

## Investigating the Impact of Leadership and Business Continuity Management on Organizational Crisis Performance

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**Abstract:** This study aims to identify the relationships among Crisis Leadership (CL), Strategic Leadership (SL), Business Continuity Management (BCM) on Organizational Crisis Performance (OCP). Crisis performance defined the integration of possible actions that represent to reduce unstable situation of the organization. For the methodology, this study follows the positivism in order to consider the research paradigm. A quantitative research approach has followed with valid 328 respondents from 500 questionnaires distributed. On this representative sample, a survey was carried out to find out the of SL, CL and BCM influence on OCP. All the study's hypothesis were supported. Finally, theoretical and managerial implications were discussed.

**Key words:** Crisis leadership, strategic leadership, BCM and OCP, respondents, questionnaires, integration

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### INTRODUCTION

In today's changing conditions if organizations aim to have a sustainable growth, strategic superiority, competitive advantages and corporate image, then they have to establish a culture that supports and encourages the quality and progress of the organization (Abd-Elaziz *et al.*, 2015; Abou-Shouk and Khalifa, 2017; Hussein *et al.*, 2013; Khalifa and Abou-Shouk, 2014; Salem *et al.*, 2019; Shamsi *et al.*, 2018; Sudigdo *et al.*, 2019). The need for crisis performance to be aligned is well established in the literature in different context (Drennan *et al.*, 2014; Khalifa and Mewad, 2017; McGuinness and Marchand, 2014; Sawalha, 2013; Shaw, 2004; Wooten and James, 2008; Zerbe, 2007). The current literature presents a number of studies that deliberate risk management and its relation to performance (Khalifa and Mewad, 2017). These studies have concluded the understanding of potential disaster events can enhance organizational performance (Bititci *et al.*, 2012). Accordingly, the identifications of the study are in the area of governmental entities, interior management system and ability to crisis performance in an organization. The crisis simply indicates a major threat to system survival with little time to respond involving an ill-structured situation and where resources are inadequate to cope with the situation (Hermann, 1963; Mishra, 1996; Pearson and Clair, 1998). Researchers have posited a variety of

behaviours that will occur within organizations faced with crisis. The performance to crisis describes in order to explain and concern the communication complexity is reduced, power and influence become centralized and concern for efficiency increases, leading to conservation of resources and greater behavioural rigidity in organizations (Staw *et al.*, 1981). However, this study theoretically organized a model for a new idea for organizational performance as a dependent variable. The crisis performance itself reduces the overall crisis and increases the success of the organization in term of influence strategic leadership.

Furthermore, few leaders allow themselves to create thinking about strategy and future plan (Alkhatari *et al.*, 2018; Montgomery, 2008; Nusari *et al.*, 2018). Thus, strategic leadership is the ability of the leaders to create and re-create reasons for the continuous existences within the organization. The strategic leader must have the capability to remain on eye on how the organization currently adding value and the other eye on change both inside and outside the organization either threaten its position and presents some new opportunities for adding value (Finkelstein and Hambrick, 1996). It engages with vision that builds trust, collaboration and mutual responsibilities for success. Vision helps leaders to make smart choice of their decision that are being made with the end in mind (Daily *et al.*, 2002). Generally, strategic leadership always has been about winning the hearts and

mind of followers to achieve a common goal. However, becoming most importantly think about the qualities of the leaders which is needed for recent turbulent economic global context and the system of training and development professionals to prepare their leaders to deal with the challenges ahead (Shamsi *et al.*, 2018; Alkhateri *et al.*, 2018; Covin and Slevin, 2017; Mohamed *et al.*, 2018; Qoura and Khalifa, 2016; Rowe, 2001). In this study, strategic leadership plays an important role as to influence of crisis performance. There is little studies followed in such relationship in other different industry, the governmental entities study has clarified the idea in order to appropriate appreciation.

In addition, forces in the global context and pressures of competition are constantly pressing demands on organisations to take measures to assure the continuity of their business. Business continuity has thus become a topic of high interest to organisations striving to overcome negative forces (Anonymous, 2006). To achieve operational and business continuity, there is a management process that addresses the processes and people that are critical for the survival of the organisation. This approach of ensuring continuity of critical processes is called Business Continuity Management (BCM) (Randeree *et al.*, 2012). Moreover, based on the above assertion, acknowledging the relationship between business continuity management and Organizational Crisis Performance (OCP) and their key constituents is critical to the present investigation and forms part of its key research gap in an attempt to make clear such relationship. This study attempts to bridge this gap through the survey of the study.

