve other people connected to the organization. Servant leadership has nine recognized functional features which are vision, integrity, service, trust, honesty, modeling, appreciation of others, pioneering, and empowerment (Russell & Gregory Stone, 2002). Psychologically, such characteristics assist leaders to have influence on the employees to reflect organizational needs, especially when the organization undergoes critical situations (Van der Hoven *et al.*, 2021).

Accordingly, Spears (1996) suggests that servant leadership provides more commitment to the group to promote the sense of integrity and participating the followers in the

decision making process. Choy, McCormack and Djurkovic (2016) argue that followers of the high-quality relations are more tolerated than others in fundamental processes of making decision as they would be enthusiastic in participating and applying decision making with their heads and so they engage better endeavors to accomplish these orders because they see it as their own decisions. Additionally, participating the followers in the decision-making processes also authorizes them to denote their potential skills and knowledge to fulfill the decisions. Therefore by increasing the particularity of the decisions as well as heartening the followers to give additional attempts for successful achievement of the goal and directing to best performance (Zhang, Lee & Wong, 2016).

This style of leadership concentrates firstly on the ability of succeeding individuals and thereafter on the result of the mission (Stone, Russell, & Patterson, 2004). Such kind of servant dealing with the followers has long-term ethical reflection on the organization in the difficult situations. Servant leaders suppose that if subordinates are maximizing their efforts, this can directly be translated to the power and inclusive performance of the organization. Finally, according to Gandolfi and Stone (2018) servant leaders also work from a purely moral thinking. Organizational crises and political scandals have occupied media headlines all over the world. Gandolfi and Stone (2018) have suggested servant style for leading Malaysia as the country‘s much publicized 1MDB scandal have caught many of the South-Asians news headlines for the years 2017 and 2018. Therefore, servant leadership is best suit to deal with these crises and scandals for their pure moral perspectives. Thus, the following hypothesis is raised and formulated for testing:

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H3: Servant style is importantly related to crisis management in the KRI public sector.

2.12.4 Moderating Impact of Government Policy

Nasidi (2016) described the term policy as a path or a general schema or plan to be confirmed by an organization, party or even a government. Furthermore, Waller et al., (2009) argues that governments use the process of policy making to explicate their political views into plans and projects to convey results or required changes in the real world. The main purpose of each governmental policy is to provide clear understanding about how to prevent some issues to happen or to mitigate dangers or to address a framework to solve a specific crisis. Perhaps, this is for better management of resources, dealing with the world developments and getting along with the daily coming issues. Moreover, policy is also seen as the leading principle which is utilized set up organizational framework (Anderson C., 2005). As a result, governments make policies as starting points in their agenda to implement a set of actions to make real and adequate changes.

Similarly, government policy is utilized as a clue for making a decision based on a predetermined purpose within the framework of objectives. as well as administration visions identified by the top level management (Nasidi, 2016). Governmental policies are made as a framework to manage a wide range of issues. That is, policies help the individuals to have a clear understanding about the basic requirements of organization. Further, the government can modify laws and regulations. When a government makes a policy, this may affect people or everyone in the society at large in particular issues

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(Anderson C., 2005). To illustrate, government policies may also alter an amount of tax individuals or organizations spend, laws of immigration and pension, landfill tax, and diversifying the governments resources. Importantly, lower levels of clear government policies put negative influences on employees in terms of organizational commitment especially during the crisis.

The government policies and regulations elucidate desire, inclination and engagement to deal with a functional management of all resources. It is the reality that to provide social, economic and political stability, a more thorough policy is required. Darling (1994) suggests that good policies for managing crises enable the organization to perform its ordinary duties, whilst the crises are developing. Furthermore, Herbane (2013) argues that to mitigate the effect of an unexpected threat happening in a circle life of the organization, crisis management requires planning, harmonious arrangement and reaction to the threats which may trap or limit daily routine activities.

In addition, organizations are required to prepare for sudden events as crises occur at any time and to any organization (Al-Ghamdi, 2013). Meanwhile, it is observed that styles of leadership may straightly and circumstantially influence follower performances and commitments in managing crises. The outcomes have resulted that the leading style was importantly related to the crisis management. As argued by Alkhawlani (2016), crisis management is influenced by the leadership styles in the public and private organizations. Moreover, according to Nasidi (2016) relationship between transformational leadership and government policy is not very intense but situated in a

affirmative side therefore generates in increasing follower commitment during difficult times of the organizational life. Hence, the Path Goal Theory, in a theoretical understanding, proposes the concept that efficient leaders have to ideally take considerations to follow governmental or organizational policies and regulations in order to attain organizational goals.

Principally, when the organization goes under an unstable situation, effective leaders try to mitigate the severe consequences through various concepts and dimensions. Furthermore, managers might be considered as crucial in translating and fulfilling regulations and rules and reduce the effects of the crisis experienced by the organization. Concepts such as rewarding employees, idealized influence attributes, motivation, integrity, honesty, appreciation of others, and empowerment are too general and needed to be specified. Therefore, organizations should give more explanations for their policies so that supervisors can effectively manage the threats coming to the organization (Nasidi, 2016).

As House (1996) has argued that leader`s behavior can certainly affect employees` performance, leadership orientation is substantial to encourage and guide subordinates when they experience ambiguity in the organization policy. Meanwhile, sometimes the organization‘s human resources has shortage in effective supervisors, then the organization needs some rules and regulation to deal with the upcoming unwanted events. In the final discussion, Baron and Kenny (1986) have suggested that while the relationship of dependent and independent constructs are unexpectedly changing, weak

or unclear; another party (variable), moderator or mediator, can be inserted to understand the relations of the variables. Therefore, based on these assumptions, the following hypotheses are formulated:

H4: Government policy positively moderates the relationship between transactional leadership style and crisis management in the KRI public sector.

H5: Government policy positively moderates the relationship between transformational leadership style and crisis management in the KRI public sector.

H6: Government policy positively moderates the relationship between servant leadership style and crisis management in the KRI public sector.

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2.13 Chapter Summary

This chapter elaborated the historical overview of Kurdistan, its geography and Kurdistan Regional Government. In this chapter, a review is made on the literature related to the study, starting with the main concepts of crisis, causes and impacts of crisis, crisis management, as well as the main stages (or dimensions) of crisis management. Besides, the chapter has given an imperative background on the styles of leadership, namely transactional, transformational and servant patterns. Moreover, the literature reviewed and defined the moderating variable government policy and the KRG strategy to manage the crises affecting the public sector. After that, theoretical as well as conceptual frameworks have been identified with the hypothesis development. Finally,

the literature review has concluded with the summary of the main sections of the chapter.

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CHAPTER THREE

METHODOLOGY

3.1 Introduction

The current chapter focuses on methodology and research design adopted to answer the questions asked in the second chapter to obtain the objectives of this study. The research methodology explores the main research model, the philosophical assumption which is comprised by the research framework, along with its impact on the research design. According to Creswell (2012) the kind of the research objective it attempts to obtain and the proposed paradigm of the study become the main factors that identify which research method to utilize. Therefore, to explore the research problem and objective, the quantitative method was used in this study together with dependence on the primary and secondary data sources. Further, the key instrument appointed to collect primary data is survey approach. Moreover, the chapter also discusses how the population will be identified and selected with explaining the process of data collection together with the insights on the data analysis. In addition to that, the research methodology contains information about research method and design used for data collection and analysis of the obtained data. Similarly, the chapter also discusses sampling technique and matters concerning to pretest, pilot study and data analysis. Finally, the methodology chapter ends with summary of the demonstrated sections.

3.2 Research Paradigm

Bryman (2012) indicates that the research paradigm is the philosophy that influences the technique and method on how a study is constructed and the explanations on the findings. Paradigms have a vital impact on the approach by which the research is done. There has been a long-standing epistemological school of thought among scientific scholars and philosophers on how studies are designed. Indeed, there are different schools of thought which are in relation to conducting research studies. Nonetheless, there are two basic thoughts which are interpretivism and positivism (Bryman, 2012).

There is a quite difference between the philosophies of interpretivist and those of the positivist paradigm. The key objectives in the interpretivist paradigm research are the observations of social phenomenon aiming at finding out the facts and truths about the reality and that tend to achieve social science-related discoveries (Burnett, 2012). Moreover, Remenyi and Williams (1998) argue that interpretivists believe that human beings are behaving according to socially constructed values rather than to causal relationships. Moreover, Marshall and Rossman (2010) illustrate that for a clear understanding of social events, interpretivists are engaged in the social world that they belong to, so as to gather experience in relation to the social reality.

In addition, Amaratunga, Baldry, Sarshar, and Newton (2002) argue that the use of qualitative methods are considered by interprevists as their approach is based on the explanations and realization of a phenomenon based on its situation instead of the basic laws or external reasons. As a result, Remenyi and Williams (1998) state that the

interpretivist framework depend on the qualitative data collection, for example, observations, focus groups, interviews and case studies.

On the other hand, researchers in positivist paradigm intend to ―predict and explain the happenings in the world through causal relationships and irregularities searching and among its constituent elements" (Burrell, & Morgan, 1979). Carson *et al.* (2001) believes that according to positivists the objectivity and externality of the world cannot be raveled. That is, for ensuring the objectivity, while observing the subjects researchers have to remain independent; and to obtain a conclusion to examine the proposed relationships researchers ought to develop hypotheses (Ikeda, 2009). Further, Bryant, Raphael, and Rioux, (2010) insist that positivists investigate relationships dependent on the cause-and-effect as well as basic laws, and conduct interpretations generally of everything for the facilitation of simplistic analyses.

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As the method application related to natural and social sciences are favored by positivists to grasp social reality and beyond (Bryman, 2012), the quantitative approach and experiments are adopted by such researchers for testing hypothetical deductive generalizations (Chen & Hirschheim, 2004). Furthermore, Baker (2000) focused on the importance of proper procedure for collecting data, explanation and testing the behavioral patterns. Straub, Boudreau and Gefen (2004) ensure that generalizing the obtained outcomes from certain population samples depends on the positivist paradigm. Applying positivism became widely recognized in behavioral-science research especially management sciences in which the quantitative approach were applied

(Brown & Brignall, 2007). Therefore, for the purpose of the present study, positivist framework is applied.

3.3 Research Design

The research design can be determined according to the nature of the strategic plan including selected methods, approaches and procedures for data collection and analysis so as to reach the research objectives (Zikmund, Babin, Car, & Griffin, 2013). Further, the research design is dependent on the research philosophy, structure of the study and the aim of the research analysis. Recalling the objectives of this study, it attempts to, as explained before, empirically test the three different styles of leadership namely transactional, transformational and servant leaderships in connection to crisis management. Moreover, the current study also investigates the government policy as a moderator amongst these variables.

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However, Sharp (2009) argues that social research depends on the logic and empirical assessment. Accordingly, the appropriate research design is significant for responsive conduct of the research (Bordens, & Abbot, 2011). Similarly, Zikmund (2003) indicates that different research designs can be employed in conducting research. Quantitative design looks for observing and dealing with a specific issue or research topic from the understanding of respondents involved. Moreover, Kelley, Clark, Brown and Sitzia (2003) and Leedy and Ormrod (2001) suggest that quantitative research methodology supports in building, validating and providing the relationship among all variables for potential generalizability. This method has four common strategies of collecting data

which are survey, experiment, secondary data study and observation through which each strategy is suitable for generating a particular kind of data. Given these arguments, the researcher selected quantitative methodology that has comparable advantage over the qualitative one in order to accomplish the proposed objectives.

In comparing quantitative with qualitative methodology, there are several benefits that can be highlighted. First of all, Zawawi (2007) states that quantitative studies are effective in terms of cost and time wasting; i.e. using less resources compared to qualitative research, and less time consuming compared to qualitative research, as well as involvement of larger sample for the study. Accordingly, the researcher has used cross sectional survey because as Clark and Creswell (2010) stated that for the collected data only in one period of study cross sectional survey best suits. In addition, quantitative approach is more effective especially when there is a large sample size of target audience to be covered (Davis, 1996). At the same time, in this approach, different techniques can be utilized such as internet, mail, telephone and self-administered data collection. In this regard, Davis (1996) claims that to test hypothesis, evaluating programs, assessment of the measurement scales and for the purpose of forwarding methodological contributions in the business research, survey research approach has been viewed vital. Meanwhile, according to Clandinin and Connelly (2000), the research design is the framework, plan, and strategy of the process of making a study. Therefore, in this study quantitative design is going to be employed to reinforce the authenticity of the research. Further, among the four approaches of quantitative method; experiment, secondary data study, observation and survey, the latter will be utilized to collect data

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from recipients. Bellow illustrates the summing-up of the research questions, method and applied instrument:

Table 3.1
Research Design Summation

Method	Research Questions	Instrument
Quantitative	1. Does the transactional leadership have a significant influence on the crisis management? 2. Does the transformational leadership have a significant effect on the crisis management? 3. Does the servant leadership have a significant impact on the crisis management? 4. Does the government policy moderate the relationship between transactional leadership style and crisis management? 5. Does the government policy moderate the relationship between transformational leadership style and crisis management? 6. Does the government policy moderate the relationship between servant leadership style and crisis management?	Survey Research Strategy

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3.4 Unit of Analysis and Population of the Study

Target population of the current research refers to the Kurdistan Regional Government‘s public institutions‘ managers. Population in any study refers to who or what is being researched. In social science research, the unit of analysis includes a group of people, individuals or the organizations (Kumar, Abdul Talib, & Ramayah, 2013; Creswell,

2012). Therefore, the respondents (unit of analysis) for the current study are the managers of the KRG public institutions. Previous studies show evidence of the use of organizational unit of analysis (Junaidu, 2012; Alkhawlani, 2016; Nasidi, 2016). The participating managers have been chosen because they have enrolled in the KRG institutions and they are capable in understanding the overall characteristics of their subordinates and responsibilities to provide more information about their leadership styles.

Obviously, the sample of study is apparently a fraction of clear subject whole targeted population of researcher interest area. According to Sekaran and Bougie (2013), the sampling provides deep information and that information includes small units of numbers. Moreover, researchers need to focus on a single set of respondents rather than multiple respondents. That is, single set of respondent is able to provide needed information and is more responsive compared to multiple sets (Del Brío, Fernandez & Junquera, 2007). Therefore, for this study unit of analysis is the KRG public sector manager.

3.4.1 Sample size

Sample size refers to the population of the study which is considered as the most important element in researching as it concentrates on individuals or objects with related features. Generally, there are two kinds of population in research known as target population and accessible population (Clark & Creswell, 2010). Firstly, target population refers to individuals and objects where the research can be done to generalize

the results; it is also called theoretical population. Therefore, in this study target population is the public institutions of the Ministry of Higher Education and Scientific Research (MHESR), Ministry of Interior (MOI) and Ministry of Education (MOE).

There are several reasons behind selecting these ministries as the target population. Firstly, these ministries are the biggest serving public institutions of the Erbil province. Secondly, these institutions are facing the problem of delivering services to customers. Thirdly, it was also noted that Erbil is the biggest and densely populated province and capital of the Kurdistan Region with the population of more than one and a half million (Ahmad & Cheng, 2018) and facing many challenges of public service problems in reign. Finally, it is noticed that the condition of the public sector in Erbil is very poor particularly in terms of managing.

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Managers are the prime target population of this study, serving in the public sector institutions of Erbil. As per the KRG Personnel Council Report of 2019, there were 3855 registered managers serving in the public institutions of the three mentioned ministries across Erbil province. In addition, Krejcie and Morgan (1970) have provided a reasonably good, sample size formula and comprehensive table to calculate sample given in the population. This study, therefore, uses Krejcie and Morgan Table in this regard.

There are five steps of sampling such as identify the population, specify a sampling frame, specific a sampling method, determine the sample size, and finally implement the

plan. As mentioned-above, the population is equals to 3855 managers of the KRG public sector. According to Comrey and Lee (1992), a sample size below 50 is considered weaker, sample size between 51 to 100 is deemed weak, sample size between 101 to 200 is deemed adequate, sample size between 201 to 300 is considered good, sample size equal to 500 is good, and sample size 1000 is considered excellent. The respondents were general managers, managers, executive officers, and some others (like supervisors and acting managers). The reason to choose these respondents is because they are directly related to the crises that affected the KRI public sector, also they are well educated and know very well regarding study variables.

As the total population for this study is 3855, referring to the Krejcie and Morgan (1970) the total number of respondents for a population of 3500 should be 346 and 351 for population of 4000. Hence a total number of 350 respondents were required. For responsive and sufficient data collection, researcher added 50% in the original sample size as suggested by Bartlet and Kotrilik (2001), and Hair, Black, Babin and Anderson (2010), sample size 10 times the numbers of studying variables. Based on this suggestion, for the present study, the sample was multiplied by two and size of sample 350 equaled 700. Therefore, 700 questionnaires were responsively distributed among the managers of the public institutions in the KRI capital, Erbil.

3.4.2 Sampling Procedure

According to Bryman (1988), representation of a wider population is vital for enhancing the generalization of the findings in the quantitative research. Generally, there are two

sampling techniques; probability sampling and non-probability sampling. Firstly, in the probability sampling all the members of the target population have equal chance of being selected. Further, probability sampling has sub-categories to do, known as probability sampling techniques, such as simple random, cluster, stratified and systematic sampling.

After finishing simple random sampling, random selections from the entire population are done in which everyone have equal chance to be selected for the study. Furthermore, for conducting random sampling, the entire population is divided more into different strata wherein independent samples are selected on a random basis from each stratum. Meanwhile, in the cluster sampling, the target population is divided into groups according to clusters and areas (Bryman, 2008). Finally, in systematic sampling which has justifiable approximate simple random samples that comprise of cases from an available list of the target population at selected internals.

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In contrast, in the non-probability sampling, equal chances may not be available for each target audience to be selected for the research. non-probability sampling includes three approaches known as purposive sampling, quota sampling and convenience sampling (Cohen, Manion & Morrison, 2007). Firstly, the purposive sampling provides the researcher the opportunity to pick and choose specific respondents that could potentially be of need or relate to the study. Further, the quota sampling simply assigns quota to every strata and allows the non-random selection from them. finally, in the convenience

sampling, the respondents from the target population are identified based on their availability and willingness to participate (Cohen & Crabtree, 2006).

To cover and give equal chance to almost all the populations which were the managers of the public institutions of the three ministries operating in the Erbil Province, the researcher asked for the complete lists of managers serving in the public institutions in the Erbil province for conducting surveys. For this purpose, the researcher tried utmost to obtain data from the Ministry of Planning of the KRG and Erbil Province general directorate of planning.

