

# Leveraging Strategic Leadership to Achieve Crisis Management Effectiveness

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## Abstract

This study investigated the impact of strategic leadership on crisis management effectiveness at Mafrq Gynecology and Pediatrics Hospital in Jordan. To achieve the study's objectives, a descriptive quantitative approach was used. The quantitative portion of the study was conducted on a sample of 122 employees, from whom data was collected via an electronic questionnaire. The data was analyzed using the SPSS. The study results indicated a high level of strategic leadership implementation and a high level of crisis management effectiveness at the hospital. There is a significant impact of strategic leadership on crisis management effectiveness, and strategic leadership significantly influences every dimension of crisis management effectiveness. The study recommended strengthening an organizational culture that supports achievement, developing human capital through training and continuous learning, monitoring the implementation of decisions related to indicators that predict the occurrence of crises, and ensuring that employees have the resources they need to confront the crisis.

**Keywords:** Strategic Leadership, Ethical Practices, Crisis Management Effectiveness, Rapid Response, Mafrq Gynecology And Pediatrics Hospital, Jordan

## Introduction

Contemporary organizations face a host of challenges, including health organizations, that impact and control their performance. These challenges include technological challenges, globalization, and a host of political, economic, social, environmental, and other determinants, forcing them to operate in a turbulent, unstable, and uncertain environment (Sultan & Al Shawabkeh, 2025).

Strategic leadership is one of the fundamental pillars of the modern management system. It is practiced through advanced thinking models that enable leaders to analyze different environments and make appropriate decisions based on the requirements of complex realities. This leadership is not limited to merely managing day-to-day operations, but extends beyond that to include formulating the organization's future vision, motivating individuals, building a flexible organizational culture, and innovating new work methods and adapting to rapid environmental changes. Strategic leadership contributes to developing a management model based on openness, clarity, and impartiality, creating a new work style. It also plays a role in "encouraging individual initiative and developing the organization's level of managerial thinking," which reflects its role in building organizations capable of innovation and competition (Mohammed, 2014, 60-61).

Organizations need to increase their capabilities by developing and innovating new technologies, methods, and approaches that address current and future challenges, and by developing and adopting innovative solutions that meet the operational needs of practitioners dealing with crisis management. The effectiveness of pre-crisis decision-making depends largely on the supporting technologies used by managers, the interconnected infrastructure, and social and technological developments that influence the ability to respond to crises (Fonio et al., 2023, 1).

Organizations that are prepared for crises have well-defined crisis management teams, well-planned crisis plans and lines of authority during crises, seamless communication channels for sharing information and resources across the organization, flexibility in their daily operations, and organizational structures for scanning the environment, identifying potential patterns of opportunities or crises, and communicating information to the environment during crises. All of this is strongly supported by crisis planning by senior management (Mitroff & Udwadia, 2018, 40).

In light of the rapid changes taking place in the external environment, with its various political, technological, economic, and social dimensions, it has become imperative for organizations to confront crises and increasing challenges, which require rapid, efficient, and flexible strategic responses. Consequently, it is imperative to adopt leadership models capable of dealing effectively with these challenges, represented by strategic leadership that seeks to positively influence the organization's internal and external environment, ensures efficient management of resources, and makes decisions that achieve its future vision, protect it from crises, and manage them effectively.

Based on the above, the current study will focus on verifying the impact of strategic leadership on the effectiveness of crisis management at Mafraq Gynecology and Pediatrics Hospital.

The study's problem focuses on the effectiveness of crisis management at Mafraq Gynecology and Pediatrics Hospital. Hospitals face greater challenges than ever before in a fast-paced and highly dynamic global environment, which in turn forces organizations, including hospitals, to excel and compete for long-term survival. This requires effective leadership, a clear strategy, supportive plans, and outstanding subordinates who perform their duties to achieve shared goals within an organizational culture that provides a

comprehensive vision of the organization's values, guiding philosophy, goals, and mission. The researchers see the hospital's ability to respond to environmental challenges and achieve effective crisis management through systematic preparation and assessment of internal and external problems that seriously threaten its reputation and survival. This includes leveraging past experiences, analyzing current events, being vigilant about them, and knowing how to deal with them professionally and effectively. This is in addition to making sound decisions by qualified and trained strategic leaders capable of developing strategic alternatives and selecting the best ones at the appropriate time. Based on the above, the study's problem can be defined in the following questions:

