

The role of digital leadership in the effectiveness of organizational crisis management

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Abstract

The current research aims to verify the role of digital leadership as an independent variable, in the effectiveness of crisis management as a responsive variable, in the faculties of the University of Baghdad, and its departments, and to diagnose the level of interest of its leaders and subordinates in research variables and their farthest, in addition to coming up with recommendations that contribute to strengthening the practices of the variables in the university under study. Based on the researcher's keenness to diagnose the influence relationship between the variables, because of their importance in the university's headquarters and its members on the one hand, and its reflection on society on the other hand, the descriptive exploratory approach was adopted in completing the chapters and sections of the current research, as the research community included the faculties of the University of Baghdad consisting of (24 College, the researcher targeted a sample of (160) views that included (Dean, Associate Dean, Head of Department) By adopting the questionnaire and personal interviews, and field inspection to enhance the practical aspect, while the researcher used statistical programs.

Introduction

It has become known to everyone that technology has now become almost a nerve or backbone for all organizations, whether it is profit or service, and that technological development in the field of engineering, computer technologies, social communication, the virtual world or the so-called social media in English (Social Media)) In addition, these sites became linked to different human lifestyles and could not be dispensed with in the normal and organized daily life as well as the state, and most transactions are now linked digitally, which called for the need to understand this rapidly and rapidly developing digital world. And how to control it and how to influence it, and this called for attention to the digital leadership aspect, so the leadership gradually shifted from its traditional philosophy to a digital philosophy and or turned to digital leadership, and that digital leadership used leadership, innovation and insight in digital technology, and since the

world now lives in EnvironmentThe (Vuca) and this environment is always prone to crises, organizational turmoil and transformation, which made it necessary to follow strategies to confront this environment and manage crises with high effectiveness, and this requires digital leaders to do so, and it became necessary for digital leaders to define the main rules from which they appear Or they define the main rules from which they proceed, taking into account the digital complexity and how to drive by technology according to the digital vision that the digital leader believes in. The theoretical side of the study

First // Digital Leadership

1- Digital Leadership Concept

Digital leadership is the process of the leader being influenced by the follower using information and communication technology, and digital leadership is also defined as the leader's application of information technology and modern technology in the administrative process in order to improve administrative work and

achieve the goals of the institution (Al-Sayed, 2008: 766) (Al-Dajani, 2019: 64), and it was defined by (Al-Taie, Al-Haidrawi, 2020, 23) that digital leadership is one of the concepts that clarified the role of leadership, and it was necessary to distinguish between two categories of leadership with one different relationship, which is how to influence the followers using digital technology and modern means of communication. Bounefour, 2016, 134)

2- Dimensions of digital driving

▪ Digital Proficiency:

The use of the Internet and digitization has become very clear and an integral part of life. The concept of digital efficiency is a relatively recent concept that is represented by a number of synonyms used, and the term efficiency has become more used because efficiency is broader and deeper than other concepts. Digital skills but also include other aspects, including social and emotional use of digital devices (Joefel, 2013: 59) Digital competence consists of the ability to access digital media and information and communication technology to understand the different aspects of digital media contents as well as the ability to communicate effectively in a variety of contexts Digital competence is defined as the ability to reformulate knowledge to produce information in order to express oneself creatively and appropriately in a digital environment.

▪ digital insight

A person is described as having insight or vision when he has the ability to see beyond the horizon or into the future where he has intuition and can be defined is the process of displaying a general picture of the place and location you want to be in at a specific time in the future. Insight helps to identify and provide a comprehensive principle for all details received or matters that will happen later, and vision is considered one of the most important ways that opportunities arise in a complex environment of uncertainty, and insight has become the new way for organizations to work in a world characterized by ambiguity and acceleration in decision-making. Because of the speed with which

technology is developing, and this will achieve excellence for the organization, and the organization that makes digital insight its goal will get a high competitive advantage (Al-Suhail, 2019: 57)

▪ digital culture

Since the world is a digital transformation in general, this must affect the social, organizational and individual scene, which called for the need to form a digital culture, the focus of attention and priorities for institutions and organizations in all societies in order to spread digital awareness and how to optimally use it, and the widespread use of technology has contributed To find new methods and different patterns of dealing away from the traditional methods and it has come to be called digital culture, in addition to that, he pointed out (165:Knox,2014) to the emergence of a new type of organizations called digital or electronic organizations that are not linked to any geographical location, and this means that electronic digital organizations can communicate with customers, suppliers and competitors, as well as distribute their products, ideas and services electronically.

