Role of Strategic Leadership Practices in Crisis Management Field Steady at Hadjar Complex -Annaba

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Abstract

This study aims to identify the practices of strategic leadership and its role in crisis management in the Hajjar complexe sider Annaba, which has witnessed many crises in recent years, The researcher used the descriptive analytical approach and the statistical packages program SPSS v22, where the questionnaire was the main tool for collecting data,Aset of results were reached, the most important of which is that there is a statistically significant impact of strategic leadership in all its dimensions on crisis management. With practices applied at medium rates by the leading parties in the institution and the existence of a control system characterized by a weak balance between it and thenecessary independence to perform the work.

It was also found that the complexe works according to the rule of benefiting from errors and not repeating them in the future, but it did not reach the degree of continuous improvement due to the stability of the procedures followed. The study recommended the need to increase the company's ability to learn from previous crises by analyzing its past performance and the reasons for its failure.

Keywords: Strategic leadership ; strategic leadership practices ; crises ; crisis management.
JEL Classification: M2 ‹L2 ‹D81‹D78

Introduction:

In light of the rapid developments and changes in the work environment of contemporary organizations and the increasing intensity of competition in performance, technological developments and modern technologies, organizations have begun to search for means that help them adapt and respond quickly to this changing environment in order to achieve their goals. Therefore, the presence of strategic leadership has an important role in developing institutions in general and giving them the ability to develop, grow and adapt to crises (events) through their ability to influence and their great flexibility in facing them, by focusing on their employees, supporting them and providing the requirements for performing their work. By shedding light on the El Hadjar (Cedar) complex, which is one of the important industrial institutions in the state of Annaba, it becomes clear that this complex has known successive crises controlled by rumors and internal and external interventions, which

almost destroyed this economic giant with an important strategic and historical dimension. However, this institution was able to achieve a turnover equivalent to 4.3 billion dinars in 2022, an increase of 42 percent compared to 2021 and a net result estimated at 84.1 billion DA, an increase of 158 percent compared to 2021, and here it showed financial and economic solidity despite the difficult global economic conditions during that period, to witness again a new crisis in 2023, which prompts the following problem to be raised:

Problem: To what extent does strategic leadership contribute to crisis management at the Hadjar-Siddar-Annaba complex?

The following sub-questions fall under this problem:

-What is the level of strategic leadership practices in the institution under study?

-What is the level of crisis management in the institution under study?

-Is there a statistically significant effect at a significance level of $\alpha \geq 0.05$ for strategic leadership practices on crisis management in the institution under study?

Study hypotheses: To address the previous problem, a set of hypotheses were developed that will be tested for their validity through this study, as follows:

Main hypothesis: There is no statistically significant effect of strategic leadership practices on crisis management in the institution under study.

Sub-hypotheses:

-We do not expect a high level of strategic leadership practices in the institution under study.

-We do not expect a high level of crisis management dimensions in the institution under study;

-There is no statistically significant effect between strategic leadership practices on crisis management in its dimensions (pre-crisis stage (preparation), crisis handling stage (confrontation), post-crisis stage (restoring activity)

Study objectives:

The study objectives are embodied in the following:

-Identify the nature of the crises experienced by the Hajjar Complex (Cedar) that affect the performance of the institution;

-Identify strategic leadership practices and their characteristics and the extent to which they help the forward-looking functions in the institution under study in managing crises effectively;

-Identify the difference between current leadership practices and the strategic leadership practices required in confronting crises;

-Identify the restrictions that may hinder the application of strategic leadership skills in whole or in part in the institution under study, which affects the effectiveness of crisis management;

-Provide a proposed framework and some recommendations that may contribute to the effectiveness of crisis management, which enhances the performance of the institution.

Study importance:

-The strategic leadership style has important characteristics and features that help in developing the performance of institutions, so it must be identified to develop the traditional

leadership style followed, especially if there is a deficiency in administrative leaders in building future visions;

-Shedding light on the crises that the industrial institution suffers from and that hinder the implementation of its tasks in order to develop appropriate plans to confront them;

-This study gains its importance from the importance of strategic leadership practices in crisis management, especially since the successive leaderships in the institution under study have their administrative imprint in certain aspects compared to other aspects.

Study Methodology:

In order to answer the problem of the study and test the validity of the hypotheses, the descriptive analytical method and the statistical method were relied upon by collecting various information and data related to the subject and trying to analyze and discuss them to reach generalizable results, where the concepts related to strategic leadership practices and crisis management were identified in the theoretical aspect, while the practical aspect was relied upon on the questionnaire as a tool for collecting data and employing the statistical package program 22 IBM SPSS Statistics

I. Theoretical Framework and Previous Studies:

In this section, we will discuss the most important previous studies that addressed the study variables. In addition, we will review the literature related to the study variables by identifying the concept of strategic leadership practices and crisis management.