1. What is the level of strategic leadership practice at Mafraq Gynecology and Pediatrics Hospital?
2. What is the level of crisis management effectiveness at Mafraq Gynecology and Pediatrics Hospital?
3. What is the impact of strategic leadership on the effectiveness of crisis management at Mafraq Gynecology and Pediatrics Hospital?
4. What is the impact of strategic leadership on the speed of response at Mafraq Gynecology and Pediatrics Hospital?
5. What is the impact of strategic leadership on information and communication at Mafraq Gynecology and Pediatrics Hospital?
6. What is the impact of strategic leadership on resource mobilization at Mafraq Gynecology and Pediatrics Hospital?

#### *Study Objectives*

1. To identify the level of strategic leadership practice at Mafraq Gynecology and Pediatrics Hospital.
2. To identify the level of crisis management effectiveness at Mafraq Gynecology and Pediatrics Hospital.
3. To identify the impact of strategic leadership on the effectiveness of crisis management at Mafraq Gynecology and Pediatrics Hospital.
4. To identify the impact of strategic leadership on the speed of response at Mafraq Gynecology and Pediatrics Hospital.
5. To identify the impact of strategic leadership on information and communication at Mafraq Gynecology and Pediatrics Hospital.
6. To identify the impact of strategic leadership on resource mobilization at Mafraq Gynecology and Pediatrics Hospital.

#### **Theoretical Framework**

##### *Strategic Leadership*

The term strategic leadership has long been used in the literature on organization and management. It refers to the ability of leaders to guide an organization toward achieving its long-term goals in an environment characterized by constant change and complexity. Many researchers have defined strategic leadership as a process that involves influencing individuals and making critical decisions in a dynamic environment in order to achieve a sustainable competitive advantage. Strategic leadership seeks to balance current demands and future opportunities by investing available resources, as well as its ability to anticipate

and envision what might happen, maintain flexibility, and empower others to effect strategic change as necessary (Hitt et al., 2017, 384).

Strategic leadership is the ability to guide an organization toward its future in an effective and conscious manner. It is considered one of the primary tasks of leaders in senior positions, such as the CEO and the senior management team. This leadership involves formulating a clear vision, setting long-term goals, and directing human and material resources toward achieving these goals. It also includes the process of analyzing the internal and external environment and making strategic decisions based on these analyses. Strategic leadership is not limited to making decisions alone; it requires awareness of future changes in preparation for adapting to environmental and competitive variables (Wheelen et al., 2018, 92).

Strategic leadership is defined as the ability to anticipate, envision, sustain, and flexibly implement strategic change, and to empower others as necessary. It includes managing through others, dealing with rapid and intense changes associated with the global economy and new risks, attracting and managing human capital, particularly knowledge management, generating innovations, and effectively influencing human behavior, employee emotions, and thoughts through the strategic leader's personal example and vision for the future (Hitt et al., 2020, 386).

Strategic leadership is what individuals practice when they think, act, and influence in ways that enhance an organization's sustainable competitive advantage and long-term prosperity (Hughesa & Beatty, 2004, 9).

Strategic leadership plays a fundamental role in guiding an organization toward achieving its long-term goals by using vision, setting directions, and motivating employees toward outstanding performance. Strategic leaders do not simply set goals; they also work to mobilize resources, build an organizational culture that supports innovation and change, and adopt effective strategies for responding to environmental changes. The importance of leadership is clearly evident in Strategy implementation, as the success of any strategic plan depends largely on leadership's commitment to the implementation process and their motivation of employees to be creative and work as a team (Durrah & Jaradat, 2013, 257).

