

# Evaluate The Role of Leadership in Crisis Management: A Field Study in Psychiatric Hospitals in Egypt

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## **Abstract:**

**Purpose:** The aim of this study was to determine the preparedness of the hospitals under investigation in dealing with crises and to determine the relationship between crisis management and the leadership styles. The study also investigated the impact of the employees' demographic data (age, gender, grade of education and experience) on the effectiveness of crisis management in the hospitals.

**Design /methodology:** Two questionnaires were prepared to serve the objectives of the study and distributed to a random sample of 350 employees of the four selected hospitals. The questionnaires were collected and the right response was only 300 questionnaires.

**Findings:** The final result of the study is that the targeted psychiatric hospitals in Egypt are not prepared for crisis. It is also recommended to establish Crisis Management Units in the psychiatric hospitals, staffed by qualified and well-trained employees and supervised by effective leadership styles. It is also recommended to provide the psychiatric hospitals with the essential equipment and proper methodology side by side with the training programs in order to obtain successful crisis management at various stages.

**Originality:** We hereby declare that this research paper was not copied from anyone. The work contained in this research paper has not been submitted to any journal for publication.

**Keywords** Transformational Leadership model- Authoritarian Leadership model- Democratic Leadership model- Crisis management- Psychiatric hospital.

**Category:** Applied paper

## **1. Introduction:**

In the last few years, a considerable gap between mental healthcare needs and available services in Egypt has been documented. There is comprehensive psychiatric hospitals legislation to enforce the rights of persons with mental disorders but there is a lack of firm policy for implementation of interventions.

Crises in healthcare system affect human and have significant impact on health, life and economy (Hutchins, 2008). Crises come in many shapes and sizes, whether it is human crisis or natural

crises, therefore, Crisis management deals with a major event that threatens to harm or has already harmed the organization (Efstathiou, 2008).

Psychiatric illness permeates all sections, with hundreds of thousands seeking psychiatric help each year, and it is believed that Egypt could be facing a mental health crisis. Suicide is on the rise across Egypt as many people struggle to get the help and they need to overcome the fear of judgment and social exclusion by their friends, co-workers and even their own families.

Human factor plays a major role when it comes to organizing health crisis management. The cornerstone of a preparedness system is the personality of the manager. There are qualities and characteristics that define the effectiveness and success of a management system that deals with crises in the health sector (Wang, 2008).

Effective leadership of healthcare organization prioritizes training, planning and preparation for inevitable crises. Preparation includes prioritizing prompt, clear communication inside and outside the organization. Leaders who are confident and able to maintain critical control are important players during crises.

## **2. Literature Review:**

Mostly, the researchable topic about leadership focuses on issues of quality, ability, effectiveness, or leadership styles. (Akan, 2013). Holy and Miskel (2001) stated that leadership perceive the concept of leadership as inducing compliance, respect, and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation. In addition to that, the old leadership perspectives are based on leader's role as formulating goals and ensuring their efficient accomplishment.