1. Previous studies:

-Majida Abu Zant's study, entitled: "The Relationship between Leadership Characteristics and Crisis Management, a Case Study of the Jordan Workers' Union", unpublished master's thesis, College of Graduate Studies, Al-Balqa Applied University, Jordan (2009), where this study sought to test the relationship between leadership characteristics (moral characteristics and cognitive characteristics) and crisis management in the Jordan Workers' Union. The model was developed by reflecting a set of main and sub-hypotheses that were tested by analyzing a group of data cities that were collected by a questionnaire dedicated to this aspect that was distributed to union leaders in the Jordan Workers' Union. The study reached the following results: The leaders of the Workers' Union are characterized by high moral and cognitive characteristics. There is also agreement among sample members on preparing scenarios to confront crises in addition to seeking to obtain the necessary information to deal with the crisis if it occurs with Paying great attention to reforming and restoring conditions to their previous state after the crisis ends. - Muhammad Haid Ali's study entitled: "The Role of Strategic Leadership and Organizational Culture in Crisis Management for Security Services, a Survey Study in the Babil Governorate Police Directorate" (Published Master's Thesis), University of Babylon, College of Administration and Economics, Iraq (2020), where the study aimed to reveal the role of strategic leadership and organizational culture in crisis management for security services, and the study community consisted of the Babil Governorate Police Directorate and the study sample included (269) of commanding officers

with the rank of (Brigadier General, Brigadier General, Colonel, Major) in the Babil Governorate Police Directorate. The researcher addressed a number of dimensions of strategic leadership in the study, including the following: (Dissemination of organizational education, empowerment of workers, strategic vision, activation of modern technologies, organizational control)

The study concluded that there is a positive correlation and impact between the study variables, which means that increasing interest in strategic leadership, whether at the overall level or at the level of dimensions, will contribute strongly to increasing the ability of the Babil Governorate Police Directorate in crisis management

-Comment on previous studies:

By reviewing previous studies, we note that they are similar to our current study Since we studied both variables, strategic leadership practices and crisis management, and our study, like other previous studies, relied on the descriptive analytical method, the questionnaire as a study tool, and differs from previous studies in the temporal and spatial domain, as it studies the impact between the two variables in the economic institution represented by the El-Hajar Iron and Steel Complex, Annaba.

2.The concept of strategic leadership:

There are those who defined it as a process that the leader resorts to in order to achieve a clear and understandable strategic vision, through influencing the organizational culture, allocating resources, directing through policies, and achieving a state of harmony within the framework of a complex global environment in order to diagnose opportunities and threats (Magee, 1998, p. 03)

While some see strategic leadership as the ability to: anticipate and see, maintain flexibility, and enable others to bring about strategic change when necessary, and that it means management through others, managing the organization as a whole instead of managing sub-functional units, and means dealing with change that increases the current and future competitive situation (Shaaban and Al-Abadi, 2008, p. 33), others define it as: "A set of responsibilities undertaken by the strategic leader to direct the behavior and attitudes of employees, commitment, innovation, and sustainability in order to achieve the goals and vision of the organization" (Duartha, Putra, Dwijendra, & Antara, 2020, p. 802)

Through all of the above, it can be said that strategic leadership is the interaction of leadership that has the ability to anticipate and envision the future while maintaining sufficient flexibility with subordinates, which leads to raising motivation and administrative maturity to the highest level to achieve the leadership's vision for the institution, and thus everyone goes beyond private interests to public interests.

A. Characteristics of strategic leadership:

Strategic leadership refers to the ability to clarify the strategic vision of the organization, while motivating others to work in light of this vision. The strategic leader has multiple characteristics and skills that distinguish him, including those related to eloquence, which revolve around good knowledge, commitment, willingness to delegate, empowerment, and

the intelligent use of authority, self-awareness that leaders enjoy, listening, understanding, innovation, and thinking outside the box to change the status quo, and the ability to challenge that enables the use of capabilities and interpreting situations correctly, in addition to trust and exchanging views with everyone (Al-Saeedi and Al-Jad, 2021, p. 117). Therefore, the strategic leader is distinguished from others by a set of qualities and characteristics that add more strength and positivity to him and enable him to carry out high-quality strategic tasks, distinction, and unique creativity. The most important of these characteristics are mentioned as follows (Aslim, 2017, p. 21):

- Possessing and acquiring rare qualities: We mean by this possessing the experience and knowledge that have the power to influence its organizational environment.

- Functional responsibility: Usually at the top of strategic leadership and related senior positions responsible for strategic tasks, responsibilities and decisions.

- Sources of power that enable him to influence others: This means the self-influential power that the strategic leader possesses, which enables him to voluntarily lead subordinates regardless of his legal powers.

- Extensive relationships with influencers: That is, he has a network of internal and external relationships, which guarantees and serves the organization's vision and future aspirations.

- Mental cognitive map: This indicates that cognitive and mental awareness is one of the most important ways to make strategic decisions, which will ultimately lead to a result that the decision-maker in senior management feels the importance of the alternative over other alternatives.

B. The importance of strategic leadership:

Strategic leadership is important, especially in terms of achieving strategic goals and making high-quality decisions by senior management, which has positive effects on the effectiveness of organizations, their performance, and their competitive advantages in the business environment (Hamoud, 2019, p. 62). The use of the concept of strategic leadership also improves communication lines and effective cooperation between stakeholders, developing skills, and managing change (Russell, 2018, p. 25). Then, forming a strategic leadership team for organizations is important and vital in order to bring about successful organizational change for the organization (COBAN, Ozdemir, & Pisapia, 2019, p. 130). The importance of strategic leadership is evident in the following (Al-Harthi, 2019, p. 138):

- Forming an effective organizational culture characterized by the ability and flexibility to confront and manage change;

- Achieving sustainability and comprehensive quality in the organization;

- Strengthening positive forces in the organization, and reducing negative aspects as much as possible;

- The ability to resolve disputes, control problems at work and weigh opinions;

- Working to keep pace with the changes surrounding the organization and employing them to its advantage.