Many researchers have pointed to different dimensions of strategic leadership, as most previous studies shared several main dimensions that are the essence of effective leadership in modern organizations, namely: strategic orientation, human capital development, enhancing organizational culture, implementing organizational control, and ethical practices, which the researcher chose as dimensions for her study. Among these studies, as previously mentioned, is the study of Agrizat and Megdadi (2025), in which the dimensions of strategic leadership were four dimensions represented by strategic awareness, organizational culture, human capital, and ethical practices. The study of Colombo (2024) dealt with the dimensions of strategic leadership: such as transformational leadership and organizational learning, as well as cooperation, partnership, and organizational culture. The study of Hasan et al. (2022) took two dimensions of strategic leadership, namely exploration prowess and exploitation prowess. While the study of Al-Shayal and Al-Jidaya (2021) dealt with: strategic alignment, strategic control, and strategic implementation. The study of Shlaga and Shenishil (2019)

identified: strategic vision, core capabilities, human capital development, organizational culture, and organizational practices.

**Strategic orientation:** One of the first and most important functions of strategic leadership is determining the overall direction of the organization. This includes formulating a clear mission and vision that explains what the organization seeks to achieve in the long term. Strategic direction is not limited to setting goals alone; it also includes directing all organizational components—such as resources and processes—to achieve these goals in a coherent manner. Without a clear strategic direction, the organization may lose its bearings in a complex business environment (Wheelen et al., 2018, 92).

Strategic orientation refers to a leader's ability to develop a clear vision for the future. It is the cornerstone of all strategic decisions and initiatives and determines the organization's long-term path. Strategic direction requires a deep understanding of the external environment, identifying opportunities and challenges, directing resources toward achieving competitive advantage, and leading the team through strategic conversations that engage them in discussions about the vision, values, and key strategic themes that help the organization achieve its desired results (Hitt et al., 2017, 283).

**Developing human capital:** Human capital is an indispensable strategic asset in the contemporary business environment. Therefore, modern organizations are keen to carefully select talent, provide financial and moral incentives, and develop skills through practical training, mentoring programs, and direct coaching. Organizations also focus on managing talent by attracting, developing, and retaining talent, as well as transferring expertise to future leaders. This ensures sustainable success and competitive advantage (Durrah & Jaradat, 2013, 331).

Successful strategic leadership recognizes that employees are one of the organization's most important assets. Therefore, investing in human capital development is a strategic necessity. This includes a range of activities such as selecting competent employees, continuously training them, periodically evaluating their performance, and working to develop their leadership capabilities. This development contributes to building distinguished work teams capable of adapting and innovating, which supports competitiveness and sustainability in the workplace (Wheelen et al., 2018, 331-332).

**Enhancing organizational culture:** Organizational culture is a set of values, beliefs, and practices shared by employees within an organization. Culture influences employee behavior and attitudes, contributes to internal stability, and enhances the cohesion of various units within the organization. Among the most important dimensions of organizational culture are its strength, the extent of its influence on employees, its cohesion, and the extent to which different departments share the same culture. An effective culture creates a positive work environment, helps embrace change, and achieves a shared vision (Durrah and Jaradat, 2013, 130).

Organizational culture represents the values, beliefs, and customs that characterize the work environment within an organization. Strategic leaders play a significant role in instilling and strengthening this culture through positive role models, continuous communication, and

rewards associated with positive behavior. A strong organizational culture enhances internal cohesion, increases employee engagement, and contributes to achieving better strategic outcomes (Wheelen et al., 2018, 177-178).

**Implementing organizational control:** Organizational control is one of the basic management functions, aiming to ensure that activities are implemented according to established plans, evaluate performance, identify deviations, and correct them in a timely manner. Control includes several types: administrative control, strategic control, operational control, forward and feedback control, and financial control. Each type contributes to enhancing the effectiveness of strategic implementation, controlling performance, and ensuring adaptation to environmental changes (Durrah and Jaradat, 2013, 551).

Control is considered an important tool for ensuring the implementation of strategic plans and the achievement of objectives. Strategic leadership establishes effective control systems to monitor performance, identify deviations, and take corrective action when necessary. Methods used for this include key performance indicators, balanced scorecards, achievement reports, and others. Control contributes to enhancing operational efficiency and transparency (Wheelen et al., 2018, 92).