Besides, this attempt was failed as the list may not be available for four reasons. First of all, the required list has been updated day by day and this might have given inappropriate information about the number of managers in the institutions. Secondly, this was because the mangers were frequently changed either by the Erbil governorate or by the related minister. Thirdly, from time to time some departments and institutions were merged or new ones were established and this may make inconvenience. Fourthly, this study is during the corona virus disease crisis and this affects reaching all the mangers due to general lock down. As a result, using simple random sampling might not be the right approach for this research as all the population might not get equal chance to be included in the sample.

In cluster sampling, on the other hand, Kothari (2004) argues that the population is divided into group populations (cluster of populations) and then selecting clusters rather

than individuals in the sample. That is, the frame of cluster sampling is the list of clusters. Similarly, some scholars are applying more than a sampling technique at the same time (Robert, Floyd, Mick, Coper, Lepkwisi, & Roger, 2009). The essential purpose of employing cluster sampling is to obtain an economic sample when retaining the characteristics of probability sample at the time whilst cluster samples are chosen (Zikmund, 2003)

Therefore, although the current study has employed the cluster sampling, the randomness of the sample still exists which is more appropriate for quantitative data (Anderson, 2004). Further development of cluster sampling in Multi-stage or multi-stage cluster sampling also exists. Based on that, in this research (multiple stage) cluster sampling has been used in which according to Kothari (2004) the target population was divided into geographical units, cities and towns followed by simple random selection. In such multi-stage cluster sampling, obviously random sampling is feasible as cluster sampling provides effective sampling and avoids bias (Greener, 2008).

After specifying the sample frame, this study specifies sampling method. This study chose probability sampling technique as population is known (Sekaran & Bougie, 2016). In probability sampling technique, researcher first chooses cluster sampling to make clusters. After making cluster, then researcher used simple random sampling technique to collect data. This study distributed total of 700 questionnaires among respondents. Table 3.2 and Figure 3.1 explain how these respondents were distributed. The respondents were general managers, managers, executive officers, and some others (like

supervisors and acting managers). The reason to choose these respondents is because they are directly related to the crises that affected the KRI public sector, also they are well educated and know very well regarding study variables.

Table 3.2

Proportional Sample

Chosen Clusters of Erbil	**No. of General Directorates**	**Required**	**Required Sample from Each Cluster**
Erbil (Centre)	37	59%	413
Soran	9	14%	98
Koya	8	13%	91
Shaqlawa	4	7%	49
Rawandiz	4	7%	49
Total	62	100%	700

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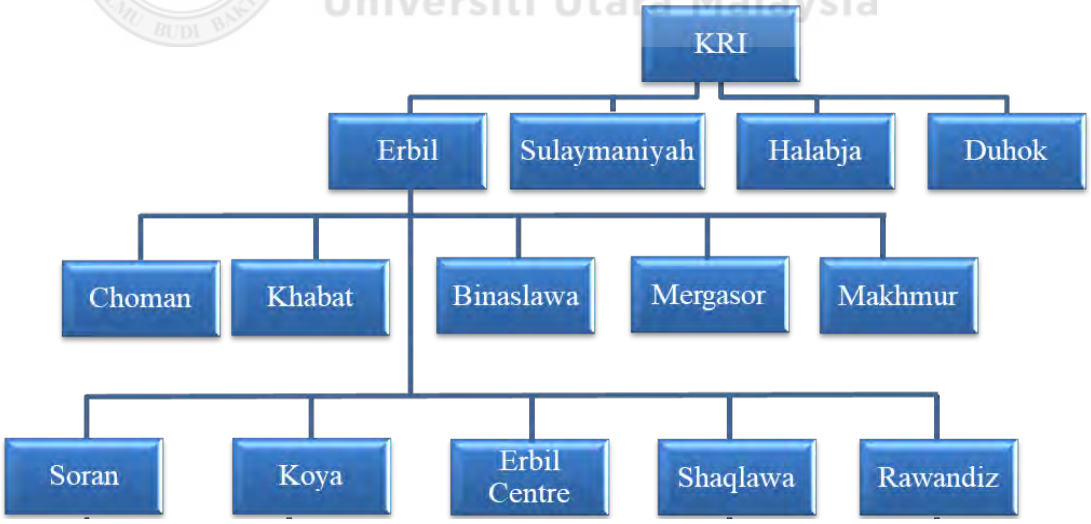

Figure 3.1 Multi Stages Cluster Sampling

Resource: Researcher

Figure 3.1 illustrates the multi clustering and random sampling of the respondents. Based on multi cluster sampling, the whole country (Kurdistan Region of Iraq) was selected in the first stage. In the second stage, the sample was distributed based on four provinces known as Erbil, Sulaymaniya, Duhok and Halabja. Moreover, from these four provinces, Erbil was selected and divided into ten clusters based on its larger districts. Nonetheless, purposely clusters of Erbil (central), Koya, Shaqlawa, Rawandiz and Soran were chosen because the main headquarters of ministries general directorates are located there. These clusters were selected based on the location of the public institutions in Erbil, Kurdistan Region of Iraq. The probability method was used to select in order to perform selection with equal probability or with probability proportional (pps) (Allen et al., 2002).

3.5 Questionnaire Design

As the main objective of this study is to investigate the significance of leadership styles on crisis management in the public organizations of the KRG with the moderating role of government policy, the questionnaire is designed to contain the following information:

I. The first page is the cover page.

II. Respondent‘s general information.

III. Leadership Styles

i. Information about the Transactional Leadership.

ii. Information about the Transformational Leadership

iii. Information about the Servant Leadership

IV. Information about the government policy.

V. Information about the crisis management.

To provide a straightforward and understandable questionnaire free of ambiguities, the first part of the questionnaire was designed for respondent‘s general information, i.e. demographic variable. Further, the second part was about the leadership in terms of transactional, transformational and servant leadership styles, the third regarding government policy, and finally concerned to the crisis management. For the purpose of the questionnaire development, the design, the scale-items development, as well as the wordings contained, the researcher followed Dillman (1978). Meanwhile, the questionnaire is designed as a booklet with a cover holding the logo of Universiti Utara Malaysia with a letter of appeal soliciting for the respondents‘ support in completing the questionnaires.

According to Sekaran and Bougie (2013) the attention in the questionnaire should be given on wordings, planning and categorization of the variables, scaling and coding, as well as the general appearance. Accordingly, for developing the questionnaire, each of the technical terms, the ambiguous questions, the double-negative words, the double-barrelled questions, as well as the unclear wording should be removed. In order to understand the research objectives easily, the researcher applied the close-ended over the open-ended questions to guarantee that the data analysis accuracy is enhanced (Sekaran,

2003). Finally, this study uses three independent variables with one moderating variable, and one dependent variable.

3.6 Measurement and Operationalization of Variables

Notably, there are three important points to guarantee that the instrument captures systemic desired data from the selected respondents. Firstly, the general design of the questionnaire. Secondly, the approval of pre-testing and also, the methodologies by which questionnaire are administrated (Hair, Money, Samouel & Page, 2007). Additionally, Sekaran (2006) illustrates that the relationship between independent and dependent variables can be either ―negative or positive". For the purpose of this study three main independent variables are used which are the leadership styles in terms of Transactional, Transformational and Servant styles; Government policy as a moderating variable, and for the current study, Crisis management is the dependent variable.

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For the purpose of this study, the instrument was adapted from different models and studies conducted on the topics previously. For this study, the instrument is used to measure transactional and transformational leadership styles from the Multifactor Leadership Questionnaire (MLQ 5x-short-form), developed by (Bass, 1995) and servant leadership developed by Zhang *et al.* (2016) and later adapted by Benchabane (2018). regarding the dependent variable of measurement scales for crisis management (CM) are adopted from Alkhawlani (2016) which was modified from Jabouri (2011). Finally, the moderating variable, government policy, is adapted from Nasidi (2016) which was previously developed by Tam *et al*., (2007).

3.6.1 Five-point Likert Scale

The Five-point Likert scale has been extensively utilized in many studies in different variables including leadership styles and crisis management such as Alkhawlani (2016) Alsamaray (2014) and Ali and Anwar (2021). Accordingly, Colman, Norris, and Preston (1997) have highly recommended using scales applied by past studies on the related topic. Moreover, it seems to be easy enough for the respondents to express their respective understanding through the five points likert scale (Dawes, 2008). Accordingly, Frary (1996) indicated that more points like seven or more on a scale of course need more time and effort hence, it may confuse respondents and make them bored. Therefore, five points likert scale was employed for this study.

3.6.2 Multifactor Leadership Questionnaires

The Multifactor Leadership Questionnaire (MLQ) is a scale adapted from the transformational and transactional leadership theories developed by Bass (1985). This scale has been updated as well as revised several times. After the revision of Bass and Avolio (1995), the MLQ 5X has been introduced which contains about 45 questions that identify the full range of leadership model. Recently, ―The Full Range Leadership Model" has been developed by Kirkbride (2006), viewing the theory by seven factors which is totally identical to the models of Bass (1998) and Avolio (1999).

Meanwhile, some scholars prefer to measure the transformational leadership scale by using five simplified factors even though the original scale consists of only four factors (Barnett, McCormick & Conners, 2001; Antonakis, Avolio & Sivasubramaniam, 2003).

Moreover, the scale of transactional leadership has three factors of contingency rewards, passive and active management by exception. In addition, a later study by Antonakis *et al.,* (2003) fully supported the contemporary version of MLQ 5X which comprised of nine (9) full-range factors. They found that, the instruments are valid and reliable whereby they believed other researchers who obtained inconsistencies in the validity of the instruments were possibly because of the differences in homogenous of their samples and research settings.

Walumbwa, Wang, Lawler and Shi (2004) concentrated on analyzing how transformational leadership and organizational commitment can influence job satisfaction in the financial sector, particularly in the banking sector. The study suggested that the uni-dimensional constructs for transformational leadership styles. In accordance to this, they argued that the coefficient results indicated a strong correlation, reflecting ―high-order constructs of transformational and transactional leadership". Similarly, Ahmad, Majid and Zin (2015) used uni-demension for transactional and transformational leadership styles and received good results. Finally, recently research conducted in education sector while using leadership style`s uni-dimensional scale; the researcher retrieved best results (Hashim & Mahmood, 2011).

To conclude, the uni-dimensional scale has been adapted by numerous studies in the past for empirical investigation in different occupational settings such as (Walumbwa *et al.,* 2004; Hashim & Mahmood, 2011; and Ahmad *et al.,* 2015). Accordingly, researchers like Hair et al. (2007) have added that these can absolutely help in satisfying the

principle of parsimony of a good research where the simplest application of approach is preferred than to a multifaceted. Therefore, as suggested by the previous studies regarding leadership styles, the present study adapted uni-dimensional scale for transformational and transactional leadership style factor.

3.6.3 Transactional Leadership

The independent variable, transactional style of leadership was measured using 12 items developed by Avolio and Bass (2004) which have been adopted by Sadeghi and Pihie (2012) and also Alkhawlani (2016). As mentioned before, to measure transactional leadership, the MLQ—Form 5X was commonly used (Sadeghi & Pihie, 2012). Using Uni-dimensional scale, the twelve (12) items were measured on the Five-point Likert Scale. The items were as follows:

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Table 3.3
Transactional Leadership Style

Construct	Item Code	Survey Items	Source
Transactional Leadership	TSL1	I provide others with assistance in exchange for their efforts.	Avolio & Bass, 2004
	TSL2	I discuss in specific terms who is responsible for achieving performance targets.	
	TSL3	I make clear what one can expect to receive when performance goals are achieved.	
	TSL4	I express satisfaction when others meet expectations.	
	TSL5	I focus attention on irregularities, mistakes, exceptions, and deviations from standards.	
	TSL6	I concentrate my full attention on dealing with mistakes, complaints, and failures.	

	TSL7	I keep track of all mistakes.	
	TSL8	I direct my attention toward failures to meet standards.	
	TSL9	I fail to interfere until problems become serious.	
	TSL10	I wait for things to go wrong before taking action.	
	TSL11	I show that I am a firm believer in "If it isn‘t broke, don't fix it".	
	TSL12	I demonstrate that problems must become chronic before I take action.	

3.6.4 Transformational Leadership

The most widely used instrument used to measure transformational leadership is the Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (2004) and has been adopted from Alkhawlani (2016). As mentioned in earlier sections, for the purpose of measuring the transformational leadership, the MLQ-Form 5X was commonly used (Alkhawlani, 2016). It is composed of 20 items in a uni-dimensional scale, measuring 5 dimensions of transformational leadership style. These twenty items were measured using the Five-point Likert Scale. The twenty items were:

Table 3.4
Transformational Leadership Style

Construct	Item Code	Survey Items	Source
	TFL1	I instill pride in others for being associated with me.	
	TFL2	I go beyond self-interest for the good of the group.	
	TFL3	I act in ways that build others' respect for me.	

Transformational Leadership	TFL4	I display a sense of power and confidence.	Avolio & Bass, 2004
	TFL5	I talk about my most important values and beliefs.	
	TFL6	I specify the importance of having a strong sense of purpose.	
	TFL7	I consider the moral and ethical consequences of decisions.	
	TFL8	I emphasize the importance of having a collective sense of mission.	
	TFL9	I talk optimistically about the future.	
	TFL10	I talk enthusiastically about what needs to be accomplished.	
	TFL11	I articulate a compelling vision of the future.	
	TFL12	I express confidence that goals will be achieved.	
	TFL13	I re-examine critical assumptions to question whether they are appropriate.	
	TFL14	I seek differing perspectives when solving problems.	
	TFL15	I get others to look at problems from many different angles.	
	TFL16	I suggest new ways of looking at how to complete assignments.	
	TFL17	I spend time teaching and coaching.	
	TFL18	I treat others as individuals rather than just as a member of a group.	
	TFL19	I consider an individual as having different needs, abilities, and aspirations from others.	
	TFL20	I help others to develop their strengths.	

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3.6.5 Servant Leadership

The independent variable, servant leadership style, was measured using 23 items developed by Zhang et al. (2016) and adopted by Benchabane (2018). Using uni-dimensional scale, the twenty three (23) items were measured on the Five-point Likert Scale. These items were as follows:

Table 3.5
Servant Leadership Style

Construct	Item Code	Survey Items	Source
Servant Leadership	SL1	I put others‘ best benefits ahead of my own.	Benchabane, 2018
	SL2	I perform everything I can to oblige others.	
	SL3	I sacrifice my own interest to meet others‘ requirements.	
	SL4	I go beyond and above the call of duty to meet others‘ needs.	
	SL5	I am the one followers could turn to if they had a personal shock.	
	SL6	I am good at serving followers with their expressive issues.	
	SL7	I am artistic at helping followers heal expressively.	
	SL8	I am the one who would help followers patch their harsh feelings.	
	SL9	I look attentive to what‘s happening.	
	SL10	I am good at anticipating the costs of decisions.	
	SL11	I have excessive awareness of what is happening.	
	SL12	I look in touch with what‘s going on.	
	SL13	I sound to know what is about to happen.	

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	SL14	I propose convincing reasons to get followers to perform things.	
	SL15	I inspire followers to vision big dreams about the organization.	
	SL16	I am very convincing.	
	SL17	I am good at persuading followers to perform things.	
	SL18	I am talented when it comes to convincing followers.	
	SL19	I think that organization needs to play an ethical role in society.	
	SL20	I think that our organization needs to perform as a community.	
	SL21	I perceive the organization for its potential to contribute to the society.	
	SL22	I boost followers to establish community spirit in the workplace.	
	SL23	I am formulating the organization to make an optimistic transformation in the future.	

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3.6.6 Government Policy

The moderating variable construct is conceptualized as uni-dimension which is government policy for crisis management. Accordingly, to measure government policy, an instrument of 7 items is adapted from Nasidi (2016). This instrument is originally developed by Tam *et al.* (2007) and later modified with slight changes by Nasidi (2016). The government policy for crisis management is measured with Five-point Likert Scale. The seven items were as follows:

Table 3.6
Government Policy

Construct	Item Code	Survey Items	Source
Government Policy	GOP1	The KRG provides on-site sorting facilities for the public sector.	Nasidi, 2016
	GOP2	The government is implementing bureaucracy and routine reduction regulations in the KRI public institutions.	
	GOP3	The government agencies are implementing the Law of Reform scheme to reduce the impact of crises.	
	GOP4	The government introduces legislative controls on corruption and misuse of public services.	
	GOP5	Government agencies implement a management system to diversify the region‘s income sources according to the Law of Reform.	
	GOP6	The government Controls issues when podromes appear in the Region.	
	GOP7	The government introduced a framework plan for managing crises in the public sector organizations in the KRI.	

3.6.7 Crisis management

The dependent variable, crisis management, was measured by using 29 items adapted from Alkhawlani (2016) which was previously adopted from Jabouri (2011). Using uni-dimensional scale, the twenty nine items were to measure the 5 dimensions (stages) of crisis management. Obviously, the previous studies have implemented these dimensions which were developed by Pearson and Mitroff (1993). Additionally, using these instruments belongs to the high results in the previous works, namely Alkhawlani (2016)

and Jabouri (2011). Accordingly, The items were measured on the Five-point Likert Scale. The twenty nine items were:

Table 3.7
Crisis Management

Construct	Item Code	Survey Items	Source
Crisis Management	CM1	There is a special unit in our organization to observe crisis indicators.	Alkhawlani, 2016
	CM2	The senior management has focused to collect and detect the signs of risks which are expected to be the crisis indicators.	
	CM3	There is interest in the process of classifying and analysing the crisis indicators.	
	CM4	There are qualified crews working on rating and analysing the crisis indicators.	
	CM5	The internal and external workplace have been surveyed comprehensively and systematically to recognize the expected crisis indicators.	
	CM6	The organization chart is complete and flexible to allow usefulness when dealing with occurred crisis.	
	CM7	An effective group has been designed to solve several expected crisis.	
	CM8	Appropriate support is provided to assist responsible party to plan in diagnosing the expected crisis.	
	CM9	Clear management briefing has specified the process of dealing with the expected crisis.	
	CM10	We provide possible resources required (materials, human, technology, information) in preparing to face the expected crisis.	
	CM11	Cooperative effort is available between institutions and government related	

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		agencies in crisis management area.	
	CM12	There are sufficient programs and plans in crisis management area, supported by consistent auditing and improvement effort.	
	CM13	There are scheduled meetings to perform mock test in dealing with the expected crisis.	
	CM14	Sufficient programs are available in our organization in crisis management area.	
	CM15	We have successfully controlled crises when arise and refrain it from spreading continuously in a timely manner.	
	CM16	Fast action taken has resulted in reducing harmful effects of the crisis.	
	CM17	Time management is a crucial factor being taken into account when dealing with crisis.	
	CM18	There is adequate capacity and fast action to mobilize the necessary material and human resources to contain the crisis.	
	CM19	Effective communication means are available to detect factors effecting crisis.	
	CM20	Top management responds to the distribution of tasks and powers over a short and appropriate period at the crisis time.	
Crisis Management	CM21	Special unit equipped with latest technology is available to detect factors and harmful effects of crisis.	Alkhawlani, 2016
	CM22	Top management takes appropriate action to ensure daily operational tasks in the crisis period without any delay.	
	CM23	Top management works on reducing the harmful effects of crises as well as stopping the crises from continuously occurrence.	
	CM24	In order to cure the effects, top management has provided various assistances to the place affected by crisis.	