T. Dimensions of strategic leadership:

According to the (DUURSEMA) model, strategic leadership consists of four main measures or dimensions through which strategic leadership can be measured as follows (DUURSEMA, 2013, pp. 85-86):

- Focus on employees: Following methods or plans that create a high level of trust with both employees and partners;
- Operational efficiency: Includes detailed plans on how work or tasks are accomplished;
- Business development: Includes providing quality information to customers about the company's current products and services or its future plans, as well as the services it provides.
- Organizational creativity: It means obtaining a high level of conviction within the organization by presenting ideas, plans and visions for new and advanced distinctive products and services

3.Crisis Management: The term "Crisis Management" is strongly associated with public administration, as it refers to everything that governments care about in order to have the ability to confront sudden circumstances and public disasters (Ben Sheikh, 2015, p. 26). The concept of crisis management also refers to many meanings and concepts, including planning to prevent crises, or developing plans to respond to the crisis when it occurs and reduce its effects. Despite the prevalence of this concept in abundance in the field of international relations, it has extended to include all aspects of life, countries and organizations. Crisis management is a series of specific activities and procedures carried out by the organization's senior management from three approaches: (preventing the crisis, preparing for the crisis when it occurs, and post-crisis procedures). (Al-Rab, 2011, p. 40). Crisis management is defined as: "The art of eliminating a large part of the risk and uncertainty that allows you to achieve greater control over your destiny and capabilities. It is: "planning for what may not happen (Tawfiq, 2004, p. 4)

A. Tasks of Crisis Management

Crisis management has several tasks, which are as follows (Aboui, 2006, pp. 22-23:(

☐ Creating general awareness and obligating the organization's management to pay attention to this modern administrative approach that enables it to confront crises through flexible and organized responses to crisis conditions,

☐ Creating an early warning system to monitor crisis indicators. This system consists of a special research department in which a specialized team works to monitor indicators that warn of the coming of crises and inform senior management First hand on the results of the development of crisis indicators,

☐ Applying the modern scientific method in monitoring, analyzing and addressing the crisis,

☐ Creating a balance between the principle of centralization and decentralization, as centralization does not give freedom of action and giving orders, while decentralization is what allows giving orders and freedom of action and broad powers, and from here came crisis management in the balance between them

B. Crisis management models:

They can be explained in the following figure:

Researchers have addressed similar models for crisis management that can be summarized as follows: (Borzan, 2021, p. 35)

-Pre-crisis management stage (preparedness, prevention, and signal detection): It is characterized by the following

☐ Establishing a unit (or team) to manage crises;

☐ Preparing expected scenarios for the crisis;

☐ Developing plans for confrontation;

☐ Training for crisis management with the provision of confrontation capabilities;

☐ Relying on early warning systems.

Crisis management stage (confrontation and mitigation): It is characterized by the following

☐ Implementing crisis plans;

☐ Leading the event center;

☐ Organizing information and communications;

☐ Making decisions in a scientific manner and involving workers (brainstorming, decision tree, Delphi method;(

☐ Dealing with the media.

Post-crisis management stage (recovery and learning): It is characterized by the following:

☐ Repairing damage and making necessary changes;

☐ Evaluation and lessons learned;

☐ Conducting studies, research and training;

☐ Setting controls to prevent recurrence.

C. Applying effective practices of strategic leadership in crisis management:

The selection and application of the optimal strategy is done through strategic leadership, which puts it into effect through appropriate policies, rules and procedures. Here, leadership focuses on crisis management by setting the necessary rules to follow the basic stages of this process in order to manage it in the best way. Effective practices of the strategic leader also play an important role in this aspect, which is represented in the following (Hughes & Beatty, 2005, p. 09)

-Determining the strategic direction:

Strategic thinking, strategic vision, and strategic decision-making all work to anticipate the future and the risks it may carry, and begin to prepare for them. Crisis management also requires strategic decisions at any given moment, as they have a significant impact on the future of the organization.

-Investing in strategic capabilities:

Strategic leadership is based on optimal investment in distinctive capabilities that differ from one institution to another. In order to effectively manage risks and crises, the leader invests in the organization's human capabilities that create and innovate, contributing to developing solutions at all stages, starting with predicting risks and crises and monitoring their

indicators, through developing appropriate plans that may require creative skills, and ending with cognitive development that helps make better future decisions.

Organizational knowledge, which is the sum of all organizational experiences, represents strategic capabilities that contribute significantly to the effectiveness of risk and crisis management, contributing to the accurate diagnosis of the dimensions of the problem, proposing various alternatives to address it, and choosing the best ones, or representing material strategic capabilities such as an information and communications system that plays a major role in supporting decisions and communication between all internal parties and with various external parties, which creates the best conditions for dealing with risks and crises at all stages.

-Developing and developing human capital:

The strategic leader supports human capital by empowering employees, forming work teams, and preparing and preparing future leaders, all of which contribute to better management of risks and crises. Empowering employees contributes to benefiting more from their skills and experiences, and helps in making decisions quickly and solving many problems at the operational level. The strategic leader also relies on work teams whose efforts combine to produce better decisions, and crisis management needs a team from all specializations, and it is preferable for it to take on a permanent character, so it is within the organizational structure of the institution and provides it with all the capabilities to play its role in all stages of crisis management.

 -Enhancing organizational culture with ethical practices

Many researchers in the field of administrative sciences consider that one of the characteristics of a strategic leader is that he is an ethical leader, and thus he instills this trait in his followers as he represents a role model for them. He also works to enhance organizational culture with ethical practices by adopting an ethical constitution for the institution and encouraging adherence to it. There is no doubt that unethical practices are a source of problems if they spread in the institution, which may threaten its reputation and cause crises. Therefore, ethical practice represents an important preventive factor, and dealing with all parties during the crisis with this characteristic creates better conditions for getting out of the crisis and not exacerbating it.