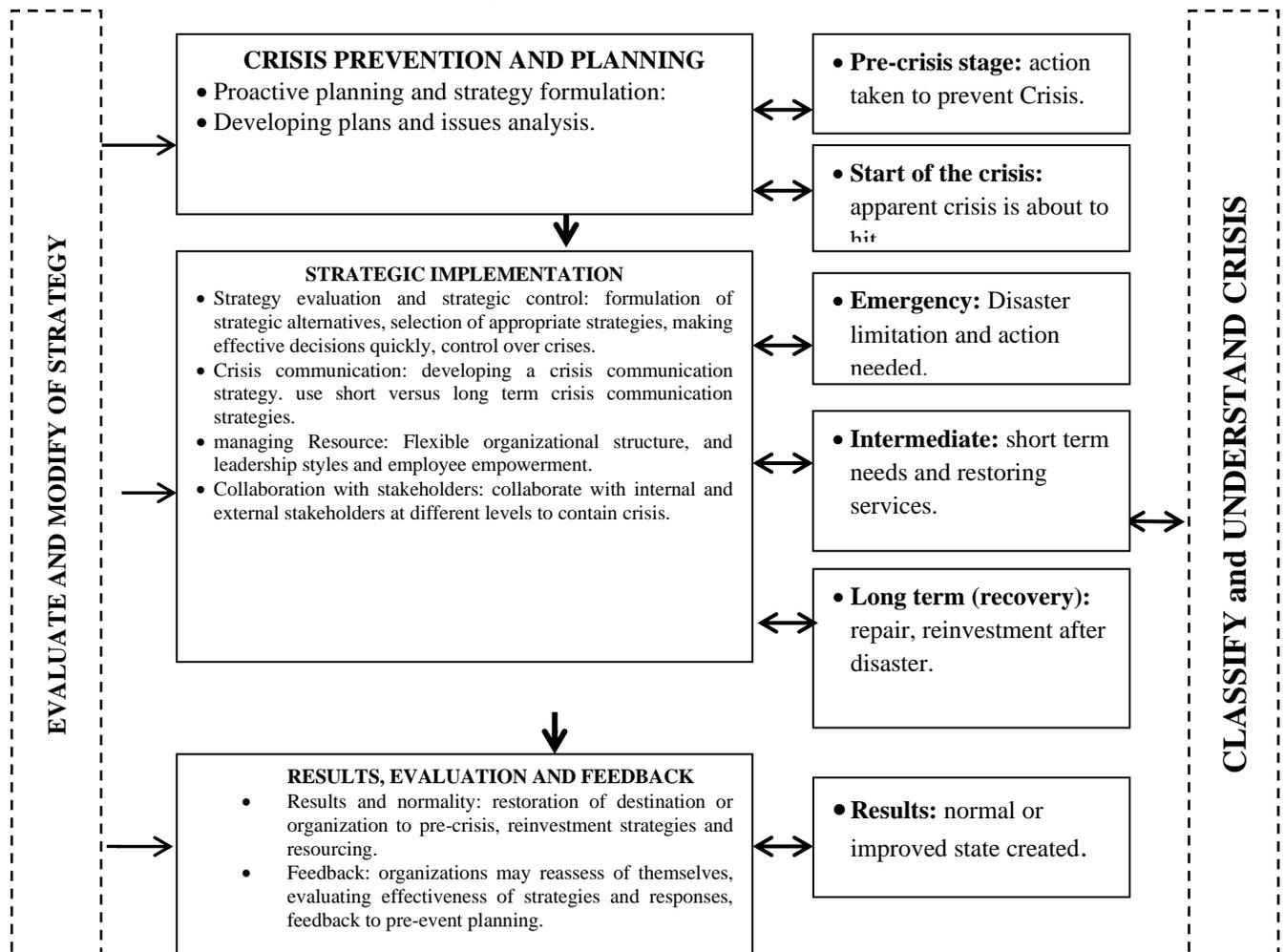
Psychology defines leadership as a social effect on groups (Bolkan and Goodboy, 2010). Therefore, effective leadership is creating a vision for the future, considering the long-term goals of developing the organization's strategy to achieve its vision, and motivating employees to implement the strategy (Shcermerhorn et al, 2000). Therefore, leadership is the ability of the responsible to influence the work team to achieve a set of goals (Bryson 2011). Three styles of leadership were chosen: transformational, authoritarian, and democratic styles, to assess their role in crisis management in governmental mental health hospitals.

- **Transformational Leadership:** This approach aims to reorient the thinking of its employees, transform their needs, and change their vision of what they aspire to (Brand et al, 2000).
- **Authoritarian leadership:** This style is based on the leadership of the one person, whereby the leader takes all the decisions and has all the powers and that the subordinates must implement all his decisions only in the way he sees (Gardner et al, 2004).
- **Democratic leadership:** This style is characterized by a focus on the group as a team, so there is great interaction within the group (Webster, 2017). The manager shares responsibilities and decisions with team members as a team member. (Martin, 2015).

Crisis management (CM) is how an organization responds to a crisis, in an effective leadership manner, in a timely fashion, trying to avoid damage that harms the organization's reputation and profitability and affects its reputation. CM often affects decision-making, agility, and dependence on uncertain or incomplete information. And it needs to develop plans to reduce the risk of a crisis and deal with any crisis that may arise, and to implement these plans to reduce the impact of the crisis and help the institution recover from it and restart its basic activity as soon as possible (Minh, 2015). Several authors have attempted to define crisis to help improve their understanding of the

phenomenon. Whereas the crisis is "a disorder that affects the system as a whole and threatens its basic assumptions", its sense of self, and its existential essence. Faulkner (2001) defined crisis as "a failure to act that interferes with the continuing functions of an organization, with acceptable achievement of its objectives, its inability to survive or continue, or has a detrimental personal effect as seen by most clients."