	CM25	Top management has provided sufficient assistance to the managers to solve crisis.	
	CM26	Benefits to future are abstracted based on lessons learned from previous crises faced by the management.	
	CM27	Top management evaluates previous crisis management plans and programs for improvement to deal with future crises.	
	CM28	Top management integrates lessons learned into plans of future crises.	
	CM29	Top management tries to learn from other agencies‘ methods of dealing with crises.	

3.7 Pretest and Pilot Study

Pre-test is a small-scale version of a study, collecting the same data from the respondents to actual study, helping the researcher to realize if selected method and approach would work as envisioned or not (Zikmund *et al.*, 2010). The main advantage of the pretest and pilot study is to prove the reliability and validity of the instrument prepared for the survey.

3.7.1 Pretest

Pretesting was conducted taking a small sample of the respondents with the same features to the targeted population. That is, prior to the actual survey, a draft of the questionnaire was tested by asking several academics, scholars and managers to check if there were any ambiguities. Further, The academics, scholars and managers from the Universiti Utara Malaysia, Koya University and the KRG Ministry of Higher Education and Scientific Research were taken to evaluate the quality of the survey instrument in terms of face validity (Yaghmale, 2009). Accordingly, several notes were suggested and

involved in the questionnaire. Therefore, all suggestions for improving the questionnaire were taken into consideration and reflected in the questionnaire before it was distributed in the final survey instrument.

In addition, in order to obtain responsive feedbacks and suggestions from the respondents on the structure, simplicity, clarity and ambiguity, length, and wording of the questionnaire a number of questionnaires were distributed. Accordingly, the respondents has raised few issues in the questionnaire during pretest of the instrument. Therefore, the feedbacks, suggestions and issues were recorded in a notebook and some changes were done in the instrument accordingly. For example, the items of government policy and crisis management were modified so as to suit the case of Kurdistan Region and the research while the independent variables were taken as it is because they were adopted and tested in a variety of studies.

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3.7.2 Validity

Validity means whether or not an indicator measures what it is suggested to measure (Hair *et al*., 2007) or how well an empirical indicator fits the conceptual definition (Neuman, 2006). Moreover, it is suggested that researchers need to demonstrate the validity of their work in terms of face validity, content validity, convergent validity and discriminant validity (Straub *et al*., 2004). In this regard, face validity and content validity are usually assessed in qualitative manners, whereas convergent and discriminate validity are evaluated using statistical techniques. Convergent and discriminate validity are two sub-types of convergent validity, which is a type of

measurement validity of the constructs with multiple indicators. In this regard, apart from the mentioned efforts discussed in the pretest, the details of validity is explained in chapter Four.

3.7.3 Pilot Study

Regarding pilot study, before the actual survey conducted a pilot test was carried out for this research in mid-July until mid-August 2020. According to Straub (1989), the main objective of the pilot test is to assess reliability and validity of the instruments to ensure that an accurate instrument would be used in the actual study. He also suggests that the pilot survey should be conducted in an environment with similar characteristics to those in the real study; hence, with a smaller number of respondents. Accordingly, in the pilot study, the questionnaire was sent to a number of the public institutions out of the three KRG ministries to the respondents who were managers in those organizations.

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Following Riefler, Diamantopoulos and Siguaw (2012) guidelines, a total of about 55 questionnaires were distributed for the pilot study. In this regard, only 51 respondents completed and returned the questionnaires which were not considered in the main study. The collected data was used to evaluate the reliability and validity of the survey instrument because as Hair et al., (2007) argues that even if the measures for the constructs are drawn from the literature, they still need to be tested and be validated in the new study.

3.7.4 Reliability

Zikmund *et al.*, (2003) argues that reliability is the degree of which the measurements are free from error and high reliability scales means minimum error variance. Moreover, reliability is a statement about the measurement accuracy (Straub, 1989). That is, Straub, Boudreau and Gefen (2004) defined the reliability as "the extent to which the respondent is able to answer the same questions or close approximations the same way every time".

To measure the internal consistency reliability, the researcher examines the reliability of the instrument by using Cronbach's alpha coefficient test. The literature has suggested different acceptable levels of reliability. Meanwhile, Sekaran and Bougie (2010) suggested that the Cronbach's alpha lower than 0.6 is considered as poor, and those in the 0.7 is acceptable, while those over 0.8 are very good. In cases where removing an indicator improves the reliability of a construct, particularly if the reliability of a construct is less than 0.7, Moore and Benbasat (1991) suggested removing that indicator from the analysis. Accordingly, the pilot study showed these initial results:

Table 3.8
Reliability Result of the Pilot Study

Variables	No. of Items	Cronbach's Alpha
Transactional Leadership	12	0.758
Transformational Leadership	20	0.914
Servant Leadership	23	0.881
Government Policy	7	0.901
Crisis Management	29	0.792
Total No. of Items	91	

3.8 Data Collection Procedure

For the purpose of this study, the actual data collection started after the pilot study approved by the supervisor and took 4 months; that is, until January 2021. Using self-administered questionnaire, the data was collected in the Capital of Kurdistan Region of Iraq. For this purpose, a formal letter was taken from the Ghazali Shafee School of Government (GSGSG) to support the researcher in the data collection procedure. This letter, of course, explains the main purpose of this research study along the basic introduction about the researcher and the nature of the present study.

Moreover, the survey package was in a full scan size envelope along with a cover letter and questionnaire along with UUM logo to motivate the participants. The cover letter clearly explained the background and purpose of the study. It also provided instructions on how to answer the questionnaire and return it later. A brief clarification of the purpose of the study, including telephone number and email of the researcher were written in the questionnaire in order to show the importance of the survey to the participants. Finally, their confidentiality was confirmed in the cover letter so as to increase the willingness of the participants to take part in the survey. That is, the participants of the research were assured of the complete anonymity of their answers.

Accordingly, the questionnaires were given to the administration with stamped self-addressed envelopes for the convenient return of the questionnaires. The administration of the three ministries distributed questionnaire to the managers. Due to the pandemic COVID-19 crisis and other collection issues the response rate was very low. Thus, as

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illustrated in the sample size section the researcher added 50% in the original sample size as suggested by Bartlet and Kotrilik (2001) so as to overcome with such issues in collecting the questionnaires. Nonetheless, approximately after five weeks of distributing the questionnaires, more than 250 questionnaires were collected. Hence, 150 of which were correctly completed and usable. These 150 questionnaires were regarded as early responses and were employed in conducting non-response bias on the main study constructs.

The main reason behind the problem of the low rate of the usable completed questionnaires belonged to the lockdown due to the COVID-19 in the KRI. After that, follow up phone calls and (SMS)s were sent to the managers to remind the respondents who got the questionnaire but not returned the form. Furthermore, for the rest of the managers, they got the questionnaire through online. As a result, more questionnaires were filled and among them 147 questionnaires were correctly filled which were considered as late response for more details see table 4.2 in chapter four. In total, 382 questionnaires were collected representing 54% of the response rate in which only 297 questionnaires were regarded as usable as some significant parts of other questionnaires were noted as incomplete.

3.9 Data Analysis Technique

For data analysis process, many software programs have been used in the literature namely the Statistical Package for Social Sciences (SPSS), Partial Least Squares (Smart PLS), SAS, and Excel. Hence, in this thesis, Statistical Package for Social Sciences

(SPSS, version 23.0) and Smart PLS 3.3.3, which are the most popular programs, used in this research. These two software programs were employed for their simplicity and completeness (Sekaran, 2003). Furthermore, there are several reasons of choosing these software programs; below are detailed explanations on the instruments that were employed.

PLS-SEM technique was used for analysis purpose and it is considered a 2nd generation emerging technique (Hair, Hult, Ringle, & Sarstedt, 2014; Wold, 1982). PLS-SEM tool works efficiently with the Structural Equation Model (SEM) which has various latent constructs as well as a string of a cause and effect relationship (Gustafsson & Johnson, 2004). According to Ringle, Wende, and Will (2010), PLS-SEM approach is flexible and used for prediction as well as a statistical model development. In the current study, PLS 3.3.3 technique was used for analysis purpose for the following reasons. First, it has been established that SEM is better in performing estimations as compared to regressions as well as for evaluating moderation (Iacobucci, Saldanha, & Deng, 2007; Preacher & Hayes, 2004). Moreover, the PLS technique helps in accounting for measurement error and provides accurate estimations for the mediation effects (Chin, 1998).

Second, researchers use the PLS because it deals with simple as well as complex models (Fornell & Bookstein, 1982; Hulland, 1999). There are some soft assumptions to use PLS approach because this technique has an edge in estimating complex or large models (Akter, D'Ambra, & Ray, 2011). Therefore, the current research determined the

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relationship between five constructs: transactional leadership, transformational leadership, servant leadership, government policy, and crisis management within structural equation modeling technique. Employing the PLS-SEM approach or technique is suitable for better prediction.

Third, in social science research, researchers encounter normality issues (Osborne, 2010); hence, by using PLS-SEM approach normality test is not necessarily required for analysis (Reinartz, Haenlein, & Henseler, 2009; Chin, 1998). PLS technique is able to analyze data even if the data does not fulfill the normality requirements. In the current study, the PLS technique was used to avoid any normality issue during analysis. Therefore, most researchers use the PLS technique to analyze their data because the technique is free from some assumptions. For example, there is no need for analysis of normality test, Multicollinearity test, Kolmogorov-Smirov, kurtosis, skewness. Fourth, PLS-SEM technique provides meaningful as well as valid findings as compared to SPSS. The SPSS results are frequently not clear and need various separate analyses. Furthermore, one of the studies concludes that PLS-SEM technique is a powerful analysis technique in both social sciences and behavioral sciences because of PLS-SEM and can test various relationships at a time (Tabachnick & Fidell, 2007).

In the current study, PLS-SEM technique was adopted to establish both models, namely measurement and structural models. The measurement model was conducted to explain the validity and reliability of the variables that were used in this study. Structural Equation Model was employed to conduct multivariate correlation analysis to establish

correlations and relationships effects among variables that were used in the study. Furthermore, PLS-SEM technique was used in the algorithm as well as in bootstrapping the moderation of government policy between transactional leadership, transformational leadership, servant leadership, and crisis management.

The data analysis has followed several procedures. First of all, the data collected was entered in the SPSS software program to ensure that it is appropriate for the PLS analysis. The researcher conducted initial data screening and cleaning procedures such as identification of missing data, common variance and outliers as per the explanations of Hair et al., (2014). Hair et al., (2014) have also explained outliers which refer to the observations that has a unique mixture of features or characteristics that can be specifically outlined as distinct from other observations. It is important to examine outliers with precision as they affect data results (Sekaran & Bougie, 2010). Therefore, the method of Mahalanobis distance was applied to clean the data.

After that, for the purpose of ascertaining measurement model, individual item reliabilities, internal consistency reliabilities, convergent validity and discriminant validity were calculated using SmartPLS 3.3.3 software. Later, the standardized bootstrapping was also executed whereby the current research runs a structural model with 5, 000 subsample 297 (Hair et al., 2014). More importantly, as suggested by Hair, Hult, Ringle and Sarstedt (2014) the model was examined to assess path coefficients, predictive relevance, and level of the r-square values. Furthermore, a supplementary PLS-SEM analysis (i.e., moderator analysis) was conducted after the assessment of

direct impacts. Finally, following the suggestions of Henseler and Chin‟s (2010), the strength of the moderating impact by using Cohen‟s (1988) effect size formula was evaluated.

3.10 Chapter Summary

The chapter three has explained the research methodology beginning with an introduction of the chapter, then it describes the research paradigm and design, units of analysis and population of the study, questionnaire design and, measurement of operationalization of the variables. The unit of analysis in this study was the managers of the public institutions of the three suggested ministries of Kurdistan Region of Iraq. Whilst using the multi-cluster sampling approach, simple random sampling approach will be also employed. Moreover, measurement scales from the previous studies are adapted to measure five constructs: transactional, transformational, servant leadership styles, crisis management and government policy. Further, before explaining the data collection and analysis a pretest and pilot study were conducted. In the data collection procedure, the present research also adopts the cross-sectional research design in which collected data was preferred to be analyzed and interpreted statistically.

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CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter covers data analysis and software used for this purpose like SPSS 23.0 and Smart PLS 3.3.3. Besides, this chapter covers several sections such as introduction, response rate, data screening, assessment of outliers, non-response bias test, multi-collinearity and common bias method, respondents analysis, descriptive analysis, model assessment, measurement and structural model, and conclusion.

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4.2 Response Rate

The researcher shared a total of 700 questionnaires with respondents and only 382 received them back. Table 4.1 highlights that a total of 382 were received, out of which 85 questionnaires were excluded due to misleading values. Therefore, analysis was done over 297 questionnaires.

Table 4.1
Response Rate

Items	Frequency	Percentage
Total questionnaires distributed	700	100
Returned	382	54.57
Un-usable	85	12.14
Retained	297	42.41

Table 4.1 shows that this study response rate is equal to 42.41%. In social science studies, if the response rate is in the range of 5% to 35% it is deemed ideal response rate (Sekaran & Bougie, 2016). Hence, our research meets the above criterion.

4.3 Data Screening

A method to detect missing values earlier to data analysis is known as data screening. As the screening part is essential because in the structural equation modeling analysis a researcher can test hypotheses only if the empirical data have no missing value. Moreover, the researchers can get better results if they have well-structured data that is free from errors. There are several reasons for the missing data. For example, when the respondents understand the question wrongly or they are not in a position to answer a specific question (Sekaran & Bougie, 2016). Besides, in some cases, this is the mistake of researchers when he/she enter data from the questionnaire (Pallant, 2011). As the missing data problem is normally, there are several methods/techniques available to solve this.

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Few of the researchers confirmed that in social science missing data is a major issue because respondents intentionally and un-intentionally fail to respond to some questions (Hair, Hult, Ringle & Sarstedt, 2014). Moreover, the researchers suggested that if the missing data in a question is greater than 15%, then the researcher must exclude that question. Besides, Hair et al. (2014) recommended a Casewise deletion method. This study followed the drop case method as suggested by Tabachnick, Fidell, and Ullman (2007). As mentioned in Table 4.1, a total of 85 cases dropped due to incomplete values. This action was compulsory to get better results.

4.4 Assessment of Outliers

Before actually running the analysis, this study cleaned the data by performing both univariate outliers and multivariate outliers. The researchers confirmed that extreme cases in the box-plot analysis were carried out to know univariate outliers. Therefore, there is no issue regarding univariate outliers in empirical data. Moreover, researchers run Mahalanobis distance value in SPSS to compute multivariate outliers. The current research followed the way of Tabachnick et al. (2007). However, multivariate outliers recommend that respondents answering in a different way rather than other respondents across multiple dimensions (Cruz, 2007). The criterion for multivariate outliers is Mahalanobis distance at $p<0.001$ for Chi-square ($\chi 2$) value and degree of freedom (df) equal to the number of items (Tabachnick et al., 2007). There is a total of 3 cases (no. 1, 2, and 3) that are outliers as the p-value for these cases is less than 0.001. Hence, these are omitted from the data set.

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4.5 Non-response Bias Test

This study conducted non-response bias test to find out is there any significant difference in early and late response because significant variation may influence constructs explanation and overall outcomes of data analysis. The non-response bias means researcher‘s mistake in estimation of the population featured on the basis a specific sample by using questionnaire technique and because of the non-response few of the respondents not take part in analysis. On the other hand, few of the researchers provide a strong opinion regarding non-response that there must be an examination of each non-response as these responses could create bias in the process of research (Pearl & Fairley, 1985).

This study measured non-response bias test through early and late response analysis. Table 4.2 segregated respondents into early and late respondents concerning their responses to the structured survey questionnaire in line with five constructs of this study. Two of the scholars, Miller and Smith (1983) confirmed late respondents are likened to the non-respondents group. Therefore, the current study consists of all the non-respondents because if the researcher excludes this response from the data, it can lead to bias in the study results. There is no standardized value for non-response biases but few of the researchers strongly suggested that late respondents should be part of the final data (Pearl & Fairley, 1985).

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Table 4.2
Descriptive Statistics

Constructs	Response	N	Mean	Std. Dev.	Std. Error Mean
Transactional Leadership (TLS)	Early (E)	150	3.7387	0.74733	0.06102
	Late (L)	147	3.7102	0.75984	0.06267
Transformational Leadership (TFL)	E	150	3.7410	0.84424	0.06893
	L	147	4.0112	0.75211	0.06203
Servant Leadership (SL)	E	150	3.8413	0.81286	0.06637
	L	147	3.9166	0.73944	0.06099
Government Policy (GOP)	E	150	3.8522	0.82299	0.06720
	L	147	3.9093	0.81771	0.06744
Crisis Management (CM)	E	150	3.8543	0.78644	0.06421
	L	147	3.9221	0.72877	0.06011

To find out the influence of the non-response bias, a time trend exploration technique was used in the current study as proposed by Armstrong and Overton (1977). The time trend approach compared early and late responses. According to Babbie (1990), there is a need for a 50% or more than 50% response rate to reduce the non-response error threat. Early response refers to the response from respondents within 30 days and the late response refers to the response from the respondent‘s side after 30 days as recommended by Vink and Boomsma (2008). Table 4.2 findings demonstrated that 150 valid questionnaires that received from respondents within the first month and 147 were received after the 30 days. Hence, T-test for equality mean calculated to see the variations.

Literature suggested equal variance significance values for every variable should higher than the 0.05 significance level as suggested by Pallant (2011). This study reveals

results: TSL (t=0.613, p<0.541); TFL (t=0.698, p<0.487); SL (t=0.176, p<0.860); GOP (t=0.297, p<0.767); and CM (t=0.290, p<0.772). Hence, results reveals that equal variance values of all variables greater than 0.05 and meets the criterion. This study has no issues in early and late response. Outcomes are similar to Babbie (1990) that greater than half of response minimize non-response threat.

4.6 Multi-collinearity and Common Method Bias

The term collinearity means condition where the more than one variable in a questionnaire significantly related with each other (Hair et al., 2014). The outcomes of multicollinearity can be seen in different ways. For instance, high collinearity in variables could result in incorrect estimation of the weights and possible reversal in their signs. Moreover, the collinearity issue reduces the aptitude to demonstrate that probable credence differs and increase standard error. Therefore, researchers should decrease the collinearity influence, and researcher must adapt or adopt the measurements/instruments from prior related literature and a well-established theory.

