

Crisis Management: Examine the influence of successful Leadership Styles on Crisis Management

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Article Detail:	Abstract
<p>Received: 30 Oct 2022; Received in revised form: 19 Nov 2022; Accepted: 29 Nov 2022; Available online: 04 Dec 2022</p> <p>©2022 The Author(s). Published by International Journal of English Language, Education and Literature Studies (IJEEL). This is an open access article under the CC BY license (https://creativecommons.org/licenses/by/4.0/).</p> <p>Keywords— Leadership, Crisis Management, Private Business</p>	<p><i>The primary purpose of this research is to investigate the connection that exists between different types of leadership and how well private companies in Erbil deal with times of crisis. In order to accomplish the objectives of this research project, a quantitative approach was used. Six hundred thirty individuals responded to the survey, making the total number of participants. According to the findings, charismatic leadership proved to be the most valuable of all the other forms of leadership. According to the findings of the study, charismatic leadership has been subjected to increased scrutiny over the past few decades, and the growth plans of businesses typically require revision while facing a crisis. The findings of the current study will serve as a guide for government agencies, notably private firms in Erbil, in the process of selecting individuals who are capable of charismatic leadership in times of crisis.</i></p>

1. Introduction

In order to effectively manage crises and make the transition from a present financial situation (Othman et al., 2022) and a society based on logic and linearity to a financial position and a society based on inventiveness and originality, the aptitude and ability of a leader are extremely important (Jamil et al., 2022). Officials in government, business managers, and the heads of large organizations all have to make difficult choices on a regular basis while maintaining an optimistic outlook on the outcomes (Ahmed & Faeq, 2020). This is necessary for them to be successful in achieving their objectives (Akoi et al., 2021). On a consistent basis, judgments are made to either issue an order, correct a problem, manage a

crisis (Jwmaa et al., 2022), or deal with a number of unsatisfactory outcomes (Sadq et al., 2021). The most important thing is to make a choice that is as good as it possibly can be, one that is well understood by all of the persons involved (Mahmood et al., 2022), and one that results in favorable consequences. Leadership is tied in with making the right choices at the right times (Faeq, 2022). As a consequence of this, it is strongly encouraged to manage less and lead more in order to successfully deal with or handle any problem or crisis (Ismeal et al., 2021). This study focuses on different types of leadership and how they relate to different approaches to crisis management (Faeq et al., 2020). This is generally seen as a source of motivation for the people who report to the leaders. Leadership is one of the most important factors in determining whether or

not good performance can be sustained. Followers who are aware of the link between the firm's performance and the firm's or organization's objectives and values, for example (Anwar & Shukur, 2015), increase their efforts in positively contributing to the firm's or organization's goals, which leads to improved performance of the firm or organization. Leadership is one of the most important factors in determining the culture of a business (Hamad et al., 2021). Leaders are often the ones who describe an organization's culture. Leaders are the ones who establish principles, encourage appropriate member conduct (Faeq et al., 2021), and reinforce both punishment and incentives (Anwar & Abdullah, 2021). On the other hand, in today's world, companies aim to build teams as their first step in resolving crises that may cause future damage to the business. This is the case because organizations believe that teams are more effective than individual efforts (Anwar, 2016). Many former academics have conducted leadership research with the goal of distinguishing the concept of leadership from the concept of management (Gardi et al., 2021), as well as their accomplishments in achieving desired results and efficiency in business (Faeq et al., 2022). Several academics and researchers have attempted to provide an accurate classification and description of their critical tasks and responsibilities by drawing on a wide range of organizational behavior perceptions and theories and translating them to actual leading duties and activities (Hameed & Anwar, 2018). Their goal has been to offer this classification and description in the hopes that it will aid in improving organizational performance (Qader et al., 2021). Organizational behavior is the study of leadership styles and managers based on the personalities and characteristics of those individuals (Faeq et al., 2022). It also assists in responding to diversification, economic force, enhanced labor abilities (Anwar, 2017), work-life balance, improved customer service, and the creation of an ethical workplace environment (Hamza et al., 2021). The focus of OB is on the ways in which managers may enhance their company's efficiency and effectiveness (Faeq et al., 2022), increase employee commitment (Anwar & Shukur, 2015), reduce turnover within the business, increase employee happiness, and promote customer satisfaction. In addition (Hamad et al., 2021), OB provides and demonstrates the direction as well as the plan for leaders, particularly managers, to choose the appropriate and relevant styles that best meet the organization's values in order to achieve both corporate goals and personal objectives. This is accomplished by selecting the suitable and relevant