The strategy for dealing with crises varies from case to case, depending on the time of stress, the extent of control, and the magnitude of the disaster. As it leads to a threat to the organization and may be accompanied by a continuum of crises that will help in the classification and understanding of the real crisis and most importantly, to give indicators to managers about the development and exacerbation of the crisis (Mackintosh and Verity, 2015) The strategic framework for planning and managing crises and public sector organizations In Figure 1, the model indicates that a strategic management and planning approach to crisis management can be beneficial to managers of psychiatric hospitals (Barton and Hardigree, 1995).



**Figure 1:** Crisis and disaster management: a strategic and holistic framework

The model outlines three stages in managing crisis strategically: prevention and planning, implementation, evaluation, and feedback. and it shows all tasks and activities in all stages.

Although, the model is considered by Barton and Hardigree (1995) as the most common attributes in managing crises and act as discussion points.

Understanding and classifying crises includes the type of crisis and its scale and how it will impact strategy development and implementation (Gonzalez, 1997) so, developing Specific strategies is necessary to deal with the evolving crisis through its lifecycle. There is a need for flexibility in all stages of the strategic management process to handle crisis depending on the nature of the crisis (Henderson, 1999 and 2002).

• **Research Hypothesis:**

**H<sub>1</sub>:** There is an influence of effective leadership style in crisis management.

**H<sub>1.1</sub>:** There is a significant relationship between transformational leadership style and crisis management.

**H<sub>1.2</sub>:** There is a significant relationship between authoritarian leadership style and crisis management.

**H<sub>1.3</sub>:** There is a significant relationship between democratic leadership style and crisis management.

**H<sub>2</sub>:** There are significant effects of employees' demographic data (age, gender, grade of education and experience) on managing crises.

**H<sub>2.1</sub>:** There is a significant effect of employees' age on crisis management.

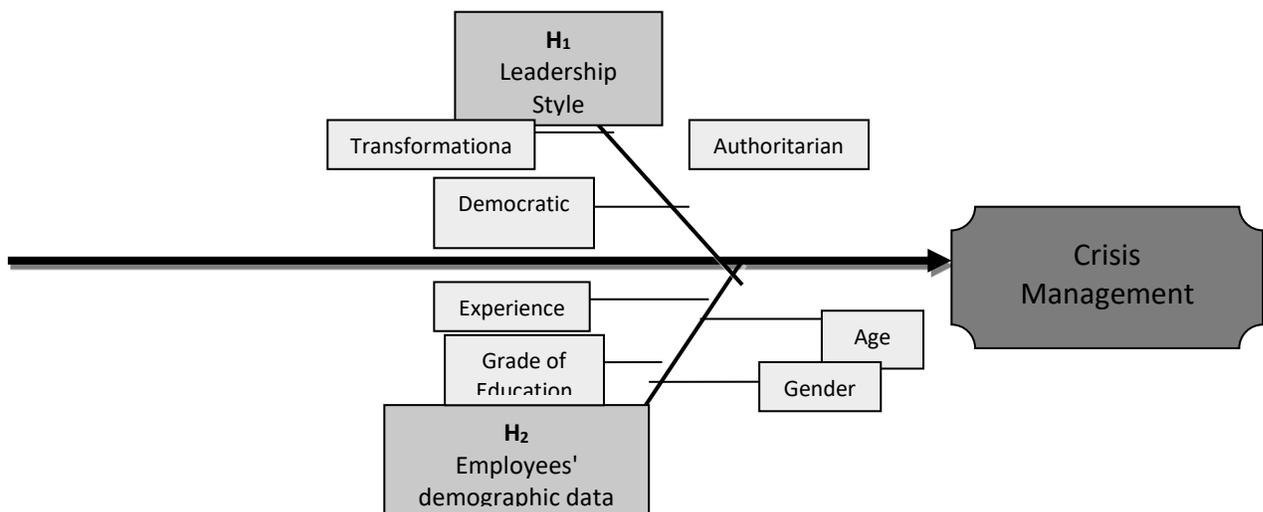
**H<sub>2.2</sub>:** There is a significant effect of employees' gender on crisis management.