- Implementing balanced organizational control:

   Strategic leadership balances its strategic objectives and interim results, so it is concerned with performance control (as it ensures that it is moving towards achieving strategic objectives) in addition to financial control, as financial control is an expression of the financial status of the institution during a specific period of time (usually a year), so it helps to better assess the status of the institution. As the latter may be exposed at any moment to a setback caused by external factors such as a general economic recession or a specific political circumstance that causes a decline in the financial indicators of the institution, but it does not necessarily reflect a decline in performance, so balanced organizational control helps more in evaluating crises and how to deal with them.

-Continuous learning:

Continuous learning is the sixth practice of strategic leadership according to the model of this study, and the importance of this stage is highlighted in that crises represent an opportunity to discover many points that can be limited to the following:

☐ Through experience, individuals, their capabilities and skills are rediscovered;

☐ The leadership's ability to confront and make sound decisions is highlighted;

☐ - It represents a test of the existing communications, information and knowledge system In the institution.

Therefore, once the recovery phase is passed, work must be done to learn and benefit from the experience, so the employees are rehabilitated and trained and work is done to develop the organizational structure and organizational culture in addition to information and cognitive development. Then, continuous learning does not stop only at benefiting from personal experiences, but must also include the experiences of others, so they are reviewed and lessons are drawn from them.

I.Method and procedures:

In order to collect the necessary data to infer the role of strategic leadership in crisis management, the study tool represented by the questionnaire was designed and tested, as it was designed after taking into account the opinions of a group of researchers and professors who have research in this field, in addition to reviewing various references and literature related to management and previous studies, according to the five-point Likert scale. All basic aspects were taken into account in formulating the questions to achieve the connection between the subject, and the questionnaire was presented to a number of arbitrators. All instructions and directives were followed.

1.Study community and sample:

The study community consists of all members of the upper management category, including heads of departments in the complex, employees and technicians working in the institution, approximately 70 officials. The sample studied is characterized as a deliberate sample, as 60 questionnaires were distributed to individuals related to leadership, as well as union members distributed to each department. Thus, we used the comprehensive inventory method, while 49 questionnaires were retrieved.

2. Study tool:

In order to achieve the previous purpose of the questionnaire, the researcher designed a form aimed at measuring the opinion of the sample members surveyed on the subject of the study (the role of strategic leadership practices in crisis management). The form consists of two sections:

The first section: Personal data of the sample surveyed (gender, age group, current job field, academic qualification, years of service)

The second section: This section includes two axes as follows:

The first axis: on strategic leadership practices and consists of 36 paragraphs distributed over 6 areas shown in the following table:

Table No. (01): Distribution of paragraphs of the Strategic Leadership Practices section

Number of Items	Strategic Leadership Practices	
6	Determine strategic direction	1
6	Investing in strategic capabilities	2
6	Developing and enhancing human capital 3	3
6	Enhancing organizational culture with ethical practices	4
6	Implementing balanced organizational control	5
6	Continuous learning	6
36	Total number of paragraphs of strategic leadership practices	

Source: Prepared by the researcher based on SPSS outputs, version 22.

The second axis: on crisis management, and it consists of 18 paragraphs distributed over 3 areas shown in the following table.

Table No. (02): Distribution of paragraphs of the Crisis Management Section

Number of Items	Crisis Management	
6	Pre-crisis phase (preparedness, prevention and detection of signals)	1
6	Crisis handling phase (confrontation and mitigation)	2
6	Post-crisis phase (recovery and learning)	3
18	Total number of crisis management paragraphs	

Source: Prepared by the researcher based on SPSS outputs, version 22.

3.Statistical analysis:

In this research, we used the statistical package program SPSS version 22 to analyze the study data, where percentages and frequencies were calculated to describe the study sample. We also used the (Cronbach's Alpha) coefficient to test the stability of the study tool. We used descriptive statistics (arithmetic means and standard deviations) to know the sample members' attitudes towards the dimensions of the study variables. In addition, we conducted simple linear regression to test the effect.

IV. Presentation and discussion of the results:

 .1Stability of the study tool:

To measure the stability of the study tool, the (Cronbach's Alpha) coefficient was used, which is shown in Table No. (04)

Table No. (03): Cronbach's Alpha coefficient to measure the stability of the questionnaire

Self-Honesty	Cronbach's Alpha Coefficient	Number of Items	Domain
0.981	0.963	36	Strategic Leadership Practices
0.977	0.955	18	Crisis Management
0.988	0.977	54	All Survey Domains

Source: Prepared by the researcher based on SPSS outputs, version 22.

The table above shows the results of the consistency method for the stability coefficient of the study tool, as the value of the quantitative Cronbach's alpha coefficient reached 0.977, which is a very high value and indicates that the questionnaire designed by the researcher, if applied to an individual or a group of individuals several times, will give the same results or estimates, and therefore the study questionnaire can be described as stable. The value of the self-validity coefficient reached 0.957, which is a very high value, indicating that the questionnaire designed by the researcher has proven its validity in measuring what it was designed to measure. 2. Internal consistency validity

The internal consistency validity of this questionnaire was calculated by estimating the correlation between the score of each paragraph and the total score of the dimension to which it belongs. The table below shows that the correlation coefficient between each paragraph of the strategic leadership practices field and the total score of the field

0.05 $\geq \alpha$

The table above shows that the correlation coefficient between each paragraph of the strategic leadership practices domain and the total score of the domain is significant at a significance level of $\alpha \geq 0.05$, and thus the axis is considered valid for what it was designed to measure. The table below also shows that the correlation coefficient between each paragraph of the crisis management domain and the total score of the domain.

The table above shows that the correlation coefficient between each paragraph of the crisis management field and the total score of the field is significant at a significance level of $\alpha \geq 0.05$, and thus the axis is considered valid for what it was designed to measure.