According to Kapucu and Ustun (2018) the numerous crises varying in size, duration and complexity have increased the importance of leadership in managing them (Mohamed *et al.*, 2018). In order to provide security for citizens, the main purpose of governmental entities managers is to be more comprehensive and professional preparation for large-scale crisis management (Kapucu and Wart, 2006). Recently, the public expects effective public management leadership in crises more than they did in the past (Ink, 2006; Kapucu and Ustun, 2018). The absence of leadership skills may lead to inadequate crisis management which may cause loss of life and property (Demiroz and Kapucu, 2012; Heller, 2012; Murphy and Dunn, 2012). Additionally, crisis leadership influence on organizational crisis performance in order to protect crisis inability. This relationship has formulated to introduce the view of reframing crisis leadership approach. However, little research has been published on the impact of leadership in crisis and strategic and Business Continuity

Management (BCM) has on the development of Organizational Crisis Performance (OCP) and its implementation in Abu Dhabi government entities. This study can be summarized as follows: Adopting leaderships, BCM concepts and organizational crisis performance in the UAE societies into other areas such as led to managerial problems associated with the applicability of such frameworks and management paradigms in developing countries (Tsui *et al.*, 2007) where cultural differences might be strong determinants of the success or failure of such initiatives. The current study aims to investigate the impact of SL, CL and BCM on OCP within Abu-Dhabi Governmental Entities (ADGE).

### **Literature review**

**Crisis leadership:** The difficulties associated with crisis leadership in the public sector have led to serious managerial problems in the crisis response within Abu Dhabi Government Entities. This is because either the management (Abu Dhabi Government Entities) is not aware of such difficulties don't have the necessary change management leadership to overcome such crisis difficulties or more importantly did not determine the external and internal barriers to the planning (Jaques, 2012). Wooten *et al.* (2013) suggested that organizations can avert potentially devastating outcomes of a crisis in fostering leadership by selecting and training crisis leaders through crisis simulations developed from a Behavioral Crisis Analysis (BCA) which identifies. A crisis leader's critical tasks and activities in a crisis situation, the competency level and skill set required to successfully address these activities, the context in which these activities will be activated.

In addition, particular characteristics of management sector organizations seem to cause managerial problems not always encountered in the public sector. Some of these characteristics are influenced to the people restraints on the use of rewards and punishments political influences on management decisions and the separation of policy making and policy implementation (Yusko and Goldstein, 1997). A key challenge here is the paucity of empirical research into crisis leadership. In fact Jaques (2012) have described crisis leadership as one of the most important yet least studied factors in crisis management. Similarly, Adamu *et al.* (2016) lamented that, although, prior crisis management research has described how crises unfold across various phases, "there is virtually no research that identifies the knowledge, skills or abilities necessary to lead an organization through these phases. Accordingly, crisis leadership influence on organizational crisis leadership in order to enhance the crisis simulation and protection. The leaders have been skilled to protect

uncertain risk and threaten. Wallace and Suedfeld (1988) have considered this relationship in according to crisis and its performance. Boin *et al.* (2013) also described a framework for crisis management and its performance where this study attempts to investigate this relationship in Abu-Dhabi governmental entities uncovered theories. Thus, this hypothesis was suggested:

- H<sub>1</sub>: crisis leadership positively influence on organizational crisis performance

**Strategic leadership:** Strategic leadership is an ability of experienced, wisdom and vision of the seniors that create and execute plans and make consequential decisions in the volatile, complex, uncertain, risk and ambiguous strategic environment (Guillot, 2003). Rowe (2001) addressed the ability to influence others to voluntarily make continuous decision for enhancing long-term viability of the organization. Similarly, Amos (2007) considered as the ability to realize the entire organization and the surroundings to operate and using this realization though other people both sort and long term stability. Hitt *et al.* (2007) have explained as the ability to anticipate, maintain flexibility, envision and empower employee to create required strategic changes. Effective strategic leaders must create and maintain adsorptive and adaptive capacity in addition to obtain managerial success. Absorptive capacity involves the ability to change due to condition and variation in order to discernment and intuition (Serfontein, 2010). According to the organizational perspective, strategy stated as the most important duty of top management or chief executives for overarching responsibility for setting an organization's course and seeing the journey through. Montgomery (2008) further considered the responsibility of executives to formulate a challenging view of the future, providing a clear idea where threaten could come from different sides by thinking and doing combined. Strategy execution tended to be the top down in future rests with everyone. For instance, organization can go with their management brainstorming and creating something they call strategy but the capacities of driving it through onto ground level is totally different challenges (Lehman *et al.*, 2011).