In the current study, the researcher used the variance inflation factors (VIF) method to know the problem regarding multicollinearity as suggested by Peng and Lai (2012). The multicollinearity issue can be measured to follow this. For instance, the multicollinearity issue can be observed from the VIF value because standard error is increased due to the multicollinearity problem. Also, the tolerance value is used to examine the multicollinearity issues. According to Hair et al. (2014), the tolerance value is below or equals to 0.20 and the value of VIF greater than 5 showed that the multicollinearity

problem exists in variables that have VIF greater than 5. Table 4.3 reveals that the tolerance value of all variable that used in this study greater than 0.20 and the value of VIF below 5. Therefore, there is no multicollinearity problem as suggested by Hair et al. (2014). Table 4.3 reveals the tolerance and variance inflation factor.

Table 4.3
Tolerance and Variance Inflation Factors (VIF)

Latent Construct	Tolerance	VIF
TSL	0.983	1.017
TFL	0.641	1.556
SL	0.498	2.000
GOP	0.617	1.629
CM	---	---

As the data regarding exogenous and endogenous constructs are collected at the same time, hence, there is a chance of common bias occurrence (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Recently, researchers suggested that if the value of VIF is below 3.3 it indicates that there is no common bias in empirical data. As it can be seen in the above table, the data of this study is free from this issue.

4.7 Respondents Profile

Respondent‘s profile is in below table. Table 4.4 reveals that 8.41% of respondent‘s age is between 25-29 years, 41.07% of respondent‘s age is between 30-39 years, 26.61% of respondent‘s age is between 40-49 years, and 23.91% of respondent‘s age is 50 years or more. Besides, 26.59% respondents have a diploma, 29.29% have a bachelor‘s degree, and 24.93% have a master‘s degree, and 19.19% of respondents having a doctorate. The

length of service of respondents as follows; 7.07% of respondents have 1-year experience, 33.33% of respondents have experience 1 to 5 years, 46.81% of respondents have 5 to 10 years of experience, and 12.79% of respondents have experienced more than 10 years. Finally, 27.95% of respondents are among General Managers class, 37.71% of respondents are among Managers class, 28.96% of respondents are among Executive Officers, and the remaining are in others.

Table 4.4
Demographic (N=297)

Variable	**Classification**	**Frequency**	**% age**
Age	21 – 29 years	25	8.41
	30 – 39 years	122	41.07
	40 – 49 years	79	26.61
	above 50 years	71	23.91
Education level	Diploma	79	26.59
	Bachelors	87	29.29
	Master	74	24.93
	PhD/ Doctorate	57	19.19
Length of Service	1 year	21	7.07
	1-5 year	99	33.33
	5-10 year	139	46.81
	Above 10 year	38	12.79
Level of Manager	General Manager	83	27.95
	Manager	112	37.71
	Executive Officer	86	28.96
	Others (Please specify)	16	5.38

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4.8 Descriptive Statistics Constructs

This section covers descriptive statistics of study variables e.g. exogenous, moderating, and endogenous variables. This study has 3 exogenous variables like TSL, TFL, and SL. GOP is used as a moderating construct. Finally, CM is endogenous variable. All constructs were measured at five-Likert scales. The purpose of descriptive analysis is to find out the minimum, maximum, mean, and standard deviation of constructs.

Table 4.5
Descriptive Analysis of the Constructs

Latent Constructs	N	Min	Max	Mean	Std. Deviation (SD)
TSL	297	1	5	3.7246	0.75241
TFL	297	1	5	3.8747	0.81001
SL	297	1	5	3.8786	0.77699
GOP	297	1	5	3.8805	0.81949
CM	297	1	5	3.8879	0.75792

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Table 4.5 shows that crisis management has the largest mean that is 3.8879 and lowest of TSL 3.7246. The TSL means and S.D equal 3.7246 and 0.75241 in that order. TFL demonstrates that mean and S.D equal 3.8747 and 0.81001 in that order. SL demonstrates that mean and S.D equal 3.8786 and 0.77699 in that order. GOP demonstrates that mean and S.D equal 3.8805 and 0.81949 in that order. Finally, CM demonstrates that mean and S.D equal 3.8879 and 0.75792 in that order. The results highlights majority of the respondents offer higher rating to TSL, TFL, SRL, GOP, and CM.

4.8.1 Transactional Leadership (TSL)

In transactional leadership, a total of 12 items were selected, and after analysis 2 items were excluded because of low factor loadings. Hence, only 10 items became part of the final analysis.

Table 4.6
Descriptive Analysis of Transactional Leadership

Item	Min	Max	Mean	Std. Dev.
TSL1	1	5	3.76	1.020
TSL2	1	5	3.79	0.938
TSL3	1	5	3.78	1.096
TSL4	1	5	3.94	0.978
TSL5	1	5	3.87	0.974
TSL6	1	5	3.74	0.835
TSL7	1	5	3.59	0.922
TSL9	1	5	3.67	0.989
TSL11	1	5	3.58	1.076
TSL12	1	5	3.52	1.118

The current research followed a 5-Likert scale. Table 4.6 highlights minimum and maximum answer is 1 and 5 respectively. The mean value is between 3.52 and 3.94. This recognizes a higher level of TSL among respondents. The S.D is between 0.835 and 1.118 that highlights the high TSL among respondents.

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4.8.2 Transformational Leadership (TFL)

In transformational leadership, a total of 20 items were selected, and after analysis 6 items were excluded because of low factor loadings. Hence, only 14 items become part of the final analysis.

Table 4.7
Descriptive Analysis of Transformational Leadership

Item	Min	Max	Mean	Std. Dev.
TFL1	1	5	3.70	1.124
TFL2	1	5	3.67	1.115
TFL3	1	5	3.78	1.129
TFL5	1	5	4.08	0.921
TFL6	1	5	3.96	1.028
TFL7	1	5	3.96	0.956
TFL8	1	5	3.99	1.002
TFL9	1	5	3.84	1.017
TFL10	1	5	3.85	1.059
TFL12	1	5	4.05	0.939
TFL15	1	5	3.96	1.050
TFL17	1	5	3.75	1.135
TFL18	1	5	3.77	1.129
TFL20	1	5	3.87	1.102

Table 4.7 highlights that the minimum and maximum response is 1 and 5 respectively. The mean value is between 3.67 and 4.08. This recognizes a higher level of TFL. The standard deviation is between 0.921 and 1.135 and highlights the high TFL.

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4.8.3 Servant Leadership (SL)

In servant leadership, a total of 23 items were selected, and after analysis 8 items were excluded because of low factor loadings. Hence, only 15 items become part of the final analysis.

Table 4.8
Descriptive Analysis of Servant Leadership

Item	Min	Max	Mean	Std. Dev.
SL1	1	5	3.890	1.06
SL2	1	5	3.920	1.00
SL4	1	5	3.870	0.99
SL7	1	5	3.700	1.19
SL9	1	5	3.820	1.14
SL10	1	5	3.880	1.05
SL11	1	5	3.820	1.12
SL14	1	5	4.110	0.94
SL15	1	5	4.110	0.86
SL17	1	5	3.800	1.14
SL18	1	5	3.780	1.18
SL19	1	5	3.890	1.05
SL21	1	5	3.850	1.07
SL22	1	5	3.820	1.08
SL23	1	5	3.920	1.04

Table 4.8 highlights that the minimum and maximum response is 1 and 5 respectively. The mean value is between 3.700 and 4.110. This recognizes a higher level of SL. The S.D has a range of 0.86 and 1.19 and highlights the high SRL.

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4.8.4 Government Policy (GOP)

In government policy, a total of 7 items were selected and after analysis 1 item was excluded because of low factor loadings. Hence, only 6 items become part of the final analysis.

Table 4.9
Descriptive Analysis of Government Policy

Item	Min	Max	Mean	Std. Dev.
GOP1	1	5	3.780	1.20
GOP2	1	5	3.880	1.06
GOP3	1	5	3.850	1.08
GOP4	1	5	3.830	1.08
GOP5	1	5	3.960	0.99
GOP6	1	5	3.980	0.98

Table 4.9 highlights that the minimum and maximum response is 1 and 5 respectively. The mean value is between 3.780 and 3.980. This recognizes a higher level of GOP. The S.D is between 0.98 and 1.20 and highlights the high GOP.

4.8.5 Crisis Management (CM)

In crisis management, a total of 29 items were selected, and after analysis 8 items were excluded because of low factor loadings. Hence, only 21 items become part of the final analysis.

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Table 4.10
Descriptive Analysis of CM

Item	Min	Max	Mean	Std. Dev.
CM1	1	5	3.830	1.087
CM2	1	5	3.780	1.203
CM4	1	5	3.880	1.065
CM5	1	5	3.850	1.085
CM7	1	5	4.120	0.865
CM8	1	5	3.840	1.103
CM11	1	5	3.760	1.169
CM12	1	5	3.850	1.098
CM14	1	5	3.850	1.118
CM15	1	5	3.880	1.082
CM16	1	5	3.870	1.100
CM18	1	5	3.790	1.132
CM20	1	5	4.160	0.837
CM22	1	5	4.080	0.838
CM23	1	5	3.930	0.944
CM24	1	5	3.880	1.042
CM25	1	5	3.830	1.091
CM26	1	5	3.900	1.048
CM27	1	5	3.800	1.142
CM28	1	5	3.880	1.079
CM29	1	5	3.810	1.117

Table 4.10 highlights that the minimum and maximum response is 1 and 5 respectively. The mean value is between 3.760 and 4.160. This recognizes a higher level of CM. The S.D is between 0.837 and 1.203 and highlights the high CM.

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4.9 Assessment of PLS-SEM Path Model Results

This study followed the PLS-SEM tool to compute research model through SmartPLS. This assessment includes measurement and structural model.

The measurement model is deemed valid only in a situation where all the items of a particular variable used in the final analysis have factor loadings greater than 0.50 as suggested by Hair, Black, Babin, and Anderson (2010). To obtain the better values of both average variance extracted (AVE) and the composite reliability (CR), researchers must delete items with loadings less than 0.50 as suggested by Hayduk and Littvay (2012). This study used 91 items and only 66 items fulfill the above-mentioned criterion and the remaining 25 items that were excluded from the final analysis have factors loading below a threshold value (0.50) as recommended by (Hair et al., 2010). Factor Loadings table in appendix B demonstrated that 25 items were deleted because of factor loading below 0.50 and 66 items were retained and used in the final analysis because these items have factors loading more than 0.50. As all the constructs of the theoretical framework are measured reflectively and the deletion of a few of the items does not disturb the research model.

The researcher deleted the following items that have factor loadings below 0.50. For example, TSL8, TSL10, TFL4, TFL11, TFL13, TFL14, TFL16, TFL19, SL3, SL5, SL6, SL8, SL12, SL13, SL16, SL20, GOP7, CM3, CM6, CM9, CM10, CM13, CM17, CM19, and CM21. All the variables deleted items refer to Factor Loadings Table in appendix B.

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4.9.1 Internal Consistency Reliability

The means a situation where indicators/items used to measure a specific variable should be measured using that particular variable. Revelle (1979) refers an indicators used to measure a construct should be able to measure the same or specific or relate variable. Also, internal consistency reliability refers to the degree to which a particular sub-scale measures the specific construct (Bijttebier et al., 2000). Some studies confirm that there are two indicators to measure in internal consistency reliability such as composite reliability (CR) and Cronbach‘s alpha (Bacon, Sauer, & Young, 1995).

This study used CR to measure the internal consistency reliability of a variable as Cronbach‘s alpha assumes all indicators or items provide an equal contribution that is used to measure that variable (Barclay, Higgins, & Thompson, 1995). The CR should be greater than 0.60 to meet the requirement of internal consistency reliability as recommended by Hair et al. (2014). Table 4.11 reveals lowest value of CR 0.893 and the maximum value of CR are 0.957. Therefore, the current study meets the requirement of Composite Reliability (CR).

Table 4.11
Composite Reliability

Latent variables	No. of items	CR	A
TSL	10	0.919	0.916
TFL	14	0.953	0.947
SRL	15	0.944	0.936
GOP	6	0.893	0.857
CM	21	0.957	0.952

Note: CR>0.60

4.9.2 Individual Item Reliability

An estimation of the individual item reliability the researchers need to compute loadings or outer weights of construct items. The researcher computes the outer loadings of all the five variables to meet the requirement regarding individual item reliability. Literature reveals that factors loading or outer loading below 0.50 should be excluded from the final analysis to improve AVE and CR (Hayduk & Littvay, 2012). This study used 66 items for final analysis and the remaining not part of final analysis. Table 4.12 reveals indicator individual reliability.

Table 4.12
Indicator Individual Reliability

Latent variables	Code	Item Loading
Transactional Leadership	TSL1	0.768
	TSL2	0.651
	TSL3	0.735
	TSL4	0.636
	TSL5	0.802
	TSL6	0.563
	TSL7	0.693
	TSL9	0.767
	TSL11	0.821
	TSL12	0.820
Transformational Leadership	TFL1	0.740
	TFL2	0.788
	TFL3	0.812
	TFL5	0.627
	TFL6	0.818
	TFL7	0.659

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	TFL8	0.794
	TFL9	0.770
	TFL10	0.820
	TFL12	0.813
	TFL15	0.820
	TFL17	0.755
	TFL18	0.762
	TFL20	0.787
Servant Leadership	SL1	0.678
	SL2	0.729
	SL4	0.707
	SL7	0.783
	SL9	0.794
	SL10	0.809
	SL11	0.774
	SL14	0.597
	SL15	0.610
	SL17	0.754
	SL18	0.777
	SL19	0.707
	SL21	0.618
	SL22	0.755
	SL23	0.807
Government Policy	GOP1	0.811
	GOP2	0.850
	GOP3	0.817
	GOP4	0.759
	GOP5	0.635
	GOP6	0.689
Crisis Management	CM1	0.811
	CM2	0.775
	CM4	0.704

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	CM5	0.659
	CM7	0.607
	CM8	0.744
	CM11	0.817
	CM12	0.800
	CM14	0.780
	CM15	0.788
	CM16	0.726
	CM18	0.762
	CM20	0.540
	CM22	0.546
	CM23	0.612
	CM24	0.510
	CM25	0.810
	CM26	0.788
	CM27	0.788
	CM28	0.609
	CM29	0.777

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Hair, Ringle, and Sarstedt (2013) suggested that factor loadings must be equals to or more than 0.50. All items retained have loading greater than 0.50 to get improved outcomes about average variance extracted. The current study excludes 25 items out of a total of 91 items.

4.9.3 Construct Validity

The construct validity measures in terms of content, discriminant, and convergent validity.

Content Validity

The items of a particular variable express similar meaning as embedded in particular variable. In this perspective, researchers must take opinions from professionals and experts of that area to measures the content validity (Sekaran & Bougie, 2016). This study measure content validity and take opinion from 6 academicians. The academicians give their feedback that the questionnaire is free from errors..

Literature confirmed that the measurement scale of a specific variable is valid in a situation where that variable has loading equals to or more than 0.50 (Hair et al., 2010). Moreover, researchers stated that no item must be higher than other construct. Few of researchers confirmed that in the PLS tool content validity computed through cross-loadings and specific variable loadings should be higher than other variables in similar rows and columns as mentioned in Table 4.13.

Table 4.13
Cross Loadings

Variable	Items	TSL	TFL	SL	GOP	CM
Transactional Leadership	TSL1	**0.768**	-0.057	-0.075	-0.084	-0.055
	TSL2	**0.651**	0.009	-0.056	-0.090	-0.067
	TSL3	**0.735**	-0.009	-0.091	-0.095	-0.061

	TSL4	**0.636**	0.038	-0.071	-0.036	0.008
	TSL5	**0.802**	-0.064	-0.042	-0.064	-0.050
	TSL6	**0.563**	0.016	0.0100	0.000	0.017
	TSL7	**0.693**	-0.014	-0.013	-0.059	-0.031
	TSL9	**0.767**	-0.015	-0.035	-0.052	-0.042
	TSL11	**0.821**	-0.063	-0.041	-0.072	-0.057
	TSL12	**0.820**	-0.104	-0.071	-0.150	-0.133
Transformational Leadership	TFL1	-0.033	**0.740**	0.397	0.332	0.431
	TFL2	-0.005	**0.788**	0.456	0.343	0.458
	TFL3	-0.044	**0.812**	0.524	0.368	0.546
	TFL5	-0.056	**0.627**	0.374	0.300	0.397
	TFL6	-0.068	**0.818**	0.467	0.333	0.522
	TFL7	-0.039	**0.659**	0.377	0.300	0.400
	TFL8	-0.071	**0.794**	0.433	0.325	0.488
	TFL9	-0.074	**0.770**	0.449	0.327	0.522
	TFL9	-0.074	**0.770**	0.449	0.327	0.522
Transformational Leadership	TFL10	-0.054	**0.820**	0.499	0.341	0.540
	TFL12	-0.040	**0.813**	0.443	0.320	0.517
	TFL15	-0.151	**0.820**	0.491	0.354	0.552
	TFL17	-0.036	**0.755**	0.452	0.353	0.494
	TFL18	-0.041	**0.762**	0.454	0.325	0.478
	TFL20	-0.026	**0.787**	0.511	0.388	0.566
Servant Leadership	SL1	-0.092	0.424	**0.678**	0.444	0.516
	SL2	-0.077	0.455	**0.729**	0.422	0.515
	SL4	-0.157	0.446	**0.707**	0.398	0.487
	SL7	-0.026	0.430	**0.783**	0.454	0.508
	SL9	-0.022	0.480	**0.794**	0.467	0.575
	SL10	-0.002	0.511	**0.809**	0.410	0.555
	SL11	-0.055	0.516	**0.774**	0.360	0.504
	SL14	-0.043	0.349	**0.597**	0.349	0.414
	SL15	-0.038	0.318	**0.610**	0.351	0.440
	SL17	-0.029	0.420	**0.754**	0.444	0.530

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	SL18	-0.096	0.405	**0.777**	0.495	0.492
	SL19	-0.120	0.303	**0.707**	0.575	0.473
	SL21	-0.067	0.355	**0.618**	0.518	0.453
	SL22	-0.031	0.484	**0.755**	0.508	0.580
	SL23	-0.029	0.499	**0.807**	0.464	0.577
Government Policy	GOP1	-0.121	0.386	0.518	**0.811**	0.775
	GOP2	-0.140	0.305	0.488	**0.850**	0.704
	GOP3	-0.101	0.343	0.446	**0.817**	0.659
	GOP4	-0.073	0.477	0.546	**0.759**	0.811
	GOP5	-0.089	0.161	0.359	**0.635**	0.457
	GOP6	-0.068	0.236	0.382	**0.689**	0.523
	CM1	-0.073	0.477	0.546	0.759	**0.811**
	CM2	-0.121	0.386	0.518	0.711	**0.775**
	CM4	-0.140	0.305	0.488	0.750	**0.704**
	CM5	-0.101	0.343	0.446	0.517	**0.659**
	CM7	-0.081	0.370	0.457	0.466	**0.607**
	CM8	-0.106	0.653	0.544	0.569	**0.744**
Crisis Management	CM11	-0.034	0.533	0.525	0.718	**0.817**
	CM12	-0.034	0.536	0.547	0.684	**0.800**
	CM14	-0.033	0.655	0.566	0.569	**0.780**
	CM15	-0.021	0.534	0.547	0.609	**0.788**
	CM16	-0.085	0.664	0.520	0.500	**0.726**
	CM18	-0.065	0.633	0.548	0.608	**0.762**
	CM20	-0.081	0.216	0.378	0.497	**0.540**
	CM22	-0.043	0.259	0.386	0.481	**0.546**
	CM23	-0.021	0.308	0.430	0.531	**0.612**
	CM24	-0.066	0.249	0.363	0.452	**0.510**
	CM25	-0.076	0.477	0.545	0.760	**0.810**
	CM26	-0.089	0.536	0.588	0.591	**0.788**
	CM27	-0.102	0.430	0.553	0.705	**0.788**
	CM28	-0.065	0.454	0.479	0.492	**0.609**
	CM29	-0.106	0.593	0.536	0.585	**0.777**

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Convergent Validity

Few of the researchers demonstrate that convergent validity can be computed by determining the outcomes of AVE of constructs (Fornell & Larcker, 1981; Hair et al., 2014). Moreover, researchers stated that convergent validity can be computed to measure AVE, and the value of AVE must be higher than 0.50.