3. Sample characteristics:

It is noted from the table above that the majority of the sample members are males at a rate of 78%, while the percentage of females reached 22%, and this is due to the nature of the industrial activity of the El Hadjar institution in Annaba, which relies more on males. As for the age group, the majority of the sample members are between 36 and 45 years old at a rate of 34.7%, followed by the group from 26 to 35 years old at a rate of 30.6%, then the group from 46 to 55 at a rate of 28.6%, and in last place came the group of 56 years and over at a rate of 6.1%, which confirms the institution under study's endeavor to support its capabilities with young cadres capable of keeping pace with the transformations of the environment with all its developments and changes and acquiring skills and experiences more quickly. As for the educational level, the university level ranked first at a rate of 71.4%, followed by the secondary level at a rate of 16.3%, then vocational training at a rate of 12.3%

The educational levels were ranked For the sample members in this way due to the nature of the institution's activity that requires high-level individuals because the institution under study requires leadership competencies capable of making decisions in scientific ways.

4.Results for the first question about what is the level of strategic leadership practices in the institution under study?

A hypothesis emerged from this question, the gist of which is: "We do not expect a high level of strategic leadership practices in the institution under study." To answer this question and test the hypothesis emanating from it, the arithmetic means and standard deviations of strategic leadership practices were calculated.

Table No. (04): Response of the study sample members regarding the independent variable strategic leadership practices

Adoption Degree	Standard Deviation	Mean	Variable	
Medium	0.73	3.14	Defining strategic direction	Strategic Leadership Practices
Medium	0.75	3.14	Investing in strategic capabilities	
Medium	0.88	3.11	Developing and developing human capital	
Medium	0.781	3.13	Facilities for enhancing organizational culture with ethical practices	
Medium	0.74	3.18	Implementing balanced organizational control	
Medium	0.83	3.09	Continuous learning	
Medium	0.785	3.13	Strategic leadership practices	

Source: Prepared by the researcher based on SPSS outputs, version 22.

According to Table No. (04), it is clear to us that the arithmetic mean of the total trends of the sample members regarding the variable of strategic leadership practices was equal to 3.13 with a standard deviation of (0.785), meaning that there is a medium level of agreement between administrators and employees at the El-Hajar complex regarding the level of strategic leadership practices at the complex. This result explains that the sample members enjoy an average level of strategic leadership practices. The dimension of implementing balanced organizational control also ranked first with an arithmetic mean of 3.18, a standard deviation of 0.73, and a "medium" degree of approval. This means that the targeted workers have a medium degree of agreement regarding the dimension of implementing balanced organizational control in the El-Hajar Annaba institution. They attribute this to the high interest in performance control in government institutions and the interest in control at the expense of the independence necessary to perform the work. After determining the strategic direction, an arithmetic mean of 3.14, a standard deviation of 0.73, and a medium degree of approval were recorded, which is attributed to the acceptable and medium interest of all the institution's leaders in developing a future vision for it. This is due to the lack of interest of the senior levels in the institution in developing visions to seize opportunities or avoid threats.

The dimension of investing in strategic capabilities also recorded an arithmetic mean of 3.14, a standard deviation of 0.75, and a degree of agreement of "neutral", which means that the targeted workers have a consensus on the availability of the dimension of investing in strategic capabilities to a medium degree in the Al-Hajar Annaba institution. This is explained by the presence of distinguished human cadres working in the institution, but there is a lack of sufficient interest by the leaders in the institution affiliated with the public sector

in creative and innovative work. The dimension of enhancing organizational culture with ethical practices recorded an arithmetic mean of 3.13, a standard deviation of 0.78, and an "average" approval degree. The explanation for this is that despite the importance of the role of ethical leadership in establishing ethical practices among employees, there is an average interest in rewarding those committed to ethical behavior at work, as it is known that the leader must remain a role model for subordinates through his ethical practices, but this does not prevent rewarding subordinates who have an ethical commitment towards the institution. The dimension of developing and enhancing human capital recorded an arithmetic mean of 3.11, a standard deviation of 0.88, and an "average" approval degree. The explanation for this is that despite the organization of various training courses that are held on a permanent basis at the El Hadjar Annaba complex, there is no required interest in rewarding employees with high annual evaluation. While the dimension of continuous learning took the last place with an arithmetic mean of 2.96, a standard deviation of 0.1, and an "average" approval degree. In general, the dimension of continuous learning recorded an arithmetic mean of 3.08, a standard deviation of 0.83, and an approval degree. "Medium" and the explanation for this is that there is a high interest in not repeating mistakes, in contrast, there is a lack of sufficient interest in continuous improvement, but rather reliance is placed on the established procedures followed, which is a well-known feature of government institutions in general. From the above, it can be said that the assumption that says "We do not expect a high level of strategic leadership practices in the institution under study is an acceptable assumption.

5. Results for the second question about what is the level of crisis management in the institution under study?

A hypothesis emerged from this question, the gist of which is: "We do not expect a high level of crisis management dimensions in the institution under study." To answer this question and test the hypothesis arising from it, the arithmetic means and standard deviations were calculated for the crisis management variable in its three dimensions from the pre-crisis stage (preparation), the crisis handling stage (confrontation), and the post-crisis stage (restoring activity)

Table No. (05): Response of the study sample individuals regarding the dependent variable of crisis management

Adoption degree	Standard deviation	Arithmetic mean	Variable	
Medium	0.83	3.31	Pre-crisis stage (preparation, prevention and detection of signals)	Crisis management
high	0.75	3.43	Crisis handling stage (confrontation and mitigation of effects)	
Medium	0.85	3.34	Post-crisis stage (restoration of activity and learning)	
Medium	0.82	3.36	Crisis management	

Source: Prepared by the researcher based on SPSS outputs, version 22.