In sophisticatedly, the leaders in strategic mind of thinking have known what they do and who are the followers were. We cannot see something from the perspective of another if we do not have deep humanity because it we impose our own perspective or analyse things by ourselves without seeing others viewpoints Collins. This study has addressed strategic leadership as

to utilize the organizational plan of the organization. Following this idea, strategic leadership influences on organizational crisis performance. There are little studies has been considered this relationship in the literature (Kunc and Bhandari, 2011; Vargo and Seville, 2011) while the critical clarification has cleared by this sophisticated investigation. The leaders of an organization need to readdress their role in order to practice and ability. Organization required considering whether leaders recognize, appreciate and embrace their power and ability (Alkhateri *et al.*, 2018; Serfontein and Hough, 2011):

- H<sub>2</sub>: strategic leadership positively influence on organizational crisis performance

**Business continuity management:** Business continuity management is not only a professional specialist discipline but also a business owned and driven issue that unifies a broad spectrum of business and management processes. These include risk, facilities, supply chain and quality management disaster recovery security crisis communication and health and safety (Randeree *et al.*, 2012). In particular, BCM provides the strategic and operational framework to both review and where appropriate redesign the way an organization provides its product and services whilst increasing its resistance to disruption, interruption or loss (Elliott *et al.*, 2010). Additionally, it is about managing risk and ensuring the continue operating within the organization. Zsidsisin *et al.* (2005) has stated that business continuity is a system that has been developed by practitioners to minimise the effects of unanticipated events on the firm's ability to meet customer requirements. The demand to protect the continuity of critical business services in the event of an unforeseen disruption has become more critical than ever (Low *et al.*, 2010). For instance, critical operational failure may cause a degradation of service quality and even a monetary loss, if the duration or degree of business interruption is extensive.

However, the downtime costs will vary significantly depending on the industries, size of business and the nature of disaster (Bakar *et al.*, 2015a, b). Beside the direct monetary lost, the downtime may also affect corporate reputation, branding, loyalty, regulatory compliance and employee productivity. Based on these facts, it is undeniable that an effective BCM plays a very crucial role in ensuring an organization's survivability and to remain competitive (Bakar *et al.*, 2015a, b). This study comprises BCM for the stability and consistency of the organization in order to continuity. Thus, BCM influences on organizational crisis performance. To the best of researcher's knowledge, this relationship has not

investigated before in the literature that introduce an ideal link for UAE governmental entities. In addition to this, there exists abundance of literature on the predictive association between BCM, organizational crisis performance. A research gap however exists in the combined effect of BCM on OCP:

- H<sub>3</sub>: BCM positively influences on organizational crisis performance

**Organizational crisis performance:** Organisations should plan and prepare for the inevitability of a crisis because he believed that with proper advance planning there can be a positive side to a crisis (Fink, 1986). It is also the necessary for capitalizing on crises and creating achievement out of adversity, inspiration out of humiliation and opportunity out of danger. The present study explored the state of crisis readiness based on organisation’s learned lessons from the ability to deal with future crises. Employees often experience a crisis as an episode of threat and uncertainty inducing anxiety (Druskat and Pescosolido, 2002). During periods of uncertainty, leaders play a substantial role in sense making and anxiety-reduction as employees look to their leaders to determine how they should interpret and react to the crisis. In addition, how leaders react (what they say and how they say it) signals to employees that should make sense of the event and quite often, affects employee’s evaluations of the competence of the leader (Badran and Khalifa, 2016; Boin and Hart, 2003; Kash and Darling, 1998; Morsy *et al.*, 2016; Mohamed *et al.*, 2018). Powley and Taylor (2014) have argued that organizational performance is also explained by the crisis management theory that highlighted the importance of organization readiness in responding to unexpected crisis events that may hinder or impede normal business operations, thus, threatening the achievement of organizational objectives (Pearson and Clair, 1998). George *et al.* (1996) indicated the emotions as intense feelings that are directed at someone or something. There are multiple universal expressions of emotion that people distinguish as separate and distinct (Ekman, 1997) include both negative emotions such as anger and sadness and positive emotions such as happiness and surprise. This study addressed the crisis performance in order to effect and influence on strategic leadership, crisis leadership and business continuity management. In generally, crisis performance indicates the crisis and critical situation of the organization that involve with uncertain activities may fall into dawn. The effect of other independent variables influence on crisis performance in order to reduce critical situation and increase the performance by the top executives.