**Ethical practices:** Ethical practices in strategic leadership represent the foundation upon which trust is built between management, employees, and society. Ethical leaders adhere to humanitarian and professional principles and ensure transparency and fairness in dealing with employees and stakeholders. Ethical leaders also foster a culture of integrity within the organization, which positively impacts its reputation and internal stability and reduces instances of administrative corruption or abuse of power (Durrah & Jaradat, 2013, 257).

Successful strategic leaders do not only focus on profit-making goals; they also strive to apply the highest ethical standards in all aspects of work. Their practices include promoting the values of integrity, fairness, responsibility, and respect, which contribute to building a positive reputation for the organization and ensuring trust with stakeholders such as customers, society, and regulatory authorities. Adherence to ethics enhances organizational sustainability, reduces legal risks, and preserves the organization's reputation (Wheelen et al., 2018, 92).

### *Crisis Management Effectiveness*

Crises are a phenomenon of the 1980s, characterized by their short-term occurrence and requiring internal and external plans and responses. They result from a combination of extremely low-probability events that surprise the organization and cause significant losses in the short and long term. They are also complex in their composition (Mitroff & Udwadia, 2018, 34).

Crisis management is defined as the practices, procedures, efforts, and administrative processes undertaken by an organization to overcome the impact of a crisis, helping it regain control and provide services through scientific thinking and the availability of appropriate information. Crisis management effectiveness, on the other hand, is defined as an effective system for dealing with crises and mitigating their effects. Its dimensions include

organizational effectiveness, information system effectiveness, communication system effectiveness, economic effectiveness, and technological effectiveness (Naji, 2022).

Effective crisis management involves mitigating potential risks before a triggering event occurs, improvising, and interacting with key stakeholders to rebuild individual and collective understanding, partnerships, and roles after a triggering event, and responding with behaviors aimed at recovery and adaptation (Boin, 2008, 23).

Effective crisis management relates to an organization's ability to comprehensively address crises by protecting internal dynamics and responding to the needs of external stakeholders. This is achieved by developing and implementing robust plans that help minimize damage, accelerate recovery, and reduce potential risks. Effectiveness here includes preparing advance plans, forming prepared work teams, identifying an official spokesperson for the organization, and ensuring clear communication during a crisis (Kalogiannidis et al., 2023, 249).

Many researchers have pointed to various dimensions of crisis management effectiveness. This study considered three dimensions: speed of response, communication and information, and resource mobilization. This aligns with Abu Rumman's (2025) study, which examined the dimensions of speed of response decisions, communication and information flow, and resource mobilization. Alhajahjeh & Alkshali (2023) examined speed of response decisions, communication and information flow, resource mobilization, and crisis team effectiveness. Hasan et al.'s study (2022) examined dimensions of crisis management effectiveness in terms of leadership excellence, human resource excellence, and service excellence. Muiru's (2022) study addressed skillful planning, speed of response, and a crisis information system. Al-Shayal and Al-Jidayya (2021) study also addressed four dimensions: speed of response, communication efficiency and accessibility, the ability to manage resources, and the ability to achieve objectives.

**Speed of response:** Speed of response is one of the essential dimensions of effective crisis management, reflecting an organization's ability to take immediate and effective action when a crisis occurs. Speed of response is considered one of the most important aspects of successful crisis management, as it reduces the severity of damage and contributes to early control (Kalogiannidis et al., 2023, 254).

To manage crises effectively, the response must be immediate, coordinated, and well-organized. It must activate the emergency plan, mobilize resources, ensure transparent communication, and combine strategic coordination, early intervention, and optimal resource allocation, which significantly reduces human suffering and economic disruption. There is also a need to facilitate aid distribution, improve logistics, and accelerate response efforts using early warning systems, big data analysis, and artificial intelligence. These systems enhance the ability to monitor, anticipate, and respond to crises in real time, supporting rapid and informed decision-making to ensure more effective responses to future challenges. They also need to invest in infrastructure, provide preparedness training, and develop resilient economic mechanisms and comprehensive communication strategies that support long-term resilience and recovery (Catanoi, 2025).