▪ digital strategy

It has become necessary for organizations to excel in the digital field and to have digital strategies that enable them to confront the current environment and develop strategies that combine digital information and tangible resources, and digital strategy is often studied as part of comprehensive business strategies. Companies that transition to digitization depend on strategies more than technology, meaning that digital transformation is related to digital strategies more than digitization. For current business activity or focus on enabling new digital capabilities in its business, digital strategies can be formulated and implemented through a variety of different methods, often including method and formulation on how the process and the organization define its vision and goals.

Secondly, the effectiveness of organizational crisis management

1- The concept of effective organizational crisis management

The concept of crisis management refers to how to overcome the crisis and get out of it with the least losses and curb its power by using scientific methods and administrative methods by moving away from its negatives and taking advantage of the positives. Coordination The specialists worked in a way that ensured the smooth running of the work. He defined it (Al-Sudani, 2016: 70) that crisis management refers to managing the crisis in real time and managing the crisis before and after, and (Muzaffar, 2016: 89) indicated a systematic, systematic attempt to avoid the crisis in the organization Or management events caused by the crisis.

2- dimensions effectiveness Management the crisis

A-take resolution response

The word "final decision" means the specific will of the decision maker about what a decision must be taken for him and what not to do to reach a specific situation and to a specific and definite final result. Overlapping in the crisis, the decision process is not related to the material factors affecting and affected by the crisis that can be measured and expressed, because it differs from the administrative decision. On the basis of differentiation and preference among several decisions (alternatives) (Al-Sarifi, 2008: 12) As for the crisis management decision, it is broader than that because it deals with uncalculated and expected or previously calculated conditions. respond to him

B.Telecommunications And flow the information

The management of any crisis needs a full amount of information and communication to reduce the repercussions of the crisis, and therefore it is necessary to provide a structure and a communication system within the organization that enjoys flow, accuracy and speed, and this allows the flow of information between the levels of the organization and parts of its organizational structure (Al-Khudairi, 2003: 250) Arafa estimated (Al-Sudani, 2016: 93) a process through which he hopes to exchange meanings between individuals through a common system of symbols, and that with the advent of the third millennium organizations focus on communication processes and their development due to their large and effective

role in crisis management. The speed and flow of information and communication limits the effects of the crisis in order to find quick solutions through communication between the parts of the organization and interconnection with each other

Sources

c.crowd And fill Resources

What is meant by resource mobilization is all the material, information and human resources available in the organization, so they must all be mobilized to face the crisis, and that the mobilization is meant by force, i.e. facing the crisis with all the resources the organization possesses, and (Al-Rubaie, 2018: 31) indicated that strength includes multiple elements, some of which are It is related to the security in which the crisis occurred, and the important aspect is what the crisis leader can mobilize and mobilize financially and morally in order to resist the crisis. Hence, strength is the product of an interaction between the place and time in which the crisis occurred, and what can be found and mobilized from resources and capabilities And human experiences, technologies and information in dealing with the crisis on the other hand, and (Abdul Rahman, 2008: 92) and (Assistance, 2012: 51) indicated (Abu Fara, 2009:169) The mobilization and mobilization of resources is the key to the crisis, as each individual is an expert in his own crisis handling process, and individuals may choose tools and techniques to use crisis management, and their reactions will enhance the strengths in facing the crisis. The mobilization is planned as an organized and continuous currency and the organization of the effective use of the available resources to deal with crises (Said, 2012: 105)

Dr.Recovery Activity

Include The stage after the damage is contained and the implementation of short and long-term programs Preparation and implement Programs ready and tested I tested Really,Include Recovery Activity and try Recovery morale the missing,and usually What afflicts a team the work something from Enthusiasm overload and togetherness and coherence at Confrontation danger determinant,If short-term plans help to secure the minimum possible return of activity to its normal state, while long-term plans extend for periods according to the degrees of impact of the crisis and the recovery of activity And he indicated that(Hello, 59:2002)help plans short

term on insurance limit lowest possible from re Activity to me posture natural As for plans long term stretched for periods on according to grades Effect the crisis and restore Activity,And by on procedures related with issues a task(what That Activities and tasks the basic Which should on the organization its performance to serve friends interests),As well as on construction sites alternative like that required for operations PC and save files and data Should on organizations Recovery Activity,and desire take care on re balance,and knowledge what should achieve it at Stage re Activity,and capacity on completion events and restore Activity at inside the organization(apparent, 140:2009),Include

stage Preparation and implement Programs ready and tested(short term or long term)Include Recovery Activity from many aspects,Of which Attempt Recovery morale the missing and usually What afflicts community Which Working at This is amazing stage something from Enthusiasm overload,so join hands community and hold together at Confrontation Danger specific(golden, 218:2001)