## MATERIALS AND METHODS

### The conceptual framework

**Research design and questionnaire development:** This research design of this study has decorated in order to follow a quantitative research approach. Brynard and Hanekom (1997) argue that quantitative methods tend to be more suitable when the need to assign figures and direct an investigation towards the realization of a universal truth. In this concept to determine the reliability and validity, hypothesis testing of the measurement variables quantitative methods can be used (Zikmund and Babin, 2007). The research paradigm has followed with the positivism and objective universal for the ontology and epistemology consideration (Johnson and Onwuegbuzie, 2004). Eventually, a quantitative methodological approach to data collection and analysis may be inferred from the development of the argument in line with the positivist and objectivist paradigms (Feilzer, 2010). This research methodology has appeared with survey-based questionnaire to collect data from the Abu Dhabi governmental entities employees. In this study, quantitative research process followed for questionnaire survey and get feedback shortly. The questionnaire proceeds to collect information regarding (respondents profile and variable’s structured questions) the problem and context of the study field. This study survey consists of five parts with demographic questions focused on the flowing contents: crisis leadership, strategic leadership, business continuity management and organizational crisis performance. This research applies a survey-based methodology for gathering data which has many advantages that mainly suitable for this study. Information about respondent’s beliefs, motives and attitudes provides by an effective survey design in the study field in the case of research, measure the perceptions of organization employee’s (Fig. 1).

**Sample and procedures:** The structured questionnaire has given to respondents as it was measured on a 7-point Likert scale ranging from 1-(Strongly disagree) to 7-(Strongly agree). Accordingly, the questionnaire was prepared with the authority signature to the field of

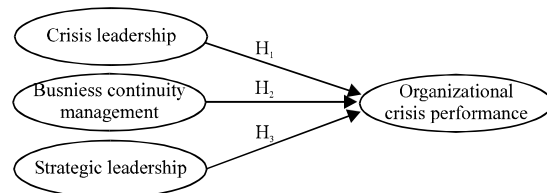


Fig. 1: The model of the study

study that showed to the governmental entities different branches to get permission. The authority was reviewed the questionnaire and give us feedback to collect data from the employees. The data collected into four steps first steps have taken 30 days to get 70 valid questionnaire from the employees. Accordingly, four steps together collected 328 valid questionnaires after distributing 500 questionnaires. Additionally, PLS (Partial Least Square) was used to analyze this study in order to find out the result for support the hypothesis and outcomes. It needs a large sample for less stable estimation purpose and it may use for sample size as small as 50 and large 5000 (Hulland, 1999). Path analysis, estimation, direct and indirect influence determination and model fit were done by this way for supporting proposed hypothesis.

**RESULTS AND DISCUSSION**

**Descriptive analysis:** Demographic profile of respondents shows that 287 (87.5%) were male and 41 (12.5%) female. Most of the employees were aged between 30-39 years this accounted for 50% of the responses followed by the age range of 40-49 years at 28% of total responses. In terms of education background, 41.8% had a bachelor degree (the majority of participants) and most of the remaining 34.5% hold a postgraduate degree. Only 17.4% were holding Senior High School and 6.4% like diploma. Employee's position show that, close to 25.3% of the employees are Head of Department and most of the remaining 31.7% have other positions. Only 18.6% were executive management, 17.1 are supervisor and 7.3% are top management. For work experience, 42.1% have work experience for 16 years and above, 25% are from 1-15 years, 23.5% are 5-10 years experience and 9.5% are <5 years experience.

**Measurement model assessment:** This study employed Structural Equation Modeling-Variance Based (SEM-VB) through Partial Least Squares (PLS) method to analyze the research model using the software of SmartPLS 3.0. After the descriptive analysis, this study follows the two-stage analytical technique recommended by Anderson and Gerbing (1988) and Hair *et al.* (2017), starts with the measurement model assessment (validity and reliability), followed by the structural model assessment (testing the hypothesized relationships). Schumacker and Lomax (2004) and Hair *et al.* (2010) indicate that the two steps assessment procedure which includes measurement model and structural model has an advantage over the one step assessment procedure. According to Hair *et al.* (2017) measurement model specifies how each construct is measured while structural model specifies how the variables are related to each other

Table 1: Summary of demographic profile of respondents

Factors	Frequencies	Valid(%)
<b>Gender</b>		
Male	287	87.5
Female	41	12.5
<b>Age</b>		
<30	44	13.4
30-39	164	50.0
40-49	92	28
50 and above	28	8.5
<b>Educational level</b>		
Senior High School	57	17.4
Bachelor	137	41.8
Postgraduate	113	34.5
Others	21	6.4
<b>Position</b>		
Top management	24	7.3
Executive management	61	18.6
Head of Department	83	25.3
Supervisor	56	17.1
Others	104	31.7
<b>Tenure</b>		
<5 years	31	9.5
5-10	77	23.5
11-15	82	25.0
16 and above	138	42.1
<b>Total</b>	<b>328</b>	

in the structural model. The main reasons for choosing PLS as a statistical method for this study that for both measurement and structural model PLS offer simultaneous analysis which leads to more accurate estimates (Barclay *et al.*, 1995).