Rapid response is one of the most important requirements for dealing with crises. Crises are characterized by suddenness and time constraints, and crises do not provide decision-makers with sufficient opportunity to think and plan. This requires swift and direct action to minimize damage. The absence of immediate solutions and the intense time pressure increase tension and weaken the effectiveness of decisions if the crisis is not managed quickly and decisively (Borazan, 2021, 10). Speed is required to comprehend the crisis, consider alternatives, make appropriate decisions, and quickly mobilize the crisis management team and carry out the necessary operations to contain or minimize damage. It also requires constant preparation to effectively confront crises by developing operational capabilities, reviewing preventive measures, developing plans, and conducting ongoing training to address crises (Al-Lami & Al-Essawi, 2015, 162).

**Communication and information:** Communication and information exchange are essential elements of crisis management. Building an effective team spirit relies on open communication and mutual trust among members. Sharing accurate information with employees and enabling them to access the facts helps improve team performance and enhances the ability to make appropriate decisions. Effective communication during a crisis also helps reduce knowledge gaps that could negatively impact the speed and success of a response (Borazan, 2021, 36).

Communication during crises is a fundamental component of effective crisis management. It not only mitigates the severity of a crisis but can also enhance an organization's reputation beyond its pre-crisis level. Crisis communication refers to the interaction between an organization and its audience before, during, and after negative events. This communication is designed to mitigate harmful elements that could affect the organization's image (Catanoi et al., 2025).

Communications play a crucial role in the speed and flow of information and opinions within an organization and between the organization and the outside world. The speed and abundance of information correlates with management's success in mobilizing resources, harnessing energies, countering rumors, winning over external audiences that interact with the organization, and winning or neutralizing public opinion. It is necessary to develop and update communications plans and lists on a regular basis, as well as assigning a member of the crisis team to manage internal and external communications operations and prepare media messages for target audiences (Al-Lami & Al-Eisawi, 2015, 163). Effective communication is one of the most important elements of crisis management, as it contributes to accurately and transparently communicating strategic messages to various audiences. Social media has become an effective tool for conveying information and managing crises. Effective communication helps build trust, coordinate efforts, and mitigate rumors during crises (Kalogiannidis et al., 2023, 251).

**Resource mobilization:** Resource mobilization is a critical component of crisis management, encompassing human, material, technical, and cognitive resources. The effectiveness of crisis management depends on the availability of these resources, the ability to mobilize and invest them promptly in the context of an effective response, and the importance of having ready organizational resources to support the effective implementation of the crisis management plan (Kalogiannidis et al., 2023, 249).

Effective crisis management includes an organization's ability to effectively mobilize its material and human resources to confront crises. Successful management requires investing all available capabilities, both internally and externally, while ensuring the optimal use of resources to contain the crisis and mitigate its impact. Highly efficient resource mobilization ensures that the organization can return to normal as quickly as possible and with the least possible losses (Borazan, 2021, 25). The organization's ability to mobilize available resources while maximizing the shared sense among members of the organization or society of the risks caused by the crisis sharpens and mobilizes energies to confront the crisis, preserve life, and face challenges by unifying the segments of society in the face of the external threat (Al-Lami & Al-Aissawi, 2015, 162).

### *Relationship between Strategic Leadership and Crisis Management Effective*

Some researchers have investigated the relationship between strategic leadership and effective crisis management. Hasan et al.'s (2022) study examined the impact of strategic leadership on effective crisis management. It found a strong correlation between strategic leadership and effective crisis management through resource mobilization. The results also showed a significant impact of adopting strategic leadership across all its dimensions on effective crisis management. Al-Shayal and Al-Jidaya's (2021) study focused on measuring the impact of strategic leadership on effective crisis management. The results indicated a statistically significant direct correlation between strategic leadership and effective crisis management. In another study by Shlaga and Shenshel (2019), the researchers attempted to verify the impact of strategic leadership on effective crisis management and to identify the methods and approaches used to address crises. The study found a direct, statistically significant impact of strategic leadership practices on effective crisis management, and that all dimensions of strategic leadership had a significant impact on effective crisis management.

### *Hypotheses*

- Ho1: There is an impact of strategic leadership on crisis management effectiveness at Mafraq Gynecology and Pediatrics Hospital.
- Ho2: There is an impact of strategic leadership on speed of response at Mafraq Gynecology and Pediatrics Hospital.
- Ho3: There is an impact of strategic leadership on information and communication at Mafraq Gynecology and Pediatrics Hospital.
- Ho4: There is an impact of strategic leadership on resource mobilization at Mafraq Gynecology and Pediatrics Hospital.