styles that best meet the organization's values (Faeq, 2022). It is true to state that an examination of the impacts that an individual laborer and group of laborers, in addition to the organizational chart (Abdullah et al., 2017), have on internal behavior that corresponds to their aims to establish a healthy and ethical environment (Hamza et al., 2021) is necessary. Companies are searching for leaders who can inspire their followers by providing them with a crystal clear vision of the future while also possessing the transformational leadership characteristics and charisma essential to setting their vision and selling it to their followers (Faraj et al., 2021). Additionally (Faeq & Ismael, 2022), a leader's real success may be the outcome of demonstrating the necessary behaviors; a number of authors and academics have remarked that employees may have a fairly constant or standardized interpretation of the leader's conduct or vision (Anwar & Shukur, 2015). Maximizing profit and increasing the market value of the public sector is one of the most important goals in the construction of the public sector; while the public sector achieves this goal on the one hand (Aziz et al., 2021), it also contributes to the progress of the country and the prosperity of civilization on the other (Faeq, 2022). However, since it functions in a setting that is fraught with risk and unpredictability, the public sector may at times be forced to contend with obstacles (Anwar, 2017). The difficulties that the public sector is experiencing could originate from inside the sector's own organizational structures, in addition to the general economic climate of the nation (Qader et al., 2021). This study investigated the concept of leadership and crisis in further detail because of the increase in the frequency of their occurrence (Faeq & Ismael, 2022), as well as the negative repercussions on the public sector at various levels (Sabir et al., 2021). The environment in which government agencies function is in a constant state of flux, putting them at risk from a diverse range of dangers (Anwar, 2016). If the public sector is unable to find timely and appropriate responses to such threats, address issues as they arise, and take the necessary steps to avoid recurrence of previously managed problems, the sector's chances of survival are decreasing. Only by being well-prepared for emergencies will you be able to resolve them without inflicting any harm, or at the very least, with the least amount of harm that is physically possible (Faeq & Ismael, 2022). This, in turn, necessitates the existence of early warning systems inside the institutions that are part of the public sector, which are able to identify indications of an impending crisis prior to the onset of the crises that were previously described (Sorguli et

al., 2021). Crisis management refers to the operations that are carried out in an effort to mitigate the effects of any potential threats on individuals, businesses, or other types of organizations (Anwar & Balcioglu, 2016). There is no denying that crisis management has become an important component of modern management (Anwar & Surarchith, 2015). The purpose of crisis management is to advise managers on how to deal with uncertain and unpredictable events that occur within the business and to assist them in developing a better plan for increasing productivity and achieving high performance quality. Crisis management also plays a role in advising managers on how to deal with uncertain and unpredictable events that occur outside the business (Ismael, 2022). Moreover, according to Anwar and Qadir (2017), crisis management is the process by which a firm tackles a catastrophic incident that threatens to hurt the organization, its partners, or the broader public. This definition was found in the article "Crisis Management" (Faeq & Ismael, 2022). According to the findings of this study, in order for the government to effectively manage the crisis, it should either find the most suitable leader who is a good fit for the current situation or leaders should be able to change their current leadership styles or characteristics to be the best match for the current situation (Anwer et al., 2022). According to the findings of this study, in the event that the existing leaders of Kurdistan are unable to address and resolve the ongoing financial crisis, the government should look for the most qualified leader who is compatible with the current circumstances in order to handle the problem (Anwar, 2016). In this study, we looked at three distinct models of leadership: charismatic leadership, transactional leadership, and transformational leadership (Anwar & Ghaffoor, 2017).

2. Literature Review

According to Anwar (2017), the ability of an individual to exert influence over the other members of a group of people with the purpose of achieving a goal or a set of goals is what constitutes leadership. As a result, leadership entails replicating change and developing a vision in order to motivate individuals (Ismael, 2022). It is also about the skills and abilities that a leader must have in order to exert influence over a group of people in order to realize a vision or accomplish a predetermined list of goals (Faeq & Ismael, 2022). Furthermore, as Hameed and Anwar (2018) point out, leadership is viewed as a social growth, in addition to the importance of

understanding how an individual behaves and the costs associated with their actions. According to Abdulrahman et al. (2022), it requires exhibiting the kind of behavior that will inspire people to work cheerfully by promoting harmony in the pursuit of a shared aim. This may be accomplished by bringing individuals together in the pursuit of a common goal. It is true to say that the effectiveness of leadership within a company is determined by how individuals perform and act in terms of successfully achieving objectives (Anwar, 2017), and for this reason, successful leaders are those who are able to create value by choosing the greatest fit for the scenario (Faeq, 2022). In the meantime, a successful leadership style is focused on determining what the future of the organization will look like, assisting in bringing individuals together with the leader's vision, and influencing each individual to attain the corporate vision despite any obstacles that may arise (Ismael et al., 2022). In addition, according to the functional approach, leadership is described as having the capacity to adapt to change, devotion to the company and organizational vision, determination of the direction, and the development of corporate mission statements (Anwar & Climis, 2017).