**H<sub>2.3</sub>:** There is a significant effect of employees' grade of education on crisis management.

**H<sub>2.4</sub>:** There is a significant effect of employees' experience on crisis management.

Based on the mentioned hypothesis, Ishikawa diagram shown in Figure (2) was suggested. To achieve the research objectives, the quantitative approach by using a questionnaire for collecting data was adopted. The research will measure the relationship between effective leadership style and crisis management in psychiatric hospitals, so the research population will be staff who present in psychiatric hospital in Cairo.

• **Theoretical Framework (Model):** Based on the mentioned hypotheses, the following model (Figure 2) was proposed (Ishikawa diagram).



**Figure 2:** Cause and effect diagram (Ishikawa diagram) for the research hypothesis. (Kaoru Ishikawa)

**3. Research methodology:**

**3.1 methods used:** The following statistical methods were used in performing the analysis of data. Reliability and Validity, Descriptive Statistics, Frequencies tables and percent, Mean, Stander deviation, coefficient of variation and Ranking, Graphic illustrations of the primary variables of the study, Correlation Pearson, Simple Regression, One-way ANOVA (f-test) test, Independent t-test.

**3.2 Sample and population:** Target population of this study is employees who work in governmental psychiatric hospitals in Cairo (Abbassia, Khanka, Helwan and Heliopolis hospitals). The SPSS software package was used for data analysis. A pilot sample of 30 respondents was randomly selected, to whom the questionnaires were distributed, aiming at verifying the validity of each questionnaire to be applied to the study sample by calculating its validity and reliability, the results showed positive indications. Then, a sample of 300 respondents was used and a simple random sampling method was utilized according to found size of sample group from employees. This can be depicted in Table 1 as follows:

Table 1: The Study Sample

Sample	Returned (usable)	Return Ratio	End Sample valid for statistical analysis
350	300	85.71 %	300

**3.3 reliability validity:** The reliability coefficient Cronbach Alpha was checked, to measure the stability of the content variables of the study, it was found that coefficient to check the total of the axes "The Effect of Leadership style in Managing crisis", has reached stability coefficient for the total sample size (0.836), which indicates that the high degree of persistence of the study sample, which was reflected its impact on validity) Which represents the square root) was (0.914). Test experience exam trial experiment quiz proof or deal which is shown in Table (2).

Table 2: Reliability and Validity By used the Cronbach alpha coefficient

Dimensions	Reliability	Validity
<b>Mode X</b>		
X <sub>1.1</sub> . Inspiration motivation	0.860	0.927
X <sub>1.2</sub> . The ideal effect of the manager on subordinates	0.824	0.608
X <sub>1.3</sub> . Individual consideration	0.745	0.863
X <sub>1</sub> . Transformational style	0.812	0.901
X <sub>2</sub> . Authoritarian style	0.835	0.914
X <sub>3</sub> . Democratic style	0.763	0.873
MX Leadership style	0.789	0.888
<b>Mode Y</b>		
Y <sub>1</sub> . Partial crises	0.870	0.933
Y <sub>2</sub> . Total crises	0.793	0.890
The Effect of Leadership style in Managing crisis	0.836	0.914

### 3.4 Statistical analysis:

- Analysis of the demographic characteristics:** The distribution of the sample study according to the variable "Age", indicates that age (from 51 to 60 years) takes the first order and represent (67.5%), while age (from 41 to less than 50 years), by percent (18.6%), final age (Less than 40 years), by percent (13.9%), according to the responses of the study sample. Because age is a fundamental factor in practical experience, which gives the manager the ability to deal with all the situations facing (Fig. 3).

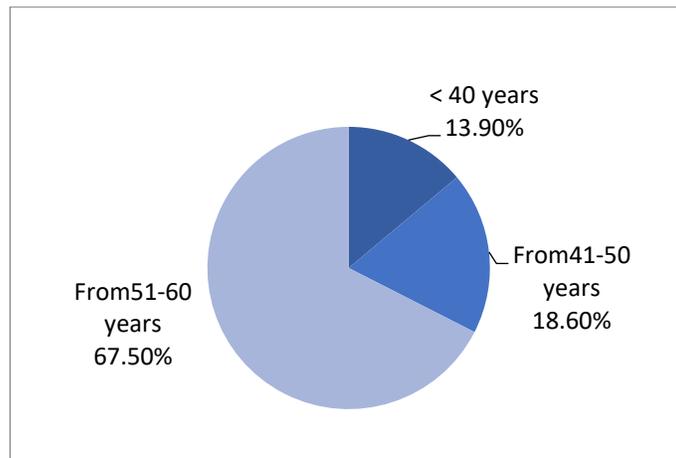


Figure 3: Age Frequency distribution of the sample

The distribution of the sample study according to the variable "Gender", indicates that item of male takes the first order (81.4%), while item of female (18.6%), according to the responses of the study sample. This is because the physiological composition of men is different from the women, which gives different reactions and constant stability during the crisis (Fig. 4).