### **Methodology**

#### *Sample*

The study population comprised 400 employees at Mafraq Gynecology and Pediatrics Hospital. A simple random sample of 196 employees was selected to fill out an electronic questionnaire, of which 122 were returned.

#### *Measurement*

A 40-item questionnaire was developed covering the dimensions of strategic leadership and crisis management effectiveness, with 25 items covering strategic leadership and 15 items covering crisis management effectiveness. The items were developed based on

previous studies, which tested them, and the tests they underwent indicated a high degree of reliability.

When commenting on averages, they will be determined according to an approved formula, and based on a five-point scale for the response alternatives for each item, according to the following equation, as shown in Table 1:

Category length = (Upper limit of alternative - Lower limit of alternative) / Number of levels.

$$5 - 1/3 = 1.33$$

- Low: 1 - less than 2.34

- Medium: 2.34 - less than 3.67

- High: 3.67 - 5

## Results

Table 1 presents the personal and job characteristics of the managers in the study sample. It shows that the majority of them were female, with 108 managers representing 88.5%, while the number of male managers was 14, representing 11.5%. Regarding the managers' ages, the concentration was in the age group of 30-less than 40 years, with 69 managers representing 56.6% of the sample. Regarding the managers' practical experience, the concentration was in the category of less than 10 years, with 56 managers representing 45.9%. The highest percentage for educational level was for those with a bachelor's degree, with 72 managers representing 59%.

Table 1

### *Demographic characteristics*

Variable	Frequency	Percentage
<b>Gender</b>		
Male	14	11.5
Female	108	88.5
<b>Age (years)</b>		
Less than 30	23	18.9
30- less than 40	69	56.6
40 - less than 50	25	20.4
50 and more	5	4.1
<b>Experience (years)</b>		
Less than 10	56	45.9
10- less than 15	32	26.2
15- less than 20	15	12.3
20 and more	19	15.6
<b>Education</b>		
Diploma	24	19.7
Bachelor's	72	59.0

Master's	22	18.0
PhD	4	3.3

Table 2 displays the results of the descriptive analysis of the study sample's responses to the questionnaire items related to strategic leadership and crisis management effectiveness, in addition to the reliability of the scale adopted in the study. The results indicated a high degree of reliability for the study scale using Cronbach's alpha coefficient, with the lowest value for the scale being 0.904, and all values exceeding the minimum acceptable value of 0.70 (Sekaran & Bougie, 2016, p. 290). Managers' responses to all items on the strategic leadership dimensions were at high levels, the highest for strategic orientation, with a mean of 3.869 and a standard deviation of 0.756. Managers' responses to all items on crisis management effectiveness were at high levels, the highest for response speed, with a mean of 3.921 and a standard deviation of 0.694.

Table 2  
*Descriptive statistics*

Dimension	Items	Alpha	Mean	St. deviation
Strategic orientation	5	0.904	3.869	0.756
Developing human capital	5	0.920	3.789	0.817
Enhancing organizational culture	5	0.938	3.743	0.908
Implementing organizational control	5	0.925	3.828	0.773
Ethical practices	5	0.929	3.803	0.788
Speed of response	5	0.913	3.921	0.694
Communication and information	5	0.909	3.862	0.688
Resource mobilization	5	0.915	3.795	0.688

Table 3 shows the results of testing the first hypothesis, which concerns the impact of strategic leadership on crisis management effectiveness. This hypothesis was tested using multiple linear regression. The results of the multiple linear test showed a significant impact of strategic leadership on crisis management effectiveness. The  $R^2$  value was 0.806, which means that strategic leadership contributes 80.6% of the variance in crisis management effectiveness, with an F value of 96.614 at a significance level of 0.000. Regarding the significance of the strategic leadership dimensions, strategic orientation was the only significant dimension on crisis management effectiveness, with a B value of 0.298, Beta value of 0.34, T value of 4.167, with a significance level of Sig.=0.000. The remaining dimensions were insignificant because their significance exceeded 0.05.