Researchers and many scholars have decided to establish definitions for a manager and management in order to find the best ways to present evidence for approaches to leadership

effectiveness (Qader et al., 2022). They argued that managers use authority to implement the vision and strategy provided by leaders, coordinate and staff the organization, and deal with problems. In order to find the best ways to present evidence for approaches to leadership effectiveness, researchers and many scholars have decided to establish definitions for a manager and management (Ismael, 2022). The following are some instances of different leadership styles: According to Anwar and Qadir (2017), transformational leadership is an important performance that is supplied by the leader to inspire the followers to desire the group's interests over individual interests, and the leader pays attention to the interests of their followers. This type of leadership also involves the leader paying attention to the interests of their followers (Anwar & Louis, 2017). People are motivated to have positive attitudes when they are led by transformational leaders who not only show and steer their followers down the proper path but also illustrate each follower's duties and inspire them with positive attitudes. According to Anwar and Climis's (2017) research, there is a positive and

substantial association between transformational leadership and leader-member exchange. This interaction benefits both parties. The contrast between transactional and transformational leadership has been the focus of a significant number of studies conducted in the past. The development of the individual is the focus of transformational leadership, which necessitates both a leader who is able to make an impact on an individual's problem by screening and examining previous concerns using contemporary methods as well as a leader who stimulates individuals with positive attitudes. According to Anwar and Balcioglu (2016), transactional leaders are responsible for directing individuals by providing an explanation of each individual's tasks and obligations in order to achieve the goals of the corporation. In addition, Anwar and Abdullah (2021) state that transactional leadership supports individuals in establishing and allocating responsibilities to each follower in order to accomplish organizational objectives (Akoi et al., 2021).

According to Anwar, K., and Louis (2017), transactional leaders define objectives and targets in order to certify success. They effectively communicate activities and align assets with employee participation in order to achieve the objectives, which eventually encourage workers. Studies that were conducted in the past, such as the one conducted by Anwar (2017) and the one conducted by Ismael (2022), demonstrated that there is a significant link between an individual's behavior and transactional leadership, as well as a positive link between an individual's attitude and transactional leaders. Recent research (Sadq et al., 2020) has identified a significant correlation between transactional leadership and organizational citizenship behavior (OCB). Both transformational and transactional leaders are influential, yet the two styles are not interchangeable in terms of their significance (Ismael, 2022). In conclusion, "charismatic leadership" is described by Anwar and Shukur (2015) as the ability of an individual to have an influence on followers through the utilization of symbols, tales, and pictures in order to accomplish extraordinary things. Leaders that exude charisma are able to paint a picture for their followers of what the future holds for them. In addition, charismatic leaders are prepared to risk everything in order to illustrate their level of commitment. Previous studies, such as the one conducted by Anwar and Qadir (2017), have established a connection between charismatic leadership and the success of organizations. In addition, both Anwar and Ghafoor (2017) and Anwar and Climis (2017) discovered a favorable correlation

between charismatic leadership and OCB in their respective studies. In addition, Anwar and Balcioglu (2016) published data from previous research that corroborated the effects that charismatic leadership has on organizational citizenship behavior (Faeq et al., 2022). According to research, followers who are inspired by charismatic leaders may accomplish great results by being determined, thorough, and identifying with the goals of the company (Qader et al., 2022). (Faeq & Ismael, 2022) found empirical studies that confirmed the positive relationship between charismatic leadership and OBC, as well as several studies that identified the characteristics of charismatic leaders. In addition, they found studies that confirmed the positive relationship between charismatic leadership and OBC (Akoi & Andrea, 2020). According to one of the studies, charismatic leaders have four basic qualities. The first of these traits is a willingness to take risks in order to realize the goal. Additionally, charismatic leaders are concerned about the requirements of their followers (Faeq et al., 2021).

A crisis is an unplanned process of transformation that poses a threat to the assets, goals, and resources of the entire organization, generates tension among members of the organization as a result of uncertainties and time pressure, and covers a limited time period for removing or minimizing the effects through the implementation of necessary precautions (Sabah et al., 2022). According to Anwar and Abd Zebari (2015), a "crisis" is a situation in which the fundamental structures and norms of the system are challenged (Ali et al., 2021). Unanticipated occurrences have resulted in undesirable consequences. According to Minh Ly-Lees have resulted in undesirable consequences. According to Minh Ly-Le (2015), the crisis is only a huge situation of imbalance that has demolished the regular operations of the public sector (Faeq & Ismael, 2022). This has caused an enormous amount of chaos (Ali et al., 2021). This phase is one that offers a danger to the short-term and long-term goals of the business, requires a speedy response while simultaneously restricting the decision-making period for the reaction, and, most crucially, shocks the decision-making units with its presence. According to Anwar and Jamil et al. (2022), a crisis may be characterized as a situation that has reached a critical stage, alterations that demand fast conformance, and the ramifications and reflections of an unorganized and unplanned occurrence on the entirety of the public sector (Sadq et al., 2020). According to Anwar and Balcioglu (2016), a crisis is a tense condition that