Table 4.14
Convergent Validity

Latent constructs	No. of items	AVE
TSL	10	0.533
TFL	14	0.595
SRL	15	0.533
GOP	6	0.584
CM	21	0.517

Note: AVE>0.50

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Table 4.14 reveals that AVE value of all constructs is higher than the standardized value as mentioned above. Hence, the convergent validity criterion was fulfilled.

Correlations Analysis

Table 4.15 highlights the correlational analysis. The outcomes demonstrate that transformational leadership and servant leadership has a significant positive relationship with crisis management. Despite this, transactional leadership has negative relationship with crisis management. Table 4.15 demonstrates that government policy is highly and significantly correlated with crisis management ($r=0.860$, $p<0.05$).

Table 4.15

Descriptive & Correlations Analysis

Variables	TSL	TFL	SL	GOP	CM
Transactional Leadership	1				
Transformational Leadership	-0.050	1			
Servant Leadership	-0.103	0.597**	1		
Government Policy	-0.107	0.415**	0.628**	1	
Crisis Management	-0.082	0.634**	0.724**	0.860	1

Note: **p<0.05; S.D= Standard Deviation

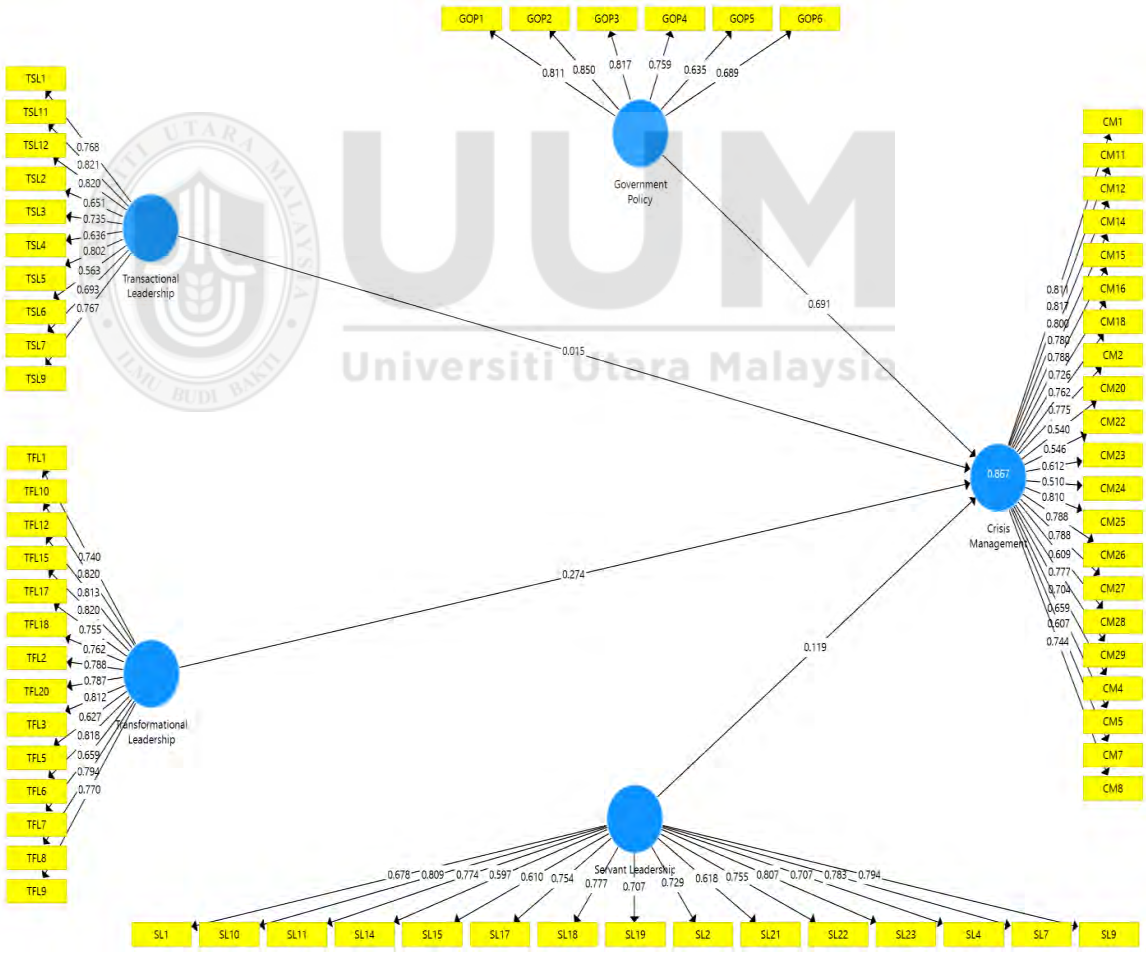

Figure 4.1 Measurement Model

Discriminant Validity

Discriminant validity was computed through traditional metrics proposed by Fornell and Larcker (1981). After several years, few of the researchers replaced the traditional metric with a new metric i.e. heterotrait-monotrait (HTMT) ratio as traditional metric not consider appropriate in a situation where loadings have small differences (Henseler, Ringle, & Sarstedt, 2015). Moreover, researchers confirmed that HTMT value for distinct variables is 0.85 and 0.90 for identical constructs (Henseler et al., 2015). Table 4.16 highlights that all HTMT values are in a given range.

Table 4.16
Discriminant Validity (HTMT)

Variables	CM	GOP	SL	TSL	TFL
CM					
GOP	0.840				
SL	0.742	0.670			
TSL	0.093	0.119	0.087		
TFL	0.673	0.464	0.621	0.076	

4.10 Assessment of Structural Model

This study followed SmartPLS 3.3.3 version for analysis. To compute R^2, the PLS algorithm is run in SmartPLS. Then, compute the predictive relevance of the study model by using the blindfolding technique. Finally, bootstrapping technique was performed to get significant path coefficients and loadings.

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4.11 Coefficient of Determination (R^2)

The coefficient of determination or R^2 is an essential criterion for the structural model evaluation in PLS-SEM. The value of R^2 is used to measure the framework precision. R^2 means the influence of exogenous constructs on endogenous constructs. Literature confirmed R^2 must be 10% or more (Falk & Miller, 1992). R^2 divided into three categories such as weak (0.25), moderate (0.50), and substantial (0.75) as suggested by Henseler, Ringle, and Sinkovics (2009). Tables 4.17 and 4.18 reveal the values of R-square without a moderator and with a moderator in that order.

Table 4.17
R^2 (without government policy)

Latent variables	R-square	Remarks
Exogenous constructs ---> Crisis Management	0.590	Moderate

Table 4.18
R^2 (Including government policy)

Latent variables	R-square	Remarks
Exogenous constructs ---> Crisis Management	0.867	Substantial

Table 4.17 reveals that without government policy R^2 is moderate. Table 4.18 demonstrates that with government policy R^2 is substantial.

4.11.1 Effect Size

The R^2 value reveals the strength of the research framework and how well all the exogenous variables enlighten endogenous construct. The effect size of a variable was computed by excluding one exogenous construct before the theoretical model was run,

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after that the construct that was earlier excluded were added again and another exogenous construct was removed again, this process continued until the last exogenous construct was excluded from the theoretical model (Hair et al., 2014). The effect size (f^2) was found through PLS algorithm technique. Hair et al. (2014) divided the effect size (f^2) into three categories like weak effect size (0.02), moderate effect size (0.15), and strong effect size (0.35).

Table 4.19

Effect Size

Exogenous constructs	**Total Effect (f^2)**
TSL	0.002
TFL	0.363
SL	0.054
GOP	2.206

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Table 4.19 shows that TSL has no influence on CM as f^2=0.002. Besides SL, TFL, and GOP with 0.054, 0.363, and 2.206 in that order and has weak and strong effect size.

4.11.2 Predictive Relevance of the Model (Q^2)

Existing studies confirm that there is a need to compute the predictive relevance of the study model (Q^2) after computing the effect size values of variables. PLS-SEM is said to demonstrate the predictive relevance of construct when it accurately predicts data points of all indicators in the outer or measurement model of the endogenous construct (Hair et al., 2014). To compute the predictive relevance of the study model, the researcher should compute the R^2 value and cross-validate the redundancy value. The R^2 value assists in

examining the variance level of endogenous constructs that all exogenous constructs explain.

Table 4.20 shows that 86.7% of crisis management explained jointly by all exogenous variables. Besides, a cross-validated redundancy value is computed to know the quality of the theoretical model of the study. In SmartPLS, the blindfolding technique is used for this. The cross-validated redundancy value of all variables should be greater than zero.

Table 4.20

The Predictive Relevance of the Model

Variable	**R^2**	**Q^2**
CM	0.867	0.438

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Table 4.20 reveals Q^2 value is 0.438 which is higher than zero. Since this research meets the above-mentioned criterion of cross-validated redundancy. Thus, the current research model validates the predictive relevance criterion.

4.12 Hypotheses Testing

This study used SmartPLS 3.3.3 tool to test hypotheses. For this purpose, PLS algorithm that is first step assists the researchers to generate path coefficients. The first step is to find beta values (β) of the direct relationships that followed bootstrapping technique in SmartPLS 3.3.3 to compute the t-values that are used to test the significance of the relationships as demonstrated in Figure 4.2. Moreover, researchers recommend that

subsample must be 5, 000 to obtain improved outcomes (Hair et al., 2014). The current research runs a structural model with 5, 000 subsample.

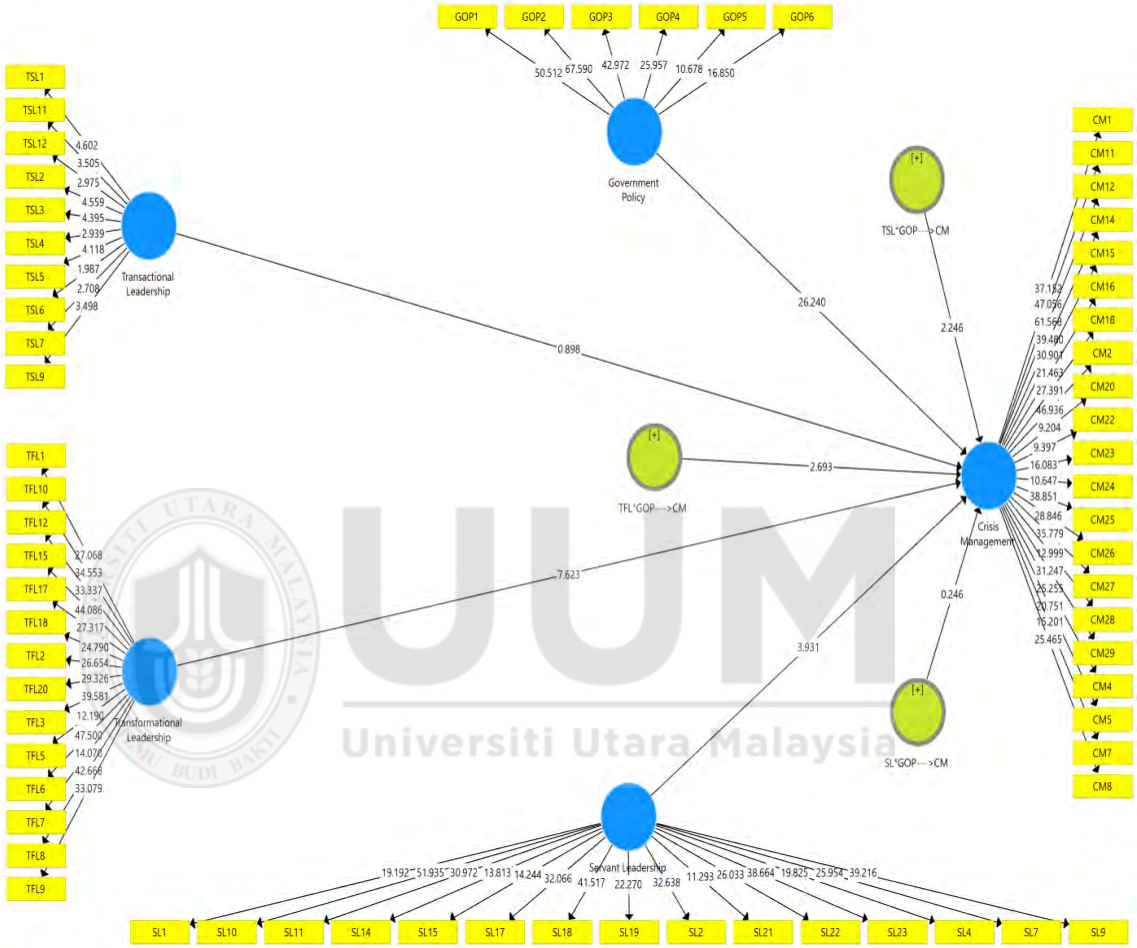

Figure 4.2 Structural Model

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Table 4.21

Outcomes

Hypotheses	Paths	Beta Value	T-values	P-values	95% Confidence Interval	Results
H_1	TSL-->CM	0.015	0.898	0.384	[-0.019, 0.032]	No
H_2	TFL-->CM	0.274	7.623	0.000	[0.220, 0.349]	Yes
H_3	SL-->CM	0.115	3.931	0.001	[0.052, 0.146]	Yes
H_4	TSL*GOP→CM	-0.045	2.246	0.040	[-0.063, 0.001]	Yes
H_5	TFL*GOP->CM	0.047	2.693	0.017	[0.015, 0.064]	Yes
H_6	SL*GOP-->CM	-0.004	0.246	0.809	[-0.033, 0.015]	No

Table 4.21 reveals that TSL does not influence CM as (β=0.015, t=0.898) and H1 not accepted. Moreover, TFL is significantly related to CM as (β=0.292, t=7.623) and H2 supported. SL is also significantly associated with CM as (β=0.125, t=3.931) and H3 accepted.

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4.12.1 Testing Moderation Effect

GOP slightly decreases the association between TSL and crisis management as (β=-0.045, t=2.246) and H4 was supported. Figure 4.3 depicts that GOP dampens association between TSL and CM.

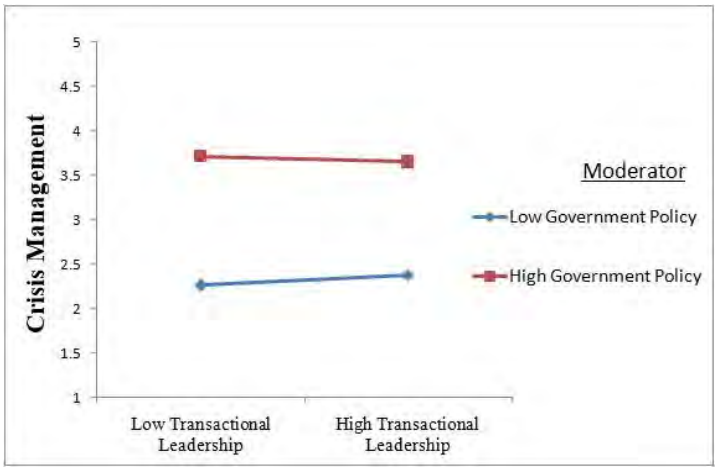

Figure 4.3 GOP as a moderator

GOP significantly strengthens the association between TFL and crisis management as (β=0.047, t=2.693) and H5 was supported. Figure 4.4 depicts that GOP strengthens the relationship between TFL and CM.

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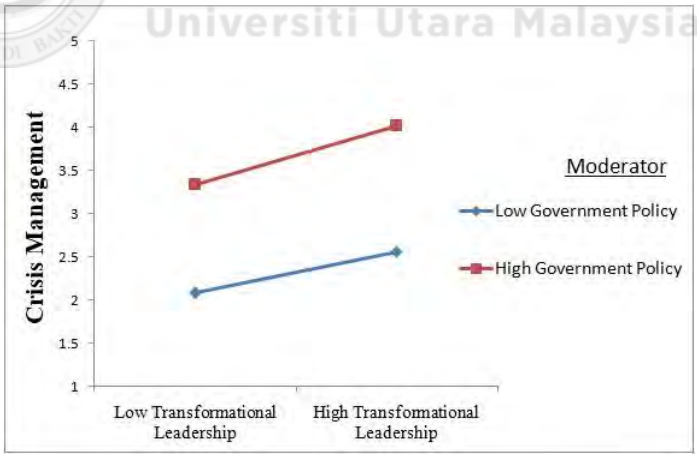

Figure 4.4 GOP as a moderator

Finally, GOP does not moderate between SL and CM as (β=-0.004, t=0.246) and thus H6 was not supported.

4.13 Summary of the Chapter

In this study, the measurement model followed to compute internal consistency reliability, individual item reliability, convergent validity, and discriminant validity. The measurement model was conducted by using the PLS algorithm in SmartPLS 3.3.3. After that, the measurement model findings were used as inputs for the structural model. This study reveals that the measurement model fulfills the standardized criterion of both reliability and validity as recommended by PLS-SEM. The structural model was conducted by using bootstrapping techniques to test the hypotheses that the researcher proposed in the literature review chapter. The structural model covers R-square, predictive relevance of the study model, effect size, significance of path coefficients, and moderating effect. The outcomes elucidated that TFL, SL, and GOP has a significant influence on CM. Despite this, TSL has no influence on CM.