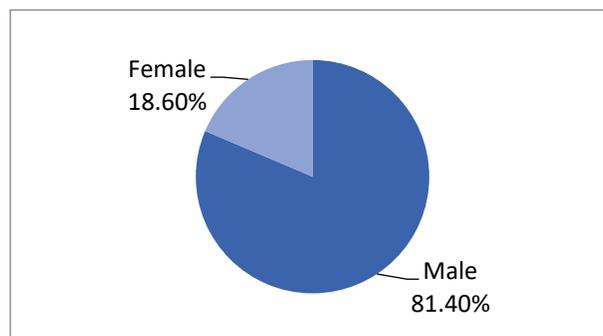


Figure 4: Gender Frequency distribution of the sample

The sample study according to the variable of "grade of education" showed that most of the respondents in the (middle school) which accounted for 88.6% came in the first place, then (master's degree) which accounted 5.6% and (diploma) which accounted 5.4% and finally the high

school (0.4%). That was because the degree of education has a basic and assistant role in the crisis's management (Fig. 5).

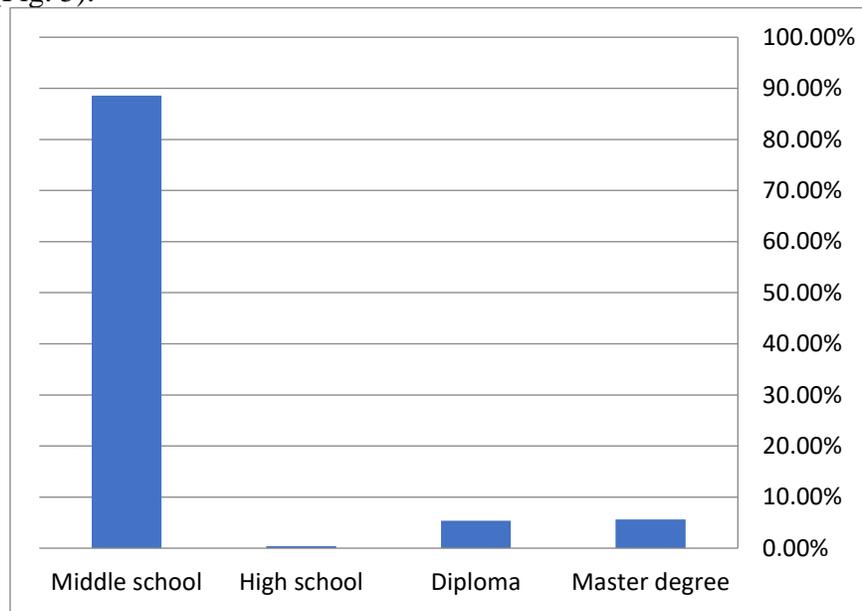


Figure 5: Grade of education distribution of the sample

A sample study according to the variable of "years of experience" that most of the respondents in the experience more than 20 years which accounted 73.6% came in the first place, then 13-20 years which accounted 18.2% and 6-12 years which accounted 5.7% and finally the 1-5 years (2.5%). That is because the experience is the basis in dealing with things and the more years of experience whenever it is possible to deal with different issues (Fig. 6).