According to Table No. (09), it is clear to us that the arithmetic mean of the total attitudes of the sample members regarding the variable of crisis management was equal to 3.36 with a standard deviation of (0.82), meaning that there is agreement among the sample members in the Hajjar complex at a medium level regarding the level of crisis management. The pre-crisis stage (preparedness, prevention and detection of signals) recorded an arithmetic mean of 3.3 and a standard deviation of 0.83 and a "medium" degree of agreement. This means that the targeted workers have a consensus on the availability of the pre-crisis stage (preparedness, prevention and detection of signals) in the Hajjar Annaba institution at a medium level. The explanation for this is that there is sufficient interest in the teams specialized in collecting and detecting crisis indicators. There is also medium agreement (to some extent) to form and train specialized teams to collect and detect crisis indicators, but there is a lack of providing the necessary support to prepare for expected crises and a lack of cooperation to prepare for the crisis with relevant external institutions. While the pre-crisis stage (preparedness, prevention and detection of signals) recorded an arithmetic mean of 3.3 and a standard deviation of 0.83. Standard 0.82 and a "neutral" approval degree, which means that the targeted workers have a consensus on the availability of the crisis handling stage dimension (confrontation and mitigation of effects) in the Al-Hajar Annaba institution, where the time factor is taken into consideration when dealing with the crisis to reduce the damage and a specialized team is established to deal with the crisis with the definition of the members' competencies, but there is a lack of interest in communicating with all parties related to the crisis and a lack of interest in using scientific methods when dealing with the crisis (brainstorming - decision tree - Delphi method), and finally, the post-crisis stage dimension (restoring activity and learning) recorded an arithmetic mean of 3.34 and a standard deviation of 0.85 and a "neutral" approval degree, which means that the targeted workers have a consensus on the availability to a medium degree of the post-crisis stage dimension (restoring activity and learning) in the Al-Hajar Annaba institution, and the explanation for this is that the institution under study is working to address the damage and solve the problems resulting from the crisis. All parties are contacted to clarify the effects of the crisis and how to deal with it. We also adopt appropriate procedures to ensure that there is no recurrence, but it witnesses weakness in evaluating crisis management plans and programs to correct and develop them and weakness in Improving the performance of the crisis team through training in preparation for subsequent crises, and the results of crisis management experiences of other institutions with similar circumstances are not drawn.

From the above, it can be said that the assumption that we do not expect a high level of crisis management dimensions in the institution under study is an acceptable assumption.

6.The impact of strategic leadership practices on crisis management

The results for the third question about there is no statistically significant effect between strategic leadership practices on crisis management in its dimensions (pre-crisis stage (preparation), crisis handling stage (confrontation), post-crisis stage (restoring activity.(

Null hypothesis: There is no statistically significant effect at a significance level of $0.05 \geq \alpha$ for strategic leadership practices on crisis management in the institution under study.

Alternative hypothesis: There is a statistically significant effect at a significance level of $0.05 \geq \alpha$ for strategic leadership practices on crisis management in the institution under study

Table No. (06): Correlation coefficient between strategic leadership practices and crisis management.

Crisis management	Crisis management			Strategic Leadership	
	Post-crisis phase (recovery and learning) (	Crisis Management Phase (Confrontati on and	Pre-crisis phase. (Preparednes s, prevention		
0.470	0.310	0.417	0.521	Correlation coefficient	Determine direction Strategy
,0010	0.030	0.003	0.000	Sig	
0.681	0.544	0.620	0.642	Correlation coefficient	Capacity investment Strategy
,0000	0.000	0.000	0.000	Sig	
,4810	0.256	0.470	0.556	Correlation coefficient	Development and development Human capital
,0000	0.076	0.001	0.000	Sig	
,6550	0.452	0.613	0.675	Correlation coefficient	Facilities to enhance organizational culture with ethical practices
,0000	0.001	0.000	0.000	Sig	
,6470	0.456	0.543	0.713	Correlation coefficient	Implement balanced organizational control
,0000	0.001	0.000	0.000	Sig	
,7380	0.598	0.649	0.708	Correlation coefficient	Continuous learning
,0000	0.000	0.000	0.000	Sig	
	0.528	0.672	0.773	Strategic Leadership Practices	

Source: Prepared by the researcher based on the outputs of (SPSS V2)

The correlation is statistically significant at a significance level of α ≥ 0.05.

Strategic leadership practices have a strong relationship with crisis management, as the arrangement of the relationship between strategic leadership practices and the stages of crisis management is as follows, starting from the top:

The first stage: the pre-crisis stage (preparation, prevention and detection of signals)

The second stage: the crisis handling stage (confrontation and mitigation of effects)

The third stage: the post-crisis stage (restoration of activity and learning)

That is, strategic leadership is well aware of the stages of crisis management and in order, as the pre-crisis stage requires (preparation, prevention and detection of signals) and then dealing with it and confronting it and finally (restoration of activity and learning) after the crisis. Strategic leadership practices can be arranged according to their relationship with crisis management as follows:

1. Continuous learning

2. Investing in strategic capabilities

3. Enhancing organizational culture with ethical practices

4.Implementing balanced organizational control

5.Developing and enhancing human capital

6.Determining the strategic direction

As the results enhance the close role of continuous learning in crisis management, followed by investing in strategic capabilities and enhancing organizational culture with ethical practices and implementing balanced organizational control, in When it came to developing human capital and determining the strategic direction, it took the last places.