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CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

This chapter aims at discussing and concluding the reported findings of the previous chapter. Moreover, the chapter links current study findings with previous studies pertaining to crisis management, leadership styles, government policy and theoretical understandings accordingly. In addition, the summary of the findings are illustrated in this chapter as well as presenting the discussion of the findings taking in consideration the underpinning theories and in view of investigations of the subject. Respectively, theoretical and practical implications along with discussing limitations, suggestions for future investigations and finalized with the study's conclusions.

5.2 Synopsis of the Study Findings

The key purpose of this thesis was to examine the moderation impact of KRG policy on the leadership attributes with crisis management in Kurdistan Region of Iraq (KRI) public sector. In essence, the present study also examines the relationship between styles of leadership (namely transactional, transformational and servant leadership) with crisis management. This was in harmony with calls for more integration among the literatures on these variables (Alkhawlani, 2016). That is, it is upon thorough review of literature in which not much is presented about government policy's moderating influence in the context of crisis management (Nasidi, 2016; Jabouri, 2011).

Overally, the current study has successfully advanced the present comprehension of the main factors of managerial effectiveness by giving answers to the raised research questions of the first chapter. With respect to the direct relations among exogenous variables and endogenous latent variable, the results of PLS path model indicate that apart from the first hypothesis, other hypotheses are supported. That is, the findings show that the relationship between transactional leadership and crisis management is not significant. Meanwhile, transformational one importantly influences crisis management. Moreover, the servant style is also positively and significantly affects crisis management.

Regarding government policy as a moderating variable between independent variables transactional, transformational and servant leadership styles and crisis management, findings indicated that the fourth and fifth hypotheses were supported while the sixth

one was not supported. More specifically, moderating impact of government policy on the linkage between transactional leadership and crisis management is resulted to be positive. Furthermore, the findings also show that relation between transformational style and crisis management is significantly moderated by the KRG policy. At the same time, regarding the relations of servant style and crisis management, moderating role of government policy found to be insignificant.

5.3 Discussions

In this section, the findings of the study is discussed whether it is significant or insignificant. These discussions are conducted in view of relevant theories and previous studies‘ findings. This study is carried out dependent on theoretical framework, developed according to different studies on related and this study. Therefore, the questionnaire was selected so as to understand the moderating impact of KRG policy on the relationship between leadership styles and crisis management. Moreover, the subheadings of discussions section are accordingly structured based on the research questions.

5.3.1 Relationship between Transactional Leadership and Crisis Management

So as to obtain the first research objective, a hypothesis has been raised and thus tested by using SPSS and PLS path modeling softwares. The first hypothesis of this thesis states that transactional leadership is importantly related to crisis management in the KRI public sector. Nevertheless, the PLS path modeling software results have shown contradictory relationship between these two variables with the Beta Value 0.015, T-

Value 0.898 and P-Value 0.384 as indicated in Table 4.21 and Figures 4.1 and 4.2. In this context, this finding contradicts some previous studies such as (Jabouri, 2011; Alkhawlani, 2016; and Ali & Anwar, 2021). Nevertheless, the research has not suprised with the results in this regard as some past investigations have also had similar results (Brandebo, 2020) For instance, Cho and Tseng (2009) have exhibited paralel results in their qualitative study on the significance of transformational and transactional leadership styles and crisis management.

According to Burns (1978) transactional leaders tend to operate in the present system and prefer not to make any risk. Such leaders are cost benefit oriented. That is, Bass and Avolio (1993) indicate that transactional managers concentrate on rewarding efforts and ensure that the employees‘ behaviors are up to their expectations. Transactional leadership attitude consists of three dimensions in the Multi-Factor Leadership Questionnaire (MLQ). Firstly, contingent reward that belongs to a swap agreement between the leader and the subordinate. Moreover, active and passive management by exception are other two dimensions of transactional leadership which are corrective leadership behavior (Burns, 1978). In the active management by expectation, the leader actively monitors subordinates‘ daily efforts and corrects occurring mistake. Meanwhile, in the passive management by expectation, the leader does not monitor the followers but waits for mistakes to happen and then takes action (Bass, 1985).

The findings of current study is in line with some of past studies. McCleskey (2014) concluded the criticisms of the transactional leadership style. He illustrated that Burns

(1978) minimized this style as ―short-term relationships of exchange with the leader" and this kind of relationship heads to create superficial, transient exchanges of satisfaction that can lead to animosity among participants. That is, this short-term relationship tends to make dissatisfaction between the leaders and their followers which may have negative impact on the relationship with crisis management. Nevertheless, in the KRI case wherein different crises exists, satisfaction of both participants (managers and employees) is very important to obtain effective crisis management which cannot be achieved through transactional leaders.

Additionally, transactional leadership needs financial support for rewarding the employees to enhance their performance for most of situations. Meanwhile, transactional leaders cannot reward the public sector employees in the KRI due to the critical economic situations that may not be seen in other cases. This is harmonious with the criticism of some scholars because transactional leadership uses a fixed program that fits to all leaders from around the world disregarding the situational and locational aspects of the crisis and the organization. That is, ―one-size-fits-all organizational challenges" (Yukl & Mahsud, 2010).

Moreover, rewarding issue in the KRI public institutions is not unique. Cho and Tseng (2009) affirmed the insignificant influence of transactional leaders on crisis management in the 2008 financial crisis. They outlined that due to the financial limits leaders cannot reward their followers and this negatively affects their relationships. Finally, the findings of that investigation show the negative effect of passive management by exception

dimension on the employees. This may belong to employees that may not wait for issues to happen and later on taking actions as they become greater risks on the organization. Parallel to this, DuBrin (2013) as well as Bono and Judge (2004) have indicated that active and passive forms of management by exception do not work everywhere as the nature of cultures differ from a country to another and may negatively affect the followers performance. Moreover, Brandebo (2020) indicate that passive management could be seen as an follower-centered version of avoidance-based leadership that is considered as a volitional and deliberate avoidance of employees that require leadership and support.

To conclude, findings of this study in the KRI public institutions illustrate that transactional leadership style has less influence on the crisis management. Transactional leaders can neither support their followers in reacting the general organizational objectives nor influence them in enhancing their behaviors in regard to obtain effective crisis management. Due to the economic crisis that affected the Kurdistan regional government, transactional leaders do not motivate their employees towards better performance since they cannot reward them due to economic crisis. Moreover, both forms of management by exception, active and passive forms, do not work as the culture of Kurdish people does not support waiting for mistakes to happen and then taking actions as they become greater risks on the organization. Therefore, the current study states that transactional leaders does not influence crisis management in the KRI public sector.

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5.3.2 Relationship between Transformational Leadership and Crisis Management

For achieving the answer of the second question, a research hypothesis has been formulated and so tested by using PLS path modeling. The second hypothesis H2 of this study indicates that transformational leadership is importantly affecting crisis management in the KRI public sector. That is, results of the PLS path modeling software have shown significant relationship with the Beta Value 0.274, T-Value 7.623 and P-Value 0.000 as clarified in Figures 4.1 and 4.2 and Table 4.21. The dimensions of transformational leadership has been considered in this study to increase the effectiveness of crisis management. That is, motivating of employees, concentrating on mission and strategies, promoting open mindedness, taking purposes and values and ethics in the leaders‘ behaviors are taken into consideration.

Bass (1985) stated that transformational leadership inspires subordinates by providing a values-based and positive view of the future. Such style is a leadership which increases consciousness of mutual interest between the organizations and their staff as transformational leaders facilitate both to achieve their combined objectives (Chen *et al.*, 2014). Moreover, Avolio and Bass (1995) outlined that this style of leadership belongs to how a leader should act according to the followers‘ needs. That is such leaders motivate their subordinates to go above and beyond the requirements of their job contracts (Bass, 1985). Transformational leaders concentrate on the employees‘ higher-order needs and the development of the followers, learning and achievement of individual needs. Therefore, it has been concluded in most studies that this type of

leadership is significantly related to many employee outcomes (Bass, 1990; Bass & Avolio, 1994; 2009).

The findings of this study provided experimental evidence for the second hypothesis which are harmonic with the previous literature (Boin *et al.*, 2003; Kirkbride, 2006; Zhang *et al.,* (2012); Alkhawlani, 2016; Zhang, Liu & Wang, 2020; Ashaye & Almonawer, 2020; Ali & Anwar, 2021; Mishra, 2021). According to the empirical findings of the current study, transformational leadership style has more influence on crisis management in the KRI public institutions in comparison to other two variables transactional and servant leadership styles. Therefore, the present finding is parallel to the findings of Jabouri (2011) wherein transformational leadership attribute was studied with crisis management in the Ministry of Electricity of Iraq in which these two variables have positive relationship.

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Additionally, in the Kurdistan Region‘s public sector, such leaders are practicing effective leadership through responding to a crisis in a timely manner. Moreover, the transformational leaders motivate the employees to follow their commands efficiently as well as effectively. This result is in harmony with past studies such as Bass and Avolio (2009) which is evident that the transformational has the ability to affect the behaviors and attitudes of followers that primarily lead to obtain effective crisis management. Further, Ali and Anwar (2021) indicated that transformational leadership has effective relation with crisis management in the KRG Ministry of Planning. According to

Alkhawlani (2016), crisis management is very much influenced by the transformational leadership style in the private and public sectors of Yemen.

One of the most dominant styles of leadership is transformational and its impact in the context of crisis has been thoroughly investigated among the leadership literature. Additionally, leaders holding transformational characteristics are deemed as idealized attributed or behavior influence since they are a unique structure for the subordinates, whether they maintain particular personal distinctions usually considered as high on ethics, confidence, integrity, sincerity and goal. Furthermore, these leaders are likely to be admired, honored, and relied on; thus, employees decide to follow their managers. This finding is backed by Crisis Management Theory of Pearson and Miroff (1993) and also discussed in the past literature such as (Zhang *et al.* ,2012; Cho & Tseng, 2009; Pahi, 2016 and Alkhawlani, et al., 2016).

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In the public sector of the KRI, transformational leaders practiced aspiration motivation that can be regarded as guidance for leaders to succeed in encouraging others by providing them clear insight of the future as well as positive sense of meaning in their work. Furthermore, the finding of the current study has indicated that ideological encouragement of transformation leaders in the KRI public sector provide a creative work climate. Such effective work environment can be obtained through emphasizing on bringing in goodnesses such as superior communication skills, assisting behavior and capability to direct the change through encouragement and the utilization of intelligence and creativity. Therefore, the results of this study has concluded that transformational

style positively impacts the crisis management in the KRI public institutions and this was consistent to the past literature.

5.3.3 Relationship between Servant Leadership and Crisis Management

So as to achieve the answer of the third question of the study, a hypothesis has been investigated and tested by using PLS-SEM modeling software. Like other two hypotheses, the third hypothesis (H3) of this study indicates that servant leadership has important relationship with crisis management in the KRI public institutions. Accordingly, the PLS path modeling software findings demonstrate influential relation between servant style of leadership and crisis management. The suggested relationship between these two variables is proven with the Beta Value 0.119, T-Value 3.931 and P-Value 0.001 as demonstrated in Figures 4.1 and 4.2 as well as Table 4.21. In this respect, although the findings of the current study is not supported by literature, it is regarded as the contribution of the study.

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The servant leadership style has nine functional characteristics including vision, pioneering, honesty, trust, integrity, modeling, service, appreciation of others and empowerment (Russell & Stone, 2002). These recognized attributes have positive influence on employees to respond accordingly. Furthermore, according to Huang *et al.* (2016) servant leaders demonstrate ethical behavior, helping followers to development, empowerment and the establishment of value for the organization. Accordingly this study concludes that servant leadership emphasizes upon follower‘s interests and needs in order to help them develop, prosper, and grow. Interestingly, this finding is supported

by Otero-Neira et al. (2016) and Huang et al. (2016) in their past experiment indicating that the concentration of the servant leadership is on valuing and appreciating, mentoring, and listening to followers, as well as laying focus on the interaction between follower and the leader.

Farling, Stone, and Winston, (1999) and Graham (1991) affirm that servant leadership and Burns‘ (1978) transforming leadership has commonalty. Both leadership styles have urged leaders and subordinates to boost each other to higher standards of encouragement and morality”. More interestingly, this leadership style acts from a quite moral point of view. As Gandolfi and Stone (2018) outlined that these days political scandals have occupied mass media headlines across the world, and to mitigate these scandals and crises the characteristics of servant leadership style should be emphasized more. That is, with the consideration of Spears‘ (2004) nine servant leadership characteristics that there is probably no morally worthy style of leadership nowadays to deal with such crises. Moreover, Gandolfi and Stone (2018) insist that the servant is the only leadership style that thoroughly proclaims personal humility as a key to successful achievement.

All in all, the results of the current study in the KRI public institutions demonstrate that servant leadership style has significant effect on the crisis management. This leadership style calls for more service to the community to develop feelings of togetherness and sharing power in the decision making process (Spears, 1996). Servant leadership style meets their moral responsibility not exclusively for the success of the institution but also for the followers, customers and other organizational stakeholders (Huang *et al.*, 2016).

These behaviors encourage the followers to do their best in critical times especially the crisis situations of the Kurdistan Region of Iraq. As a result, the present study‘s findings has shown that servant leaders are significantly influencing the crisis management in the KRI public sector and this can be regarded as the study‘s contribution.

5.3.4 Moderating Impact of Government Policy on the Relationship between Transactional Leadership and Crisis Management

Government policy is defined as public reforms, regulations and/or policies as well as actions and supportive programs that aims at changing a particular status of issues for achieving a set of organizational goals (Nasidi, 2016). That is, governments make and use policies as the initiating spot to obtain a course of activities to tackle with an actual life fluctuations. Regarding the crises of the KRI, leaders need to have government strategies and policies to introduce the responsibilities and actions requiring them to be conscious of what and how they should conduct their duties effectively and efficiently (Teas *et al.*, 1979). When leaders and their followers are feeded with sufficient information, they play their roles efficiently.

For answering the fourth question of this study, the fourth research hypothesis H4 has been formulated and tested by PLS path modeling. The current research speculated that the KRG policy positively moderates the relations between transactional style and crisis management. As conjectured, the findings detected a positive interaction effect between government policy and transactional attributes of leadership in implementing effective crisis management with the Beta Value 0.045, T-Value 2.246 and P-Value 0.040 as

illustrated in Figure 4.2 and Table 4.21. That is, according to the findings of this study, government policy positively moderates the relationship between two leadership styles, namely transactional and transformational, and crisis management. Therefore, this study proposes that the more transactional attributes interacted with the government policy more effective the crisis management implementing on the KRI public sector.

The findings have indicated that government policy positively assists in removing responsibility ambiguities to cause better commitment among managers and the staff. Al-Ghamdi (2013) concluded that in high uncertainty situations, followers are usually following their managers to identify objectives and provide them with solutions for the occurring podromes with quick responses on their commitment. This, of course, increases staff's tendency to reduce their stress and make them capable of expressing positive ideas for achieving effective crisis management. In essence, this can be understood by the transformation of information as well as the technical attitudes which may drive to become specialized in crisis management strategies, services, according to interaction between different technologies, information, as well as internal characteristics of each organization (public institutions) (Guadamillas, Donate, & Sanchez de Pablo, 2008).

The findings of this study is consistent with previous studies, concerning the government policy. Qualitatively, Obaji and Olugu (2014) indicated that the development of entrepreneurship is influenced by the policies of governments. According to them, the government policy behavior identifies the success of the entrepreneurial activities of

organization. That is, government policy affects the commitment of frontline leaders and their followers to react in every stage of crisis management. In this regard, Avolio and Bass, (2002) argued that in high uncertainty situations, followers are waiting for their bosses to identify objectives and support them in finding solutions for coming issues.

In addition to the conceptual studies on government policy, there are some empirical studies conducted in various areas, and their status were either dependent or independent or moderator showing different results. As a moderator, Nasidi (2016) examined the moderating impact of the government policy on the organizational factors, transformational leadership, and management of construction waste crisis; and the research reported that Nigerian policies are statistically significant. According to him, waste crisis reduction framework policy help the human resources, namely transformational leadership, to take control over the coming issues of the construction waste management.

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The present research results determine that government policy has high influence on the crisis management through the transactional leaders. Fahmi (2020) stated that in the relationship between transactional leadership and risk reduction ~~–it~~ is reasonable to expect that legislative regulation will increase the effectiveness of a compliance system". Further, according to Allard and Martinez (2008) leaders of the governments should help individuals to play their roles effectively and easily. That is, in high uncertainty situations, with support of government policies, transactional leaders can help the followers feeling more confident and perceiving more support from their

managers, in which it results in employees to be more cautious for taking the responsibilities of their daily duties (Alkhawlani, 2016).

In addition to the literature, the findings of this study is supported by the path goal theory of leadership (House, 1971) and crisis management theory (Pearson & Mitroff, 1993). Further, Greene (1979) indicates that Path Goal Theory directs towards the moderating influence of many variables such as task structure , role clarity, job scope, organization‘s strategy. That is, the Path Goal has asserted that leadership attributes may affect followers` performance in different circumstances. Moreover, Clark et al. (2009) have used Path Goal Theory, supported with conceptual frameworks, suggesting that identifying responsibilities is significant for the employees to realize work requirements so as to commit to better performance. Organization‘s policy illustrate a framework for the followers; employees who took responsibility distribution from the top management were seen to be more pleased with their duties (Emery & Barker, 2007; Nasidi, 2016). Therefore, leaders can have pivotal position in clarifying regulations and procedures set by the top management; and so mitigating the size of crisis damage (Pearson & Mitroff, 1993).

The Path Goal Theory belongs to the doctrine that true leaders light the roads indispensable for their followers to obtain the institution‘s objectives. Based on this theory, leaders can get that with two key ways. Firstly, leaders may participate in behaviors that support followers to facilitate implementing the goals. That is, leaders can provide information and other needed resources to achieve the organizational objectives.

Secondly, in certain situations, as House (1971) leaders are able to eliminate barriers that might prevent employees‘ endeavor of their goals such as removing organizational factors that minimize the chances of achieving goals. Path Goal Theory also indicates that the key liability of a leader should be reinforcing followers` expectations and instrumentalities.

Moreover, Crisis Management Theory entails that particular moderators and mediators may have effect on the leaders‘ relations with their organizations; among them is crisis policy (Hannah, Uhl-Bien, Avolio, & Cavarretta , 2009). Achieving effective crisis management in a specific institution, public or private sector, requires tailoring programs and crisis policies for each phase of the crisis management. Pearson and Mitroff (1993), on the other hand, indicated that the main aim of this theory is not to display a variety of plans for all organizations; it is also to get an institution ready to think inventively towards the inconceivable so as to take the best options during crisis circumstances.