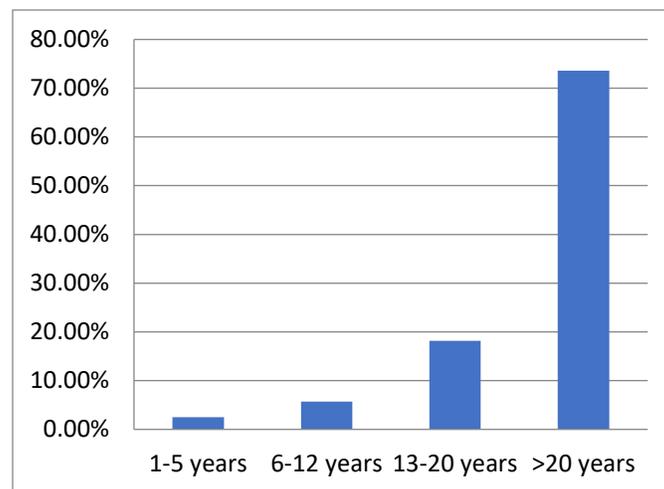


Figure 6: Frequency distribution for Years' experience

Table 3: Summary Descriptive Statistics and Ranking

Dimensions	Mean	Std.	C.V	Rank
MX <sub>1.1</sub> . Inspiration motivation (motivation of aspiring subordinates)	3.87	0.75	19.39	4
MX <sub>1.2</sub> . he ideal effect of the manager on Subordinates	3.62	0.65	17.92	3
MX <sub>1.3</sub> . Human considerations and intellectual Concern (individual consideration).	3.98	0.81	20.47	6
MX <sub>1</sub> .Mode Transformational Leadership	3.82	0.61	16.00	1
MX <sub>2</sub> .Expressions of authoritarian style	3.83	0.77	20.00	5
MX <sub>3</sub> .Democratic leadership style	3.70	0.61	16.57	2
MX. Total Dimensions: "The words of effective leadership methods"	3.78	0.58	15.41	-

The general trend of the axis "The words of effective leadership methods" towards approval is (Agree) where this average was (3.78) and the coefficient of variation (15.41%), and differences in variance's ability (84.59%).

This was the agree averages on the means axis, items, (MX.1. Mode Transformational Leadership), (MX.3Democratic leadership style), (mx1-2-he ideal effect of the manager on subordinates), (MX1.1-Inspiration motivation (motivation of aspiring subordinates), coefficient of variation calculation (16.00, 16.57, 17.92, and 19.39 % respectively)

Table 4: Summary Descriptive Statistics and Ranking "Crisis management" Y

Dimensions	Mean	S.D.	C.V.	Rank
my1-Partial crises (recurrent	3.82	0.71	18.46	2
my2-Total crises (non - repetitive)	3.87	0.67	17.35	1
MY- Total Dimensions: "Crisis management"	3.85	0.65	16.85	-

The general trend of the axis "Crisis management" towards approval is (Agree) where this average was (3.85), and the coefficient of variation (16.85%), and differences in variance's ability (83.15%). This was the agree averages on the means axis, items, (MY.2. Total crises (non - repetitive), coefficient of variation calculation (17.35%)

#### 4. Findings and Discussion

Based on the statistical analysis of the research, the following results are considered typical answers for the research questions.

- The first hypothesis was accepted: There is a positive relationship between the effective leadership in crisis management (transformational leadership, authoritarian and democratic).

- The second hypothesis was accepted: There are differences in dealing with crisis management based on the demographic factors (age -gender- level of education - and experience)

Based on these data, it can be said:

- Choosing a leadership style has a positive impact on crisis management.
- Choosing the type of effective leadership plays a positive role in crisis management.
- There are clear differences between hospitals under study in the type of crisis and management methods.
- There is a close relationship between the approach to dealing with the crisis and demographic factors (type - age group - level of education - and experience).

### 5. Conclusion and Recommendations

Based on the results and findings revealed in the research, the researchers suggest the following recommendations represented in the below table. It is recommended that other studies like the current study should be conducted to address the crisis and disaster surrounding psychiatry and to follow up closely and work on reform. More applied studies are recommended for mental health workers and other psychological organizations in general. Further studies are recommended on the involvement of staff in crisis management and how to deal with them.

N <sup>o</sup> .	Action	Responsible	Due date
1	Establishment of crisis management units in the Mental Health Hospitals.	Hospital Directors	July 2021
2	Integrating crisis management methodology.		
3	Designing a plan to deal with crises.	Crisis Management Director	March 2021
4	Prepare teams equipped and ready to manage crises.		
5	Providing a special budget for crisis response.	Hospital Directors	Jan. 2021
6	Creating an image in the minds of employees about the effective and competent manager of crisis management.	Hospital training Canters	
7	Providing specialized management quality and efficiency in crisis management.	Hospital Directors	Dec. 2020
8	Encouraging collective action and developing material and moral support for crisis management personnel.		Jan. 2021
9	Enabling employees to participate in solving the problem.	Crisis Management Director	March 2021
10	Seeking for root causes as potential opportunities for improvement.	Quality Director	June 2021
11	Follow the initiative strategy.	Crisis Management Director	Jan. 2021
12	Direct staff to perform the work properly.	Quality Director	June 2021

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