The assessment of measurement model was done through construct reliability as well as validity (including convergent and discriminant validity). For construct reliability, this study tested the individual Cronbach's alpha coefficients to measure the reliability of each of the core variables in the measurement model. The results indicate that all the individual Cronbach's alpha coefficients ranging from 0.891-0.956 were higher than the suggested value of 0.7 (Kannana and Tan, 2005). Additionally, for testing construct reliability all the Composite Reliability (CR) values ranging from 0.915-0.963 were higher than 0.7 (Werts *et al.*, 1974; Kline, 2010; Gefen *et al.*, 2000) which adequately indicates that construct reliability is fulfilled as shown in Table 1 and 2. Therefore, the achieved Cronbach's alpha and CR for all constructs were considered to be sufficiently error-free.

Factor loading was used to test indicator reliability. High loadings on a construct indicate that the associated indicators seem to have much in common which is captured by the construct (Hair *et al.*, 2017). Factor loadings >0.50 were considered to be very significant (Hair *et al.*, 2010). The loadings for all items exceeded the recommended value of 0.5 as shown in Table 2. The loading for all items in the model has therefore fulfilled all the requirements.

Table 2: Mean, standard deviation, loading, Cronbach's Alpha, CR and AVE

Constructs/items	Loading (>0.5)	M	SD	$\alpha$ (>0.7)	CR (>0.7)	AVE (>0.5)
<b>Crisi Leadership (EL)</b>						
CL1	0.786					
CL2	0.769					
CL3	0.647	6.14	0.899	0.891	0.915	0.608
CL4	0.833					
CL5	0.791					
CL6	0.770					
CL7	0.845					
<b>Strategic Leadership (SL)</b>						
SL1	0.710					
SL2	0.801					
SL3	0.832					
SL4	0.818					
SL5	0.801					
SL6	0.825	5.71	0.784	0.953	0.959	0.660
SL7	0.873					
SL8	0.875					
SL9	0.832					
SL10	0.783					
SL11	0.742					
SL12	0.836					
<b>Business continuity management (AOC)</b>						
BCI1	0.850					
BCI2	0.912					
BCI3	0.887					
BCI4	0.907	5.88	1.015	0.951	0.960	0.774
BCI5	0.902					
BCI6	0.892					
BCI7	0.804					
<b>Organizational Crisis Performance (OCP)</b>						
OCP1	0.843					
OCP2	0.820					
OCP3	0.886					
OCP4	0.865	5.89	1.042	0.956	0.963	0.76
OCP5	0.903					
OCP6	0.910					
OCP7	0.871					
OCP8	0.895					

M = Mean, SD = Standard Deviation,  $\alpha$  = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted, The measurement used is seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree), All the factor loadings of the individual items are statistically significant ( $p < 0.01$ )

For testing convergent validity (the extent to which a measure correlates positively with alternative measures of the same construct), this study used the Average Variance Extracted (AVE) and it indicated that all AVE values were higher than the suggested value of 0.50 (Hair *et al.*, 2010) ranging from 0.608-0.774. The convergent validity for all constructs has been successfully fulfilled and adequate convergent validity exhibited as Table 2 shows.

The discriminant validity (the degree to which items differentiate among constructs or measure distinct concepts) of the measurement model was checked using three criteria, namely cross-loadings, Fornell-Larcker and the Heterotrait-Monotrait ratio (HTMT). According to Hair *et al.* (2017), the cross-loadings are typically the first approach to assess discriminant validity of the indicators. As shown in Table 3, the cross

loading criterion fulfills the requirements because the indicators outer loadings on a construct were higher than all its cross-loadings with other constructs (bold values).

The results of discriminant validity by using the Fornell-Larcker criterion is shown in Table 4 where the square root of the AVEs on the diagonals as represented by the bolded values are higher than the correlations between constructs (corresponding row and column values). This indicates that the constructs are strongly related to their respective indicators compared to other constructs of the model (Fornell and Larcker, 1981; Chin, 1998a, b), thus, suggesting a good discriminant validity (Hair *et al.*, 2017). In addition, the correlation between exogenous constructs is  $< 0.85$  (Awang, 2014). Hence, the discriminant validity of all constructs is fulfilled.