Finally, Pearson and Clair (1998) concluded that a constant policy for all issues and all organizations is not a rational objective. Nevertheless, a systematic, well-prepared, and collective procedure of crisis policy is the key of obtaining effective crisis management. Therefore, Pearson and Mitroff (1993)‘s crisis management theory suggest that leaders need integrative crisis policy for each organization to achieve effective crisis management. All in all, results of the structural measurement supported the fourth hypothesis H4 that government policy moderates on the transactional leadership with crisis management in the KRI public sector. According to the findings, it can be

understood that government policy has a significant influence in moderating between transactional leadership and crisis management. Therefore, institutions and leaders following the attributes of this style of leadership should focus on exercising institutional rules and policies so as to help their organizations to guarantee effective crisis management.

5.3.5 Moderating Impact of Government Policy on the Relationship between Transformational Leadership and Crisis Management

Government regulations are made to cope with a number of issues (Tam et al., 2007). Accordingly, policies nowadays may even change the organizations‘ development and survival, individuals‘ daily life, immigration laws and pension, amount of tax, solving issues before becoming disasters, and crisis management. Thus, government policy is very important for the leaders to determine the employees‘ responsibilities and their framework in dealing with crisis situations. In this section, the moderation impact of government policy on the relationship between the transformationaI leadership and crisis management was discussed based on the findings of this study as well as supporting theories and literature.

For achieving the answer of the fifth question, a research hypothesis has been formulated and so tested by using PLS path modeling. The fifth hypothesis H5 of this study anticipates that KRG policy positively affects transformational leadership in relation to crisis management. Measurements of the PLS-SEM software have shown positive relationship with the Beta Value 0.047, T-Value 2.693 and P-Value 0.017 as

clarified in the Figures 4.1 and 4.2 and Table 4.21. This impact becomes stronger especially when government strategy is high than when it is low. This result is in line to some parallel previous studies. The dimensions of transformational leadership has been considered in this study to increase the effectiveness of crisis management. In this regard, motivating followers, concentrating on strategies, promoting open mindedness, taking ethical values of the leaders‘ behaviors encouraged by the government regulations significantly guarantee active crisis management.

In addition to the conceptual studies on government policy, there are some empirical studies conducted in various areas, and their status were either dependent or independent or moderator showing different results. As a moderator, Nasidi (2016) examined the moderating impact of the government policy on the organizational factors, transformational leadership, and management of construction waste crisis; and the research reported that Nigerian policies are statistically significant. According to him, waste crisis reduction framework policy help the human resources, namely transformational leadership, to take control over the coming issues of the construction waste management.

Additionally, Gal-Arieli et al., (2020) found moderating impact of national policy on the relationship between transformational style and local authorities involvement in educational sector. Therefore, the mentioned literature support guidance that government policy has possibility to affect the linkage between leadership and crisis management. Therefore, the findings of the present study has evidence that government policy is

significant for leaders and subordinates who commit in service quality in emergency situations.

Path Goal Theory of Leadership, in addition to literature, illustrates that one of the responsibilities leaders is to clarify job requirement and give important information related to the organization‘s policies for the employees to accomplish the goals. To illustrate, Pahi (2016) states that leaders can embrace attitudes and behaviors that assist followers to achieve their goals such as giving knowledge and supplying necessary resources to obtain the objectives (Pahi, 2016). According to House and Dressler (1974), a number of situational aspects may have moderating influences on task specialty and its relationship in the behavior of managers as well as followers` expectations. Thus, leaders see this theory focusing on both of followers and leaders themselves in the similar mode. As a result, depending on path goal theory, the current study presents evidence that government policy works as a tool for the leaders that can be used towards effective crisis management.

Obviously, the Path Goal Theory of leadership entails that the impact of the leaders on followers are sometimes moderated by specific situational factors. Further on providing government policy by negotiating role processes, trainings and implementation of informative instruments, leaders become capable of boosting the obtainability of information and other needs since they are main sources of knowledge and feedback for followers (Obaji, & Olugu, 2014). These resources are likely to support followers to have clear understanding of their responsibilities because providing resources and

knowledge are effective means of achieving effective management in critical situations (Tam *et al.*, 2007).

Pearson and Mitroff (1993), on the other hand, indicated that for achieving effective crisis management the specific institution, public or private sector, and crisis management developing stages of each institution should have tailoring programs and crisis policy. According to them, heads and supervisors that assess and boost their abilities in all of the five phases of crisis management do not consider their institutions as impervious. Crisis Management Theory argues that leaders are intensely cautious of the organizations‘ vulnerabilities and attempt to supply the shortages in a continuous process of managing the crises. Therefore, Crisis Management Theory links the three variables of crisis policy, leadership as well as crisis management.

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To conclude, in testing House (1971)‘s Path Goal Theory of Leadership and (Pearson & Mitroff, 1993)‘s Crisis Management Theory, results supported the fifth hypothesis H5 that government policy partially moderates on the transformational leadership with crisis management in the KRI public sector. In total, this research has inserted empirical clues to the body of knowledge in the field of crisis management. According to the findings, it can be understood that government policy has a significant influence in moderating between transformation leadership and crisis management. Therefore, institutions and leaders following the attributes of this style of leadership should work on exercising institutional rules and policies in order to help their organizations to obtain effective crisis management.

5.3.6 Moderating Impact of Government Policy on the Relationship between Servant Leadership and Crisis Management

Regarding the last research objective, the raised hypothesis has been tested by using SPSS and PLS path modeling softwares. The last hypothesis (H6) of this thesis has suggested that government policy positively moderates the linkage between servant leadership and crisis management in the KRI public sector. Nonetheless, the PLS path modeling software findings have stated contrary results, i.e, government policy does not moderate the relationship between these two variables. Statistically, the results regarding the last hypotheses showed the Beta Value -0.004, T-Value 0.246 and P-Value 0.809 as interpreted in the table 4.21 and the figures 4.1 and 4.2 and. Although, this finding is the contribution of the study in this regard, this result is in contrast to some previous research and parallel to some others.

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Accordingly, regarding the last hypothesis which expected moderation impact of government policy on servant leadership and crisis management, results of PLS-SEM have surprisingly indicated that moderation influence of government policy has not supported the hypothesis. Although there is not quite parallel result to the present study indicating the insignificant moderation impact of government policy on servant leadership and crisis management, there are studies confirming that government policy has no influence on other variables. For example, Soares et al. (2014) investigated the moderating influence of the government policy on performance and entrepreneurship. These scholars have asserted that the government policy does not moderate the effect of entrepreneurship orientation on business performance. Further, Gandolfi and Stone

(2018) conceptualized the servant as a leader needs more freedom in the critical times. Thus, servant leaders are not happy with the restrictions of the government when conducting their responsibilities.

Despite that, there are other practical factors that can be applied regarding the insignificance influence of government policy on servant leadership and crisis management. Firstly, the public institutions governed by the Kurdistan Regional Government suffer from shortage of responsibility designed in for incorporating seminars, workshop, and training on government policy is not perceived by employees with the servant leadership. Furthermore, this result may belong to the actions that leaders take in fulfilling the KRG laws and regulations. According to Andersen (2009), public institutions are to solve duties in order to reach the goals and government decide on the main goals. That is, the servant leaders cannot cope with decided objectives and do not necessarily share the goals of their institutions. In this case, majority of leaders may support the goals of the public agencies more or less sincerely.

Finally, this result may also be due to nature of the servant leaders in doing everything by themselves rather than clarifying employees‘ activities as well as responsibilities in public institutions of the KRI. Despite that, based on the demographic statistics, 166 respondents have diploma and bachelor degree; also 46.81% of respondents have 5 to 10 years of experience and this range is not much for managers to perceive the government policy. That is, these managers in the KRI public sector need more time to comprehend the KRG policies and the Law of Reform. Therefore, according to the mentioned

practical justifications, this study has proven that the government policy has not supported the relationship between servant leadership and crisis management. Accordingly, this thesis has added empirical guidance to the knowledge body in the field of government policy, leadership and crisis management, justifying the reasons behind rejection of the sixth hypothesis.

5.4 Implications of the Study

The current thesis has illustrated memorable participations to the body of information for academicians and practitioners (leaders). The findings of the study have indicated to significant contributions to theory on leadership styles, crisis management and government policy. As a result, the present study has resulted in theoretical as well as practical contributions.

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5.4.1 Theoretical Implications

Based on prior empirical evidences as well as theoretical gaps found in the literature, this study was conducted according to the conceptual framework. Meanwhile, that conceptual framework has been supported and established upon the arena of two main theoretical perspectives which are House (1971)'s Path Goal Theory and Crisis Management Theory of (Pearson and Mitroeff, 1993). Accordingly, the current study incorporated Government Policy as a moderator to comprehend the relationships between leadership (Transactional, Transformational and Servant styles) and Crisis Management. Furthermore, this study attempted to identify the played role by these leadership styles to prevent or mitigate the disastrous outcomes of the crises using

effective crisis management in the KRI public sector. As a result, the study provided some theoretical implications on the links between the mentioned variables. Moreover, the present study was conducted to clarify previous inconsistent relationship results in similar or same variables that followed the limitations and recommendations highlighted by previous scholars.

According to the findings, the present study has contributed to the public policy and crisis management in the public sector as leadership styles can play a notable role in controlling, reducing, managing and dealing with crisis management especially in the public sector as it has to do with all people from around the world. Accordingly, government policy can positively help managers of public organizations to enhance their behaviors and attitudes. As a result, the current study is the first attempt that collected government policy with leadership styles and crisis management. Therefore, this could be measured as an important theoretical contribution in its applicability to the current KRG crises.

More importantly, this study has pursued to declaim the shortage of research on the linkages for supplemental establishing and comprehending these relationships positively. The results and considerations of this thesis have addressed several implications to theory in the investigation about transactional, transformational and servant leadership styles and crisis management incorporating the moderating role of government policy. That is, in contrast to previous researches, the transformational style is more important than other styles of leadership (servant and transactional) to influence staff in the crisis

time which is more suitable for the public sector. In a developing country like Yemen, transactional leadership is indicated as having more effectiveness on crisis management (Alkhawlani, 2016). Meanwhile in this study, the transactional style has less or no significant relation with crisis management. This may belong to the difference in the culture of these two nations and the nature of crises in these two places.

In addition, literature on this topic has indicated no moderating study on the connections between leadership styles and crisis management although other literature suggested government policy as moderator between different variables (Nasidi, 2016; Soares, A., Moeljadi, R. F. & Solimun, 2014). Variables used as moderator are essentially utilized when the relationship between dependent and independent variables is unwantedly unclear, changing, weak or inconsistent (Baron & Kenny, 1986). Therefore, this study is to fill the gap through including government policy as a moderator between leadership styles and crisis management to better comprehend its influence on the relationship between the dependent and independent variables in the KRI public sector.

Finally, empirical results of this study has concluded that government policy can have a significant impact towards crisis management and leadership styles and making an important contribution in the public policy and crisis management. The results of this research also have provided the literary texts in terms of concluding how crisis management could be more effective. Accordingly, this investigation has outlined towards an inclusive framework comprehending the moderating influence of

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government policy on the relationship of leadership styles and crisis management in the KRI public sector.

5.4.2 Practical Implications

Related to practical implications, the empirical results of this study highlighted several contributions to the body of knowledge in terms of organizational behavior that might be significant, especially for the leaders to deal with the crises situations in the public institutions of the KRI. In connection to the organizational behavior, this study has proved that leadership styles are extremely significant to provide an effective crisis management in the public sector. That is, based on the findings, leaders of the public sector can have notable influences on the public sector employees to work harder during crisis situations.

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Moreover, the study has outlined that public sector leaders can communicate, direct, feedback, motivate, fairly control, reward, empower and train employees that leads them to enhance their efforts to deal and mitigate the crisis consequences. Purposely, the present study has concentrated on the public sector for understanding how transactional, transformation, servant leaders and government policy can make positive changes to the behavior of subordinates behavior towards effective crisis management. Thus, the empirical evidences have indicated that transformational leadership is more influential in comparison to servant as well as transactional leaders to the crisis management. This belongs to the fact that the transactional leaders in the public sector are less obliged for supporting their subordinates. As a result, all three types of leaders have to pay more

attention to spend more time, provide freedom and reward good efforts to foster effective crisis management in the public sector.

In institutional environments, leaders should look into several key aspects because when they explain their expectance to their followers it will be persuasive for the followers to work upon anticipations of the leaders. Furthermore, the findings have been referenced by the underpinning Path Goal Theory of Leadership that exercising suitable leadership pursuits may boost the effective crisis management. Hence, the leaders in the KRI public institutions usually show limited actions in this concern, this study suggests that managers and other professional of human resources management have to guarantee that adequate focus is provided in this concern.

Concerning team working and leader-employee behavior, this study offers numerous orientation and training programs to promote the confidence of the leaders and foster their impact on the staff in all stages of crisis management. In essence, these programs usually assist to comprehend challenges that face the organization when a crisis happens. Moreover, such programs provide general information about employees and crisis management as well. In most emergency times, leaders free their followers to deliver service and make immediate decisions. Nonetheless, the leaders take responsibility to follow the government policies and regulations in the public sector to understand their boundaries particularly in the developing autocratic environments like the KRI.

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Finally, the current study has suggested a guideline for the government to give guidelined freedom to the leaders in the public institutions in the KRI for achieving better leadership for guaranteeing effective crisis management that can deal with the crisis situation. For illustration, the public organizations must have policies to reward, serve, orient and train the leaders and their followers as well. Further, the findings of the study referenced that policy makers can have more influence when the government implements bureaucracy and regulates routine in the public institutions. That is, the leaders require more reform policies from the governments to guarantee an effective crisis management.

According to the findings of the study, although leaders require more freedom in the crisis situation, the government legislative controls over corruption and misuse of the public rights is required to ensure the effectiveness of the applied crisis management strategy. Specifically, the present study suggests the implementation of a management system policy to assist the leaders in the emergency situation. Moreover, the study asks for control of government over issues when the signals appear in the KRI. That is, the study has referenced that government should have framework plan for the crisis management especially in the public institutions in the KRI.

To conclude, the present study has several practical implications. The results of this research indicate that leadership attributes have impact on the followers in the public sector and this helps to enhance performance of the staff in the organization in the emergency situations. The study findings encourage the leaders to follow key aspects in

this regard such as, rewarding, communicating, serving, feedbacking, motivating and fairly controlling the employees. In addition, this study urges the public institutions to provide orientations and specific training programs so as to increase the ability of leaders. Finally, the study has illustrated that the government policies should be more clear and the policy makers have to set laws and regulations to be a guideline for leaders to deal with any crisis facing the KRI.

5.5 Limitations and Future Research Recommendations

In the course of conducting this research, several limitations have been found that can be beneficial for future research recommendations. First of all, based on the findings in previous literature, the research design employed in the current research was survey instrument in which the strategy of cross-sectional research has been used in this study counting the period of six months for collecting data. This belongs to the sort of input deemed indispensable and adequate through the use of questionnaire data collection instrument. Therefore, it was very hard to discover the causality direction for which such relations between exogenous and endogenous constructs cannot be finalized. Recommending for future, researchers are considering to target broader sample from various vocational scopes to find out the popularizable findings in relation to leadership attributes and their participation towards crisis management moderated by government policy.

Secondly, this study has been conducted mostly during the COVID-19 period. Thus, delays in contributing and collecting the questionnaire has happened in some institutions

because of Movement Control Order in most of the world, especially in KRI. Nonetheless, this issue has been solved by follow up phone calls, sending special SMS, personal communications and visiting the institutions twice or thrice. Further, this study has seen all KRI crises as one package. Therefore, future studies may consider the COVID-19 crisis as a different and most important factor to conduct further research on government policy taken solely for crisis management and organizational behavior.

In addition, another limitation is generalizability. The results of this study can absolutely not be generalized on other countries and regions for the differences in culture, time, environment, respondent psyche and cultures. Moreover, the collected data of this study was restricted to a geographical region (Kurdistan Region of Iraq). Therefore, this study recommends further research on different countries, cultures and environments. Furthermore, this study was conducted on the public sector of KRI so the generalizability of the research is quite limited. As a result, this research suggests research on the private sector along with the public sector, as the government policy and leadership styles differ for these sectors.

Because of the complexity of the nature of the crisis management process, the survey method (quantitative method) has been employed in this study. Although the response rate of this was more than 42% and this rate is considered high compared to other studies, the quantitative cannot depict the picture of what, why and how things happen. Hence, it might be beneficial for this field to conduct face-to-face personal interviews by other researchers to achieve minute data suitable for the KRG policy regarding crisis

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management. Therefore, using both methods (quantitative and qualitative) may increase the response rate and motivate the respondents (both interview and survey informants) of the study to give improved and useful response in this regard.

To measure crisis management, this study has relied on one respondent, which is the managers of public institutions only. Although managers are to some extend participating in decision making, examining the employees in hereafter research is highly recommended for obtaining better understanding of efficient crisis management. Regarding the model of measurement, this study followed Pearson and Mitroff (1993) dimensions, and the 29 items of Jabouri (2011) was employed which is very long and may affect the results. Therefore other conceptualizations and measurement of items are recommended in the future studies.

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Finally, no significance impact of transactional leadership on crisis management and no positive moderating impact of government policy on the linkage between servant leadership and crisis management should be more tested through mediation influence as well. Therefore, the present study recommends further research to consider evaluation of government policy as a mediator between servant leadership and crisis management which may also confirm the intensity of different occurring relationships.

5.6 Conclusion

The findings of this study have provided empirical clues of the impact of government policy as a moderator on the leadership styles and crisis management. Obviously, the

government policy moderated only two variables (Transactional and Transformational leadership) but did not moderate the Servant leadership and crisis management in the KRI public sector. Moreover, the findings have revealed that transformational and servant leadership styles have significant relation with the crisis management, hence the transactional leadership is not significant to the crisis management. That is, the study findings have shown clue for the theoretical hypotheses partially or even fully supported. It is important to conclude that this study has met the answer of all research questions raised in the first chapter despite some limitations.

More importantly, the theoretical framework of the current study has supported Path-Goal Theory and Crisis Management Theory that have provided a clear understanding of the research framework. More specifically, the findings of this study have supported the explanations on Path-Goal Theory (House, 1971) as the theory argues that KRG policy positively moderates and boosts the relations between leadership styles and crisis management. According to this theory, when the policy makers identify the responsibility of the employees, they produce better outcomes. Similarly, the study also discovers that managers can guarantee active and efficient crisis management as per the assertions of crisis management theory (Pearson & Mitroff, 1993).