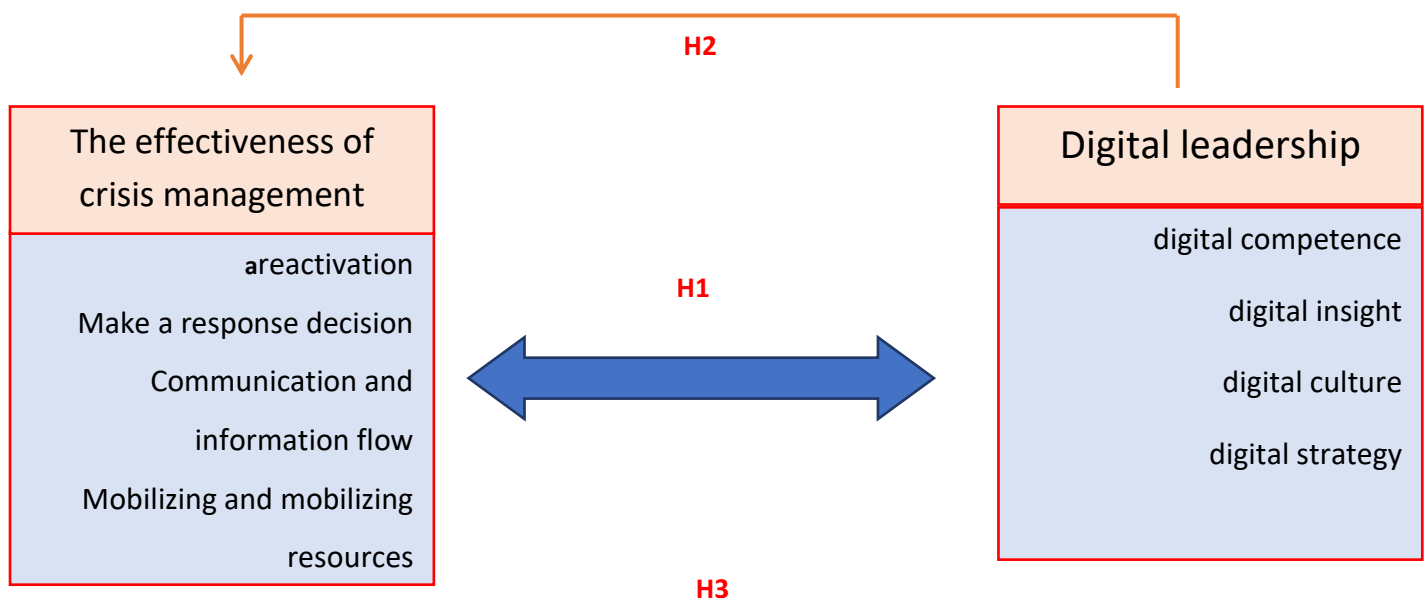
After reviewing the variables and dimensions of the research, the researcher concluded the hypothetical scheme, which represents Relationship between variables digital driving–crisis management effectiveness

The scientific side of the study

First // Digital driving diagnosis and its dimensions

The digital leadership variable was measured through four dimensions (digital efficiency, digital insight, digital culture, digital strategies), and Table No. (15) indicates the arithmetic means and standard deviations from the point of view of the studied sample in the digital leadership variable of the University of Baghdad, which reflects the arithmetic mean of the degree The totality of the adult digital leadership variable (3.667(with a standard deviation of)130.), and that the degree of importance for it reached (high), which indicates that digital leadership is of high importance for the university, in addition to the standard deviation indicator, as it was of little dispersion, which indicates a high agreement of the results.

It came after digital culture in the first place in the middle of my account (3.755) and with a standard deviation (209.) and high relative importance, followed by the dimension of digital insight with an arithmetic mean)3.687) and with a standard deviation (231.) With a high relative importance,



and thirdly it came after digital strategies with an arithmetic mean (3.672) and with a standard deviation (192.) With a high relative importance, and finally it came after

numerical efficiency with an arithmetic mean (3.554) and with a standard deviation (164.) with a high relative importance.