Table 3

*Impact of strategic leadership on crisis management effectiveness*

Variable	B	Beta	T	Sig.
Strategic orientation	0.298	0.343	4.167	0.000
Developing human capital	0.165	0.206	1.939	0.055
Enhancing organizational culture	0.039	0.054	0.494	0.622
Implementing organizational control	0.169	0.199	1.768	0.080
Ethical practices	0.130	0.156	1.607	0.111
$R^2=0.806$		$F=96.614$	$Sig.=0.000$	

Table 4 presents the results of a simple linear regression test of the impact of strategic leadership on crisis response speed. The results indicated that strategic leadership had a significant impact on crisis response speed. The  $R^2$  value was 0.725, indicating that strategic leadership contributed 72.5% of crisis response capacity. The B value was 0.782, F value was 316.930, and the significance level was  $Sig.=0.000$ .

Table 4

*Impact of strategic leadership on speed of response*

$R^2$	B	F	Sig.
0.725	0.782	316.930	0.000

Table 5 presents the results of a simple linear regression test of the impact of strategic leadership on communications and information during a crisis. The results indicated that strategic leadership has a significant impact on communications and information during a crisis. The  $R^2$  value was 0.704, indicating that strategic leadership contributes 70.4% to the speed of communications and the fluidity of information. The B value was 0.761, the F value was 285.962, and the  $Sig.=0.000$ .

Table 5

*Impact of strategic leadership on communication and information*

$R^2$	B	F	Sig.
0.704	0.761	285.962	0.000

Table 6 presents the results of a simple linear regression test of the impact of strategic leadership on resource mobilization during a crisis. The results indicated that strategic leadership has a significant impact on resource mobilization during a crisis. The  $R^2$  value was 0.723, indicating that strategic leadership contributes 72.3% to resource mobilization to confront the crisis. The B value was 0.771, F value was 313.112, and the  $Sig. = 0.000$ .

Table 6

*Impact of strategic leadership on resource mobilization*

$R^2$	B	F	Sig.
0.723	0.771	313.112	0.000

## **Discussion**

The study examined the impact of strategic leadership on crisis management effectiveness, applying it to the Mafrq Gynecology and Pediatrics Hospital in Jordan. The study results indicated a high level of adoption of strategic leadership at the hospital. The hospital's management has a clear vision and sets achievable goals to achieve its vision. It also works to develop employees by enrolling them in training programs, encouraging them to embrace cultural diversity, and working to build an organizational culture that encourages achievement within an environment that promotes fairness among employees. The results indicated a high level of crisis management effectiveness at the hospital, as decisions are made quickly during crises. Management avoids routine decision-making during crises, provides clear communication channels during crises, and provides the necessary material and human resource to address the crisis.

The results of the statistical analysis showed a significant impact of strategic leadership on crisis management effectiveness. A clear management vision, realistic goals, skilled human resource, high levels of employee trust, performance reporting and monitoring, and adherence to ethical behavior are all positively reflected in the hospital's ability to respond quickly to crises as soon as they are detected, facilitate effective information exchange between departments, and collaborate with external entities to address crises.

The findings of this study draw the attention of organizational management to the importance of leadership possessing a strategic perspective in terms of defining its strategic direction, developing its human resources, building a strong organizational culture, implementing the outcomes of the oversight process, and practicing ethical practices in how it manages the crises it may face. Leadership, according to the strategic concept, helps in speeding up response, facilitating the flow of information and communication, in addition to facilitating access to the resource necessary to confront the crisis.

## **Recommendations**

1. Greater focus by hospital management on building an organizational culture by promoting the values of integrity and transparency in its dealings with employees, thus reducing the spread of rumors and accepting differences of opinion among employees.
2. Continuing to develop human capital by encouraging continuous learning, objective performance evaluation, and skill acquisition.
3. Emphasizing the implementation of corrective actions resulting from audit reports, defining clear mechanisms for obtaining feedback to implement corrective decisions, and committing to implementing established plans.
4. Providing pre-planned crisis response plans, especially for activities that represent critical situations where the likelihood of a crisis is high, and training employees on how to handle them.

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