Finally, apart from theoretical and practical contributions, several future research directions have been identified. The research findings have also provided recommendations to the policy makers, leaders and their followers that their appropriate reactions ensure effective crisis management in the KRI public institutions. Similarly,

government policy can positively affect leaders to deal with the crisis circumstances. All in all, this research has succeeded in achieving the objectives of the study and set a worthy implication to the body of knowledge in the related areas.

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Appendix A

Research Questionnaire

Ghazali Shafie Graduate School of Government

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Ghazali Shafie Graduate School of Government
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ACADEMIC RESEARCH QUESTIONNAIRE

Dear Manager,

I am a PhD candidate in the area of Public Policy – Public Administration in the School of Government at Universiti Utara Malaysia, currently conducting research to understand ―The Moderating Role of Government Policy on the Relationship between Leadership Styles and Crisis Management in the KRI". This is an academic research survey that needs some of your busy time. Any information provided will be treated as confidential and private. This will be used only for academic purposes. Your cooperation and assistance by providing objective and sincere answer to all questions as there is no right or wrong answer is highly appreciated.

Yours sincerely,

بەڕێز بەڕێوەبەر،

من کاندیدێکی دکتۆرام لە بواری سیاسەتی گشتی-کارگێڕی گشتی لە سەر کۆلێژی حکومەت لە زانکۆی هێتارا لە ماڵیزیا، لە هەوڵی تاقیکردنەوەی کاریگەری سیاسەتی حکومەت لە سەر پەیوەندی نێوان شێوازەکانی سەرکردایەتی و بەڕێوەبردنی قەیرانەکان لە هەرێمی کوردستانی عێراق". ئەم توێژینەوەیە پرۆژەیەکی ئەکادیمیە بە هیچ جۆرێک کاتی بە هورخی بەتایبەتی لە. هەر زانیاریەکی هەیە دەبەخشرێ زۆر بەهێزی وەڵامەت مامەڵەی لگەڵ دەکرێت ئەم پرۆژەیە بەکارهێنرێت و هەڵبژاردەیەکی ئەکادیمی. هاوکاری و هەماهەنگیت لە بەرچاوی وەڵامی راستەوخۆ و دروستبۆ گشتپرسیارەکانکە پلەت و هەڵەیەکی بەرز هورخی ە.

لگەڵ ڕێز و سپاس هەبێت هاوم.

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INSTRUCTIONS **ڕێنمایەکان**

The following questions are to find out the degree of your agreement or disagreement to statements. Please respond to each statement and designate your level of agreement or disagreement by choosing an appropriate number that best describes your opinion.

ئەم پرسیارانە بۆ دیاریکردنی ڕادەی ڕەزامەندبوون یان ڕەزامەندنەبوونی تۆ لەگەڵ هەڵوێستەکان بکەن. تکایە وەڵامی هەر پرسیارێک بدەوە و ڕادەی ڕەزامەندی ڕەزامەندنەبوونی خۆت دیاری بکە بە هەڵبژاردنی ژمارەی گونجاوی کە باشترین وەڵامی بۆ دەدەیتەوە.

This questionnaire is consists four sections (A, B, C and D). Please indicate your judgment thoughtfully and truthfully on the various aspects related to this research.

ئەم ئەستێرەیە پێک هێنراوە لە چوار بەش (A, B, C and D)، تکایە هەست وگوادوی خۆت بە ڕاشکاوانە و بەی کردنو موەوە بەپێی ڕەلەس مرالی وە جۆرا و جۆرکەاوی ئەم توێژینەوەیە.

Section A: Demographic information **زانیاری کەسی**

Please respond to all questions that best describe the general information of you.

تکایە وەڵامی هەموو پرسیارەکان بدەوە کە بە شێوەیەکی زۆر باشتر زانیاری گشتی تۆ دەگەیەنن.

Gender ڕەگەز	Male نێر	Female مێ
Age تەمەن	25 - 29 years old	لە نێوان ٢٥-٢٩ ساڵ
	30 – 39 years old	لە نێوان ٣٠ - ٣٩ ساڵ
	40 – 49 years old	لە نێوان ٤٠ - ٤٩ ساڵ
	above 50 years old	سەروو ٥٠ ساڵ
Education level ئاستی خوێندن	Diploma	دبلوم
	Bachelors	بکالۆریۆس
	Master	ماجستێر
	PhD/ Doctorate	دکتورا
Length of Service ماوەی خزمەت	1 year	١ ساڵ
	1-5 year	١-٥ ساڵ
	5-10 year	٥-١٠ ساڵ
	Above 10 year	سەروو ١٠ ساڵ

Level of Managaer	پلەی بەڕێوەبەری	General Manager	بەڕێوەبەری گشتی
		Manager	بەڕێوەبەر
		Executive Officer	بەڕێوەبەری جێبەجێکار
		Others (Please specify)	هەڵبژاردەی تر (تکایە دیاری بکە)

Section B: Leadership Styles

In this section, the researcher is interested in your assessment about Leadership Styles, which includes Transactional, Transformational and Servant leadership.

Please read the following statements and circle only one number which best describes your opinion.

1= Strongly Disagree; 2 = Disagree; 3 =Neutral ; 4 =Agree ; 5 =Strongly Agree

Transactional Leadership

No	Items	1	2	3	4	5
1	I provide others with assistance in exchange for their efforts.					
2	I discuss in specific terms who is responsible for achieving performance targets.					
3	I make clear what one can expect to receive when performance goals are achieved.					
4	I express satisfaction when others meet expectations.					
5	I focus attention on irregularities, mistakes, exceptions, and deviations from standards.					
6	I concentrate my full attention on dealing with mistakes, complaints, and failures.					
7	I keep track of all mistakes.					
8	I direct my attention toward failures to meet standards.					
9	I fail to interfere until problems become serious.					
10	I wait for things to go wrong before taking action.					
11	I show that I am a firm believer in "If it isn‘t broke, don't fix it".					
12	I demonstrate that problems must become chronic before I take action.					

Transformational Leadership

No	Items	1	2	3	4	5
13	I instill pride in others for being associated with me.					
14	I go beyond self-interest for the good of the group.					

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15	I act in ways that build others' respect for me.					
16	I display a sense of power and confidence.					
17	I talk about my most important values and beliefs.					
18	I specify the importance of having a strong sense of purpose.					
19	I consider the moral and ethical consequences of decisions.					
20	I emphasize the importance of having a collective sense of mission.					
21	I talk optimistically about the future.					
22	I talk enthusiastically about what needs to be accomplished.					
23	I articulate a compelling vision of the future.					
24	I express confidence that goals will be achieved.					
25	I re-examine critical assumptions to question whether they are appropriate.					
26	I seek differing perspectives when solving problems.					
27	I get others to look at problems from many different angles.					
28	I suggest new ways of looking at how to complete assignments.					
29	I spend time teaching and coaching.					
30	I treat others as individuals rather than just as a member of a group.					
31	I consider an individual as having different needs, abilities, and aspirations from others.					
32	I help others to develop their strengths.					

Servant Leadership

No	Items	1	2	3	4	5
33	I put others‘ best benefits ahead of my own.					
34	I perform everything I can to oblige others.					
35	I sacrifice my own interest to meet others‘ requirements.					
36	I go beyond and above the call of duty to meet others‘ needs.					
37	I am the one followers could turn to if they had a personal shock.					
38	I am good at serving followers with their expressive issues.					
39	I am artistic at helping followers heal expressively.					
40	I am the one who would help followers patch their harsh feelings.					
41	I look attentive to what‘s happening.					

42	I am good at anticipating the costs of decisions.					
43	I have excessive awareness of what is happening.					
44	I look in touch with what‘s going on.					
45	I sound to know what is about to happen.					
46	I propose convincing reasons to get followers to perform things.					
47	I inspire followers to vision big dreams about the organization.					
48	I am very convincing.					
49	I am good at persuading followers to perform things.					
50	I am talented when it comes to convincing followers.					
51	I think that organization needs to play an ethical role in society.					
52	I think that our organization needs to perform as a community.					
53	I perceive the organization for its potential to contribute to the society.					
54	I boost followers to establish community spirit in the workplace.					
55	I am formulating the organization to make an optimistic transformation in the future.					

Section C: Government Policy

In this section, the researcher needs your assessment about Government Policy, which includes the KRG policies and regulations.

Please read the following statements and circle only one number which best describes your opinion.

1= Strongly Disagree; 2 = Disagree; 3 =Neutral ; 4 =Agree ; 5 =Strongly Agree

No	Items	1	2	3	4	5
1	The KRG provides on-site sorting facilities for the public sector.					
2	The government is implementing bureaucracy and routine reduction regulations in the KRI public institutions.					
3	The government agencies are implementing the Law of Reform scheme to reduce the impact of crises					
4	The government introduces legislative controls on corruption and misuse of public services.					

5	Government agencies implement a management system to diversify the region‘s income sources according to the Law of Reform.					
6	The government Controls issues when podromes appear in the Region.					
7	The government introduced a framework plan for managing crises in the public sector organizations in the KRI.					

Section D: Crisis Management

In the final section, the researcher is interested in your assessment about crisis management, which consists of five dimensions of crisis management.

Please read the following statements and circle only one number which best describes your opinion.

1= Strongly Disagree; 2 = Disagree; 3 =Neutral ; 4 =Agree ; 5 =Strongly Agree

No	Items	1	2	3	4	5
1	There is a special unit in our organization to observe crisis indicators.					
2	The senior management has focused to collect and detect the signs of risks which are expected to be the crisis indicators.					
3	There is interest in the process of classifying and analysing the crisis indicators.					
4	There are qualified crews working on rating and analysing the crisis indicators.					
5	The internal and external workplace have been surveyed comprehensively and systematically to recognize the expected crisis indicators.					
6	The organization chart is complete and flexible to allow usefulness when dealing with occurred crisis.					
7	An effective group has been designed to solve several expected crisis.					
8	Appropriate support is provided to assist responsible party to plan in diagnosing the expected crisis.					
9	Clear management briefing has specified the process of dealing with the expected crisis.					
10	We provide possible resources required (materials, human, technology, information) in preparing to face the expected crisis.					
11	Cooperative effort is available between institutions and government					

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	related agencies in crisis management area.					
12	There are sufficient programs and plans in crisis management area, supported by consistent auditing and improvement effort.					
13	There are scheduled meetings to perform mock test in dealing with the expected crisis.					
14	Sufficient programs are available in our organization in crisis management area.					
15	We have successfully controlled crises when arise and refrain it from spreading continuously in a timely manner.					
16	Fast action taken has resulted in reducing harmful effects of the crisis.					
17	Time management is a crucial factor being taken into account when dealing with crisis.					
18	There is adequate capacity and fast action to mobilize the necessary material and human resources to contain the crisis.					
19	Effective communication means are available to detect factors effecting crisis.					
20	Top management responds to the distribution of tasks and powers over a short and appropriate period at the crisis time.					
21	Special unit equipped with latest technology is available to detect factors and harmful effects of crisis.					
22	Top management takes appropriate action to ensure daily operational tasks in the crisis period without any delay.					
23	Top management works on reducing the harmful effects of crises as well as stopping the crises from continuously occurrence.					
24	In order to cure the effects, top management has provided various assistances to the place affected by crisis.					
25	Top management has provided sufficient assistance to the managers to solve the crisis.					
26	Benefits to future are abstracted based on lessons learned from previous crises faced by the management.					
27	Top management evaluates previous crisis management plans and programs for improvement to deal with future crises.					
28	Top management integrates lessons learned into plans of future crises.					
29	Top management tries to learn from other agencies‘ methods of dealing with crises.					

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Appendix B

Table for Factor Loadings (Deleted and Retained Items)

Constructs	Code	Items	Loadings
	TSL1	I provide others with assistance in exchange for their efforts.	0.768
	TSL2	I discuss in specific terms who is responsible for achieving performance targets.	0.651
	TSL3	I make clear what one can expect to receive when performance goals are achieved.	0.735
	TSL4	I express satisfaction when others meet expectations.	0.636
	TSL5	I focus attention on irregularities, mistakes, exceptions, and deviations from standards.	0.802
Transnational Leadership	TSL6	I concentrate my full attention on dealing with mistakes, complaints, and failures.	0.563
	TSL7	I keep track of all mistakes.	0.693
	TSL8	I direct my attention toward failures to meet standards.	0.431
	TSL9	I fail to interfere until problems become serious.	0.767
	TSL10	I wait for things to go wrong before taking action.	0.412
	TSL11	I show that I am a firm believer in "If it isn‘t broke, don't fix it".	0.821
	TSL12	I demonstrate that problems must become chronic before I take action.	0.820
Transformational	TFL1	I instill pride in others for being associated	0.740

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Leadership		with me.	
	TFL2	I go beyond self-interest for the good of the group.	0.788
	TFL3	I act in ways that build others' respect for me.	0.812
	TFL4	I display a sense of power and confidence.	0.444
	TFL5	I talk about my most important values and beliefs.	0.627
	TFL6	I specify the importance of having a strong sense of purpose.	0.818
	TFL7	I consider the moral and ethical consequences of decisions.	0.659
	TFL8	I emphasize the importance of having a collective sense of mission.	0.794
	TFL9	I talk optimistically about the future.	0.770
Transformational Leadership	TFL10	I talk enthusiastically about what needs to be accomplished.	0.820
	TFL11	I articulate a compelling vision of the future.	
	TFL12	I express confidence that goals will be achieved.	0.813
	TFL13	I re-examine critical assumptions to question whether they are appropriate.	0.446
	TFL14	I seek differing perspectives when solving problems.	0.332
	TFL15	I get others to look at problems from many different angles.	0.820
	TFL16	I suggest new ways of looking at how to complete assignments.	0.415
	TFL17	I spend time teaching and coaching.	0.755
	TFL18	I treat others as individuals rather than just as a member of a group.	0.762
	TFL19	I consider an individual as having different	0.488

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		needs, abilities, and aspirations from others.	
	TFL20	I help others to develop their strengths.	0.787
Servant Leadership	SRL1	I put others‘ best benefits ahead of my own.	0.678
	SRL2	I perform everything I can to oblige others.	0.729
	SRL3	I sacrifice my own interest to meet others‘ requirements.	0.419
	SRL4	I go beyond and above the call of duty to meet others‘ needs.	0.707
	SRL5	I am the one followers could turn to if they had a personal shock.	0.434
	SRL6	I am good at serving followers with their expressive issues.	0.385
	SRL7	I am artistic at helping followers heal expressively.	0.783
	SRL8	I am the one who would help followers patch their harsh feelings.	0.408
	SRL9	I look attentive to what‘s happening.	0.794
	SRL10	I am good at anticipating the costs of decisions.	0.809
	SRL11	I have excessive awareness of what is happening.	0.774
	SRL12	I look in touch with what‘s going on.	0.443
	SRL13	I sound to know what is about to happen.	0.399
	SRL14	I propose convincing reasons to get followers to perform things.	0.597
	SRL15	I inspire followers to vision big dreams about the organization.	0.610
	SRL16	I am very convincing.	0.439
	SRL17	I am good at persuading followers to perform things.	0.754

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Servant Leadership	SRL18	I am talented when it comes to convincing followers.	0.777
	SRL19	I think that organization needs to play an ethical role in society.	0.707
	SRL20	I think that our organization needs to perform as a community.	0.321
	SRL21	I perceive the organization for its potential to contribute to the society.	0.618
	SRL22	I boost followers to establish community spirit in the workplace.	0.755
	SRL23	I am formulating the organization to make an optimistic transformation in the future.	0.807
Government Policy	GOP1	The KRG provides on-site sorting facilities for the public sector.	0.811
	GOP2	The government is implementing bureaucracy and routine reduction regulations in the KRI public institutions.	0.850
	GOP3	The government agencies are implementing the Law of Reform scheme to reduce the impact of crises.	0.817
	GOP4	The government introduces legislative controls on corruption and misuse of public services.	0.759
	GOP5	Government agencies implement a management system to diversify the region‘s income sources according to the Law of Reform.	0.635
	GOP6	The government Controls issues when podromes appear in the Region.	0.689

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	GOP7	The government introduced a framework plan for managing crises in the public sector organizations in the KRI.	0.445
Crisis Management	CM1	There is a special unit in our organization to observe crisis indicators.	0.811
	CM2	The senior management has focused to collect and detect the signs of risks which are expected to be the crisis indicators.	0.775
	CM3	There is interest in the process of classifying and analysing the crisis indicators.	0.435
	CM4	There are qualified crews working on rating and analysing the crisis indicators.	0.704
	CM5	The internal and external workplace have been surveyed comprehensively and systematically to recognize the expected crisis indicators.	0.659
	CM6	The organization chart is complete and flexible to allow usefulness when dealing with occurred crisis.	0.447
	CM7	An effective group has been designed to solve several expected crises.	0.607
	CM8	Appropriate support is provided to assist responsible party to plan in diagnosing the expected crises.	0.744
	CM9	Clear management briefing has specified the process of dealing with the expected crises.	0.352
	CM10	We provide possible resources required	0.396

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		(materials, human, technology, information) in preparing to face the expected crises.	
	CM11	Cooperative effort is available between institutions and government related agencies in crisis‘ management area.	0.817
Crisis Management	CM12	There are sufficient programs and plans in crisis management area, supported by consistent auditing and improvement effort.	0.800
	CM13	There are scheduled meetings to perform mock test in dealing with the expected crises.	0.426
	CM14	Sufficient programs are available in our organization in crisis management area.	0.780
	CM15	We have successfully controlled crisis when arise and refrain it from spreading continuously in a timely manner.	0.788
	CM16	Fast action taken has resulted in reducing harmful effects of the crisis.	0.726
	CM17	Time management is a crucial factor being taken into account when dealing with crisis.	0.467
	CM18	There is adequate capacity and fast action to mobilize the necessary material and human resources to contain the crisis.	0.762
	CM19	Effective communication means are available to detect factors effecting crisis.	0.312
	CM20	Top management responds to the distribution of tasks and powers over a short and appropriate period at the crisis time.	0.540
	CM21	Special unit equipped with latest technology is available to detect factors and harmful effects of crisis.	0.436
	CM22	Top management takes appropriate action to	0.546

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		ensure daily operational tasks in the crisis period without any delay.	
	CM23	Top management works on reducing the harmful effects of crises as well as stopping the crises from continuously occurrence.	0.612
	CM24	In order to cure the effects, top management has provided various assistances to place affected by crisis.	0.510
Crisis Management	CM25	Top management has provided sufficient assistance to the managers to solve crisis.	0.810
	CM26	Benefits to future are abstracted based on lessons learned from previous crises faced by the management.	0.788
	CM27	Top management evaluates previous crisis management plans and programs for improvement to deal with future crises.	0.788
	CM28	Top management integrates lessons learned into plans of future crises.	0.609
	CM29	Top management tries to learn from other agencies‘ methods of dealing with crises.	0.777

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