Table (1) Arithmetic averages and standard deviations

The digital leadership variable and its dimensions				
appreciation of importance	standard deviations	Arithmetic averages	paragraphs	the number
High	.164	3.554	digital competence	1
High	.231	3.687	digital insight	2
High	.209	3.755	digital culture	3
High	.192	3.672	digital strategies	4
High	.130	3.667	Digital leadership	

Second // Diagnosing the effectiveness of organizational crisis management and its dimensions

The variable of effectiveness of organizational crisis management was measured through four dimensions: (activity recovery, response decision making, communication and information flow, preparation and mobilization of resources), and Table No. (2) indicates the arithmetic means and standard deviations from the viewpoint of the studied sample in the organizational crisis management effectiveness variable. For the University of Baghdad, the arithmetic mean of the total degree of the organizational crisis management effectiveness variable reflects (3.520 (with a standard deviation of)123.), and that the degree of importance for it reached (high), which indicates that the effectiveness of organizational crisis management is of high importance to the university, in addition to the

standard deviation index, if it was of little dispersion, which indicates a high agreement of the results.

And after making the decision to respond, it came first in the middle of my account (3.702) and with a standard deviation (198.) and high relative importance, followed by the dimension of communication and information flow with an arithmetic mean (3.643) and with a standard deviation (307.) With a high relative importance, and thirdly, it came after preparing and mobilizing resources with an arithmetic mean (3.409) and with a standard deviation (168.) with moderate relative importance, and finally came after the recovery of activity with an arithmetic mean (3.325) and with a standard deviation (215.) and of moderate relative importance.

Table (2) Arithmetic averages and standard deviations The variable has the effectiveness of organizational crisis management and its dimensions				
appreciation of importance	standard deviations	Arithmetic averages	paragraphs	the number
Moderate	.215	3.325	recovery	1
High	.198	3.702	Make a response decision	2
High	.307	3.643	Communication and information flow	3
Moderate	.168	3.409	Creating and mobilizing resources	4
High	123.	3.520	Effectiveness of organizational crisis management	

The relationship of the impact of digital leadership on the effectiveness of organizational crisis management

The researcher presents the degree of contribution of the digital leadership variable and its dimensions in the interpretation of the

variance in the degree of effectiveness of organizational crisis management and its dimensions, and the results were extracted for simple linear regression analysis, as in the table below:

schedule (32) effect matrix Digital leadership The effectiveness of organizational crisis management		
Digital leadership	Dimensions of digital driving	variable independent variable approved

	digital strategies	digital culture	digital insight	digital competence		
0.020	.001	.027	.012	.003	R Square	Effectiveness of organizational crisis management
3.245	.115	4.379	1.922	.478	F value	
.074	.734	.038	.168	.491	moraleP	
.142	.027	.164	.110	.055	Valuesβ	

It is clear from the table that the variable digital leadership explained its amount (0.020) of the variance in the effectiveness of organizational crisis management, and that its amount (0.980) is a variance that is not explained by other factors that did not enter the regression model, and that the test is not significant, meaning that there is no effect of the digital leadership variable on the variable the effectiveness of organizational crisis management, and indicates that The regression curve does not describe the relationship between them

Conclusions

It is clear that a very large group of senior college leaders in the university have 16-30 years of service, i.e. they have experience and know-how in the management of the college. Standards of digital leadership and the effectiveness of organizational crisis management are of great importance, which means that members of a sample of senior management leaders agree on the importance of these concepts in an academic institution. It was found that digital insight came in with the highest average Arithmetic among the dimensions of the study for all variables. Through the results of the variable measures, all the study variables (digital leadership, and the effectiveness of organizational crisis management) were of high importance. Flexibility in transferring resources between college departments according to the new situation, in addition to the weakness of the college administration in its services through benchmarking, which requires reconsideration.

Recommendations

Reconsidering giving an opportunity for age groups under the age of forty to assume the highest leadership in universities because of their capabilities, aspirations and young visions that work to update ideas rapidly. Increased interest in the concepts of digital leadership and the effectiveness of organizational crisis management because of its importance in the educational institution.

Holding workshops and seminars on the importance of study concepts and addressing the problem of displaying and transferring materials and resources necessary for the weakness of the academic institution. Awareness of the importance of the interdependence of the concepts of digital leadership and its dimensions and its relationship to the effectiveness of organizational crisis management in universities.

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