Table No. (07): Results of the simple linear regression analysis of the effect of determining the strategic direction on crisis management

Determine strategic direction					
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	Crisis management
,0010	13,328	,4630	0.221	0.470	

Source: Prepared by the researcher based on the outputs of (SPSS V2)

The correlation is statistically significant at a significance level of α ≥ 0.05.

From the previous table, it is clear that there is an effect of determining the strategic direction on crisis management, as the correlation coefficient reached 0.470, which is a weak positive correlation. Since the coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management), the explanatory power was estimated at 0.221, which means that the independent explanatory variable (determining the strategic direction) explains 22.1% of the changes in crisis management, while the rest, i.e. 77.9%, can be attributed to other reasons and variables that were not included in the model. The significance level value reached

0.0010, which is smaller than the significance level of 0.05, with the significance of the effect in the calculated F value, which recorded 13.328, which is significant at the level of 0.05 ≥ α.

Table No. (08): Results of simple linear regression analysis of the impact of strategic capabilities investment on crisis management

Investing in strategic capabilities					Crisis management
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	
,0000	40,605	,6460	,4640	0.681	

Source: Prepared by the researcher based on the outputs of (2 (SPSS V2

The correlation is statistically significant at a significance level of α ≥ 0.05

From the previous table, it is clear that there is an effect of determining the strategic direction on crisis management, as the correlation coefficient reached 0.681, which is a strong positive correlation, and since the coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management), the explanatory power was estimated at 4640, which means that the independent explanatory variable (investing in strategic capabilities) explains 46.4% of the changes in crisis management, while the remainder, i.e. 53.6%, can be attributed to other reasons and variables that were not included in the model. The significance level value reached 0.0000, which is smaller than the significance level of 0.05, with the significance of the effect in the value of The calculated F, which recorded 40,605, is significant at a significance level of 0.05 ≥ α.

Table No. (09): Results of the simple linear regression analysis of the impact of human capital development and improvement on crisis management

To develop and improve human capital					Crisis management
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	
,0000	14,139	,3910	,2310	,4810	

Source: Prepared by the researcher based on the outputs of (2 (SPSS V2

The correlation is statistically significant at a significance level of α ≥ 0.05

From the previous table, it is clear that there is an effect of determining the strategic direction on crisis management, as the correlation coefficient reached .4810, which is a weak positive correlation, as the coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management). The explanatory power was estimated at .2310, which means that the independent explanatory variable (development and development of human capital) explains 23.1% of the changes in crisis management, while the rest, i.e. 76.9%, can be attributed to other reasons and variables that were not included in the model. The significance level value reached .0000, which is smaller than the significance level of 0.05, with the significance of

the effect in the value of The calculated F, which recorded 14,139, is significant at the level of 0.05≥ α.

Table No. (10): Results of the simple linear regression analysis of the effect of facilities for enhancing organizational culture with ethical practices on crisis management

Facilities to enhance organizational culture with ethical practices					
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	Crisis management
,0000	35,262	,5980	,4290	,6550	

Source: Prepared by the researcher based on the outputs of (2 (SPSS V2

The correlation is statistically significant at a significance level of α ≥ 0.05

From the previous table, it is clear that there is an effect of the facilities for enhancing organizational culture with ethical practices on crisis management, as the correlation coefficient reached .6550, which is a strong positive correlation. The coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management), so the explanatory power was estimated at .4290, which means that the independent explanatory variable) for the facilities for enhancing organizational culture with ethical practices) explains 42.9% of the changes that occurred in crisis management, while the rest, i.e. 57.1%, can be attributed to other reasons and variables that were not included in the model. The value of the significance level reached .0000, which is smaller than the significance level of 0.05 with the significance of the effect In the calculated F value, which recorded 35.262, it is significant at the level of 0.05 ≥ α.

Table No. (11): Results of the simple linear regression analysis of the impact of implementing balanced regulatory control on crisis management

Implement balanced regulatory oversight					
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	Crisis management
,0000	33,769	,6270	,4180	,6470	

Source: Prepared by the researcher based on the outputs of (2 (SPSS V2) The correlation is statistically significant at a significance level of α ≥ 0.05

From the previous table, it is clear that there is an effect of implementing balanced regulatory control on crisis management, as the correlation coefficient reached .6470, which is a strong positive correlation, as the coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management) when the explanatory power was estimated at .4180, which means that the independent explanatory variable (implementing balanced regulatory control) explains 41.8% of the changes in crisis management, while the rest, i.e. 58.2%, can be attributed to other reasons and variables that were not included in the model. The significance level value

reached .0000, which is smaller than the significance level of 0.05 with The significance of the effect in the calculated F value, which recorded 33,769, is significant at the level of 0.05 ≥ α.

Table No. (12): Results of the simple linear regression analysis of the effect of continuous learning on crisis management

Continuous learning					
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	Crisis management
,0000	56,242	,6320	,5450	,7380	

Source: Prepared by the researcher based on the outputs of (2 (SPSS V2

The correlation is statistically significant at a significance level of α ≥ 0.05

From the previous table, it is clear that there is an effect of continuous learning on crisis management, as the correlation coefficient reached .7380, which is a very strong positive correlation. Since the coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management), the explanatory power was estimated at .5450, which means that the independent explanatory variable (continuous learning) explains 54.5% of the changes in crisis management, while the rest, i.e. 45.5%, can be attributed to other reasons and variables that were not included in the model. The significance level value reached .0000, which is smaller than the significance level of 0.05, with the significance of the effect in the calculated F value, which is It recorded 56,242, which is significant at the level of 0.05 ≥ α.