places the top goals of public sectors in jeopardy, sometimes even placing their survival in jeopardy, and necessitates immediate action. In addition, a crisis is a condition in which prediction and preventative procedures are unable to adequately address the situation (Akoi et al., 2021). According to Anwar and Ghafoor (2017), labeling all undesirable situations that may be found within businesses as crises is not the best course of action to take (Akoi & Yesiltas, 2020). For instance (Jamil et al., 2022), if the leadership of the government predicts that next year's inflation will be considerably lower than this year's, they may find themselves in a difficult situation, which some people may consider a crisis (Saleh et al., 2021). When looking at a crisis from the perspective of a leadership issue, any financial difficulties that do not put the existence of the organization in jeopardy or cause its position to become imbalanced are not eligible for consideration as a crisis (Faeq, 2022). It is inaccurate to refer to the frequent leadership problems that result in poor morale and motivation as a crisis (Ali et al., 2021). These problems include the failure to collect accurate and comprehensive information, the presence of communication concerns, and the presence of diverse employee expectations (Hamad et al., 2021).

Even if there are many indicators that a crisis is about to unfold, it is still possible for it to be precipitated by a string of unforeseen events. In this perspective, crises may be divided into two categories, which are as follows: crises that come on suddenly and last for a long time (Ismael & Yesiltas, 2020): These include the sudden and unanticipated deterioration and imbalance of events that have a negative influence on the organization's workers, leaders, investors, consumers, suppliers, public opinion, revenues, and outcomes, all of which occur without prior notification to the leaders of the company. (Anwar & Surarchith, 2015) state that internal problems within a company might, on occasion, be the root cause of a crisis (Gardi et al., 2021). In other words, situations such as rigidity in organizational structure (Ismael et al., 2022), breakdowns in communication, and inability on the part of administrative personnel can all be considered crisis causes (Qader et al., 2021). A second important factor that contributes to the development of leadership crises is the presence of deficiencies and defects within various leadership styles. Failure and

even crises can be brought on by a number of internal factors that are present in the life of a leader. These factors can be identified as follows: (Ismael et al., 2022).

3. METHODOLOGY

In order to validate this study, the researchers turned to a quantitative methodology. A questionnaire is used to obtain the data that is required. According to Kumar (2005), this study may be categorized as a cross-sectional study due to the fact that there were a significant number of potential connections within the study population that was selected. A strategy for selecting a representative sample from a given population is referred to as a sample design. The researcher will use the approach or method that they are willing to accept when picking items for the sample. This is what is meant by the term "sample design." The term "sampling" refers to "the act of picking a few (a sample) from a wider group (the sampling population) to become the foundation for estimating or forecasting the prevalence of an unknown piece of information." To investigate the connection between different types of leadership and effective crisis management, the study employed a method of sampling at random. Because of this, the components of the sample need to be representative of the whole population. The following research hypotheses developed to measure the current study:

H1: The use of transformational leadership has a substantial impact on crisis management, as stated in hypothesis.

H2: The use of transactional leadership has a large and discernible impact on crisis management.

It has been demonstrated that charismatic leadership has a major impact on crisis management (H3).

4. ANALYSIS AND FINDINGS

The main aim of this research is to analyse the relationship between leadership styles and crisis management. As it mentioned previously total of 630 participants were involved in completing the questionnaire. The respondents were requested to rate how important they perceived each item on five point ordered scales. All data were analyzed by using SPSS version 20.

Table 1. Reliability Test

Factor	Cronbach's Alpha	N of Items
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Transformational leadership	.76	37
Transactional leadership	.66	26
Charismatic leadership	.68	28
Crisis management	.712	30

Table (1) presents the reliability test for three independent variables and a dependent The Alpha for transformational leadership styles =.760> .6 (Kothari, 2004) this means that 37 items used for transformational leadership style were reliable, The Alpha for transactional leadership styles =.660, this

means that 26 items used for transactional leadership style were reliable. The Alpha for charismatic leadership styles =.680, this means that 28 items used for charismatic leadership style were reliable and the Alpha for crisis management =.712, this means that 30 items used for crisis management were reliable.

Table 2. Correlations Analysis

Factors	Pearson Correlation	Crisis Management
Transformational leadership	Pearson Correlation	.662**
	Sig. (2-Tailed)	.000
	N	630
Transactional leadership	Pearson Correlation	.526**
	Sig. (2-Tailed)	.000