Table 3: Results of discriminant validity by the cross loading

Variables	BCM	CL	OCP	SL
BCI1	<b>0.850</b>	0.576	0.599	0.644
BCI2	<b>0.912</b>	0.622	0.650	0.680
BCI3	<b>0.887</b>	0.585	0.591	0.660
BCI4	<b>0.907</b>	0.575	0.610	0.672
BCI5	<b>0.902</b>	0.571	0.627	0.629
BCI6	<b>0.892</b>	0.574	0.642	0.664
BCI7	<b>0.804</b>	0.536	0.592	0.600
CL1	0.554	<b>0.786</b>	0.612	0.554
CL2	0.507	<b>0.769</b>	0.526	0.482
CL3	0.378	<b>0.647</b>	0.375	0.389
CL4	0.538	<b>0.833</b>	0.576	0.563
CL5	0.559	<b>0.791</b>	0.534	0.543
CL6	0.547	<b>0.770</b>	0.521	0.519
CL7	0.478	<b>0.845</b>	0.591	0.534
OCP1	0.608	0.566	<b>0.843</b>	0.582
OCP2	0.614	0.605	<b>0.820</b>	0.565
OCP3	0.592	0.617	<b>0.886</b>	0.601
OCP4	0.615	0.583	<b>0.865</b>	0.578
OCP5	0.635	0.626	<b>0.903</b>	0.600
OCP6	0.600	0.638	<b>0.910</b>	0.621
OCP7	0.587	0.587	<b>0.871</b>	0.648
OCP8	0.652	0.621	<b>0.895</b>	0.646
SL1	0.611	0.632	0.552	<b>0.710</b>
SL10	0.540	0.505	0.602	<b>0.783</b>
SL11	0.552	0.489	0.522	<b>0.742</b>
SL12	0.652	0.542	0.615	<b>0.836</b>
SL2	0.659	0.615	0.570	<b>0.801</b>
SL3	0.571	0.550	0.590	<b>0.832</b>
SL4	0.585	0.488	0.534	<b>0.818</b>
SL5	0.553	0.501	0.515	<b>0.801</b>
SL6	0.586	0.517	0.485	<b>0.825</b>
SL7	0.659	0.556	0.605	<b>0.873</b>
SL8	0.643	0.512	0.553	<b>0.875</b>
SL9	0.576	0.524	0.571	<b>0.832</b>

CL: Crisis Leadership, SL: Strategic Leadership, BCM: Business Cunity Management, OCP: Organizational Crisis Performance

Table 4: Results of discriminant validity by Fornell-Larcker criterion

Variables	Factors	1	2	3	4
1	BCM	0.880			
2	CL	0.656	0.780		
3	OCP	0.701	0.692	0.875	
4	SL	0.739	0.661	0.692	0.812

Diagonals represent the square root of the average variance extracted while the other entries represent the correlations CL: Crisis Leadership, SL: Strategic Leadership, BCM: Business Cunity Management, OCP: Organizational Crisis Performance

There has been some criticism of the Fornell-Larcker criterion, Henseler *et al.* (2015) mentioned that it does not accurately reveal the lack of discriminant validity in common research situations. They have proposed an alternative technique which is the Heterotrait-monotrait ratio (HTMT) of correlations based on the multitrait-multimethod matrix. This study assesses discriminant validity through HTMT. While the discriminant validity has a problem when the HTMT value is greater than HTMT 0.90 value of 0.90 (Gold and Arvind, 2001) or the HTMT 0.85 value of 0.85 (Kline, 2010), all values as Table 5 shows were lower than the recommended value of 0.85 indicating that discriminant validity has been ascertained.

Table 5: Results of discriminant validity by HTMT

Variables	Factors	1	2	3	4
		BCM	CL	OCP	SL
1	BCM				
2	CL	0.710			
3	OCP	0.735	0.743		
4	SL	0.776	0.713	0.722	

CL: Crisis Leadership, SL: Strategic Leadership, BCM: Business Cunity Management, OCP: Organizational Crisis Performance

**Structural model assessment:** Hair *et al.*, (2017) suggested assessing the structural model by looking at the beta ( $\beta$ ),  $R^2$  and the corresponding t-values via a bootstrapping procedure with a resample of 5,000. Moreover, they recommend reporting the effect sizes ( $f^2$ ) as well as the predictive relevance ( $Q^2$ ). As Sullivan and Feinn (2012) argue that the p-value determine whether the effect exists but it does not reveal the size of the effect.

**Hypothesis tests:** The structural model assessment as shown in Fig. 2 and Table 6 provides the indication of the hypothesis tests with 3 out of the 3 hypothesis are supported. CL, BCM and SL significantly predict organizational Crisis performance. Hence,  $H_1-H_3$  are accepted with ( $\beta = 0.329, t = 4.662, p < 0.001$ ) ( $\beta = 0.296, t = 3.096, p < 0.01$ ) and ( $\beta = 0.256, t = 4.108, p < 0.001$ ), respectively. Note that the standardized path coefficient indicates the strengths of the relationship between exogenous and endogenous constructs, so, the direct effects of CL on organizational crisis performance are much stronger than the influence of other variables.

CL, BCM and SL explaining 61.2% of the variance in organizational crisis performance. The  $R^2$  values achieved an acceptable level of explanatory power as recommended by Cohen (1988) and Chin (1998a, b) indicating a substantial model. This study also assessed effect sizes ( $f^2$ ). Effect size  $f^2$  determines whether an exogenous latent construct has a substantial, moderate or weak impact on an endogenous latent construct (Gefen and Rigdon, 2011). Hair *et al.* (2017) recommend to test the change in the  $R^2$  value. Cohen (1988) suggested a guideline measure the magnitude of the  $f^2$  which is 0.35 (large effects), 0.15 (medium effects) and 0.02 (small effects). The result of  $f^2$  as Table 6 shows that three relationships with medium effect sizes.

Further, by using the blindfolding procedure this study examined the power of research proposed model regarding the predictive relevance. As recommended by Hair *et al.* (2017) the blindfolding procedure should use only on the endogenous constructs with a reflective measurement. If the value of  $Q^2$  is  $> 0$  then the predictive relevance of the proposed model exists for a certain endogenous construct (Fornell and Cha, 1994; Hair *et al.*,

Table 6: Structural path analysis results

Hypothesis	Relationship	Std Beta	SE	t-values	p-values	Decision	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>	VIF
H <sub>1</sub>	CL->OCP	0.329	0.320	4.662	0.000	Supported	0.612	0.140	0.432	1.997
H <sub>2</sub>	SL->OCP	0.256	0.260	4.108	0.000	Supported		0.068		2.504
H <sub>3</sub>	BCM->OCP	0.296	0.299	3.096	0.002	Supported		0.091		2.476

CL: Crisis Leadership, SL: Strategic Leadership, BCM: Business Cunity Management, OCP: Organizational Crisis Performance

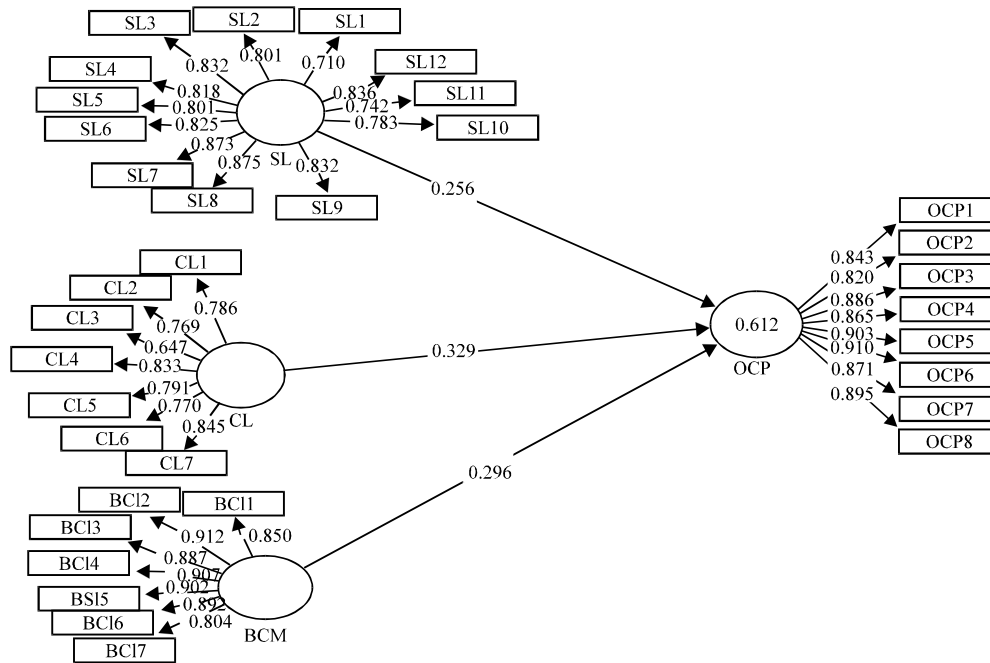


Fig. 2: PLS algorithm results

2017). As Table 4 shows that all the values of Q<sup>2</sup> greater than zero indicate that there is an adequate predictive relevance for the proposed model. For the Q<sup>2</sup> values, Hair *et al.* (2017) suggested values of 0.35 (large), 0.15 (medium) and 0.02 (small) as a relative measure of predictive relevance and the result of this study shows that the exogenous have large predictive relevance.

An issue of the multicollinearity could exist in any study which is not desirable, it means that the variance exogenous constructs explain in the endogenous construct are overlapping with each other and thus, not each explaining unique variance in the endogenous variable (O’Brien, 2007). To measure and assess the degree of multicollinearity, Variance Inflation Factor (VIF) widely used (O’Brien, 2007). There is cause for concern when the largest VIF is >10 (Bowerman and O’Connell, 1990; Myers, 1990). And according to Hair *et al.* (2017) a multicollinearity issue exists when the largest VIF is >5. Table 6 shows multicollinearity diagnostic through VIF which indicates that there is no evidence of significant multicollinearity among the study exogenous constructs because all VIF values are <5 ranging from 1.997-2.504. It

means that the variance of exogenous constructs explains in the endogenous construct are not overlapping with each other.

This study have examined in depends on organizational crisis performance through investigating the influences of crisis leadership, strategic leadership and business continuity management in the Abu-Dhabi Governmental Entities (ADGE). The variables has linked as prior investigation between strategic and crisis leadership and business continuity management on organizational crisis performance. The above findings of the study has shown that crisis leadership positive and significantly (p<0.05) influence on organizational performance. This relationship has indicated the priority of the leadership knowledge and skills to protect crisis or prevent uncertain situation within the organization. Holsti (1976) has illustrated the crisis intensifies, the environment becomes more unstable, the volume of information to be processed grows and the message traffic with friend and foe alike increases. In addition crisis leaders are confidently approached minimize the crisis by handling the situation using limited resources, allocate



and manage resources in an effective manner, identify, create and execute missions in order to manage the crisis (James *et al.*, 2011). Accordingly, crisis leaders can enhance the performance for long and future success by estimating crisis range and avoid the threat.

Furthermore, the above findings have shown that strategic leadership significantly influence on organizational crisis performance in order to get the consistency of strategic leadership for performance. Guillot (2003) has examined the strategic leadership as long-term planning, the most and profound decisions or highest conceptual ability to make decisions for increasing overall performance. The crisis performance sometimes depend on the strategic plan which belongs to the effective leadership because of long time strategies of planning of the organization can be made the unstable situation for crisis incidents. This relation can reduce the crisis incidents by performing strategic effective leadership.

Moreover, business continuity management significantly influence on organizational crisis performance. The above analysis was tested the crisis performance of an additional business process which indicates the consistent success in international relations, measured by retaining active political responsibility for Foreign policy (as Foreign minister, head of government or both) for at least 20 years (Ley *et al.*, 2012). Thus, Business Continuity Management (BCM) has been evolved as an effective tool for ensuring the delivery of organization's key products/services in the presence of various disruptions (Gibb and Buchanan, 2006).

## **CONCLUSION**

BCM increasingly diverse the organization in a continuous process that may occur irregularity in crisis sense but the effective management adopt and treat the crisis bad effect during business period.

## **IMPLICATIONS**

The theoretical implication of the study is to indicate the possible outcome which is retrieved from the relationship based findings. Accordingly, it indicates the interesting feature of the results is the suggestion of a possible link between strategic leadership, crisis leadership and business continuity management on organizational crisis performance, since, the maintenance of high complexity, apparently a stable individual attribute associated with peaceful resolutions of crises (Suedfeld and Tetlock, 1977). The first relationship (crisis leadership and OCP) suggests that efficient crisis leaders

develop the organizational outcomes in order to prevent unstable and threaten. This in-turn suggests the possibility of something of even more fundamental theoretical importance: the development of a body of systematic, data-based theory linking the crisis leadership and OCP of decisions. Consequently, strategic leadership and OCP relationship suggests a possible outcomes in terms of theoretical evidences that more precisely, strategic leaders always fix the long run strategies related to organizational future business by avoiding organizational crisis representation. Elenkov *et al.*, (2005) have considered that strategic leadership process to a vision for the future communication subordinates, stimulating and motivating, enacting with strategic supportive exchanges with followers in order to achieve great performance and reduce overall crisis. The research is important from a policy perspective to the possible development of indicators that would allow us to predict the performance of leaders in crisis. The researcher should emphasize once again that we are some distance from acquiring such capability. Finally, BCM and OCP suggests the possible indication that ensure that in the event of an unforeseen disruption, critical business functions will be resumed as effectively and quickly as possible (Anderson, 2006).

Furthermore, the managerial implication has suggested the theory to implement in the practical activates for possible outcomes. This study, the theoretical implication observes the identifications to suggest for practical implantation and adapt to the strategies and workplace for future progression. The organization should not promote the leadership approaches simply but also concern about the crisis performance. On the other hand, crisis leadership, strategic leadership and business continuity management, essentially, enhance the organizational crisis performance in order to develop skills and knowledge and strategic planning practice. So, these findings suggests to the top management to imply the idea for reducing lacking and consequences of the organization and develop performance for future constancy.

## **LIMITATIONS**

Although, the measurement of organizational crisis performance experienced that data of the study is still too limited for a definitive statement that our conclusions may be generalized. This study is not the summary of a study completed but rather a progress report on only one step in a very large undertaking. This study was limited by the Abu-Dhabi governmental entities in the public perspectives. The future research directs to investigate

the study hypothesis in other geographical other areas and other field of contexts as well as the sample should include public and private sector to increase the generalization. The researcher recommends the future research that would investigate other crisis criteria such as crisis representation and outcomes that are strongly correlated other variables”.

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