Table No. (13): Results of the analysis of variance for the regression to verify the validity of the model for testing: The impact of strategic leadership practices on crisis management in the institution under study

Practicing strategic leadership					
Significance level	F	regression coefficient	coefficient of determination	Correlation coefficient	Crisis management
,0000	58,032	,8220	,5530	,7430	

Source: Prepared by the researcher based on the outputs of (2 (SPSS V2

The correlation is statistically significant at a significance level of α ≥ 0.05

From the previous table, it is clear that there is an effect of implementing the practice of strategic leadership on crisis management, as the correlation coefficient reached .7430, which is a very strong positive correlation, and since the coefficient of determination is used as a basic indicator in evaluating the extent of the significance of the relationship between the dependent variable (crisis management), the explanatory power was estimated at .5530, which means that the independent explanatory variable (practicing strategic leadership) explains 55.3% of the changes in crisis management, while the rest, i.e. 44.7%, can be attributed to other reasons and variables that were not included in the model. The significance level value reached .0000, which is smaller than the significance level of 0.05 With the

significance of the effect in the calculated F value, which recorded 58.032, which is significant at the level of $0.05 \geq \alpha$, which requires rejecting the null hypothesis and accepting the alternative hypothesis, there is a statistically significant effect of strategic leadership practices on crisis management.

Conclusion:

Through this study, we tried to shed light on the role of strategic leadership practices in crisis management at the Hadjar Cedar Complex - Annaba - where a set of results were reached that can be mentioned as follows:

 -There is a statistically significant effect of determining the strategic direction on crisis management at a significant level (0.05).

 -There is a statistically significant effect of investing in strategic capabilities on crisis management at a significant level (0.05)

 -There is a statistically significant effect of investing in strategic capabilities on crisis management at a significant level (0.05)

 -There is a statistically significant effect of developing and enhancing human capital on crisis management at a significant level (0.05).

 -There is a statistically significant effect of implementing balanced organizational control on crisis management at a significant level (0.05)

 -There is a statistically significant effect of continuous learning on crisis management at a significant level (0.05)

 -Regarding determining the strategic direction, it was noted that the leaders of the institution under study were interested in developing a future vision for it, but the interest in developing visions to seize opportunities and avoid threats decreased. Also, investing in strategic capabilities came in the same order, as the study also showed the existence of distinguished human cadres working in the institution, but they are not being invested in a good way, as interest in creative and innovative work decreases.

 -Regarding enhancing the organizational culture with ethical practices, it was noted that the leadership is interested in adopting ethical practices (ethical leadership) with the presence of laws and controls that confirm this, but there is less encouragement and reward for employees who are committed to the application.

 -Regarding the development and advancement of human capital, the study found that there is an interest in organizing various training courses and an interest in teamwork through (the work teams at the Cedar El-Hajjar Complex), but there is not enough interest in rewarding and encouraging employees with high ratings in the annual evaluation in the required manner, which reduces development and advancement, and there is less interest in preparing and preparing future leaders.

 -Regarding continuous learning, it was noted that the leadership in the institution under study works according to the rule of benefiting from mistakes and not repeating them in the future, as the El-Hajjar Complex experienced several crises, but it did not reach the stage of continuous improvement at the expense of the stability of the procedures and rules followed.

-It was concluded that crisis management is applied in the institution under study (Cedar El-Hajjar Complex) at a somewhat average rate, and the therapeutic approach prevailed more than the preventive approach, and the order of the stages of crisis management in terms of application was as follows: The first order came with the application of the stage of dealing with the crisis "confrontation and mitigation of effects, as it is applied to a high degree This is due to the importance of the complex from an economic and social perspective. Once a crisis occurs in the institution under study, leaders do not remain idle, but rather try by all means to confront it and mitigate its effects. After that, in second place came the application of the post-crisis stage "restoring activity and learning to a moderate degree", and finally came the pre-crisis stage "preparation, prevention and detection of signals". It was found that its application was the least and to a moderate degree (to some extent). Accordingly, crisis management in the institution was dominated by the therapeutic approach more than the preventive one, with weakness in preparation, prevention and detection of signals, as crises in the institution under study are characterised by suddenness and uncertainty. The study found that there is a correlation between strategic leadership practices and crisis management, with a correlation coefficient of .7430, which is a very strong positive correlation. In addition, the practice of strategic leadership explains 55.3% of the changes in crisis management, while the rest, 44.7%, can be attributed to other reasons and variables that were not included in the model, which confirms the average performance of the leadership parties in the institution under study. This necessitates identifying strategic leadership practices, their characteristics and features, and the extent to which they help supervisory functions in the institution to manage crises effectively.

Suggestions:
☐ Develop clear visions for dealing with external opportunities and threats;
☐ Have the will and ability to take initiative and make decisions in light of new visions;
☐ Establish a unit or team to manage the crisis;
☐ Training to manage the crisis;
☐ Pay attention to the staff with academic qualifications and good experience;
☐ Pay attention to the creative and innovative work of employees;
☐ Provide information and communication systems that help in decision-making;
☐ Benefit from the accumulated knowledge in the organization's work;
☐ Issue a guide that clarifies the standards of ethical behavior that must be adhered to;
☐ Emphasize ethical standards while completing work;
☐ Reward those committed to ethical behavior at work;
☐ That the president represents a role model for subordinates through his ethical practices;
☐ Make the necessary changes by restructuring and redesigning the work based on past events;
☐ Have the determination and will to overcome mistakes and cancel directives that have proven to be useless.

Study horizons:

☐ Applying artificial intelligence techniques to detect and address crises that the institution under study is exposed to;

☐ Benefiting from the experiences of similar institutions in addressing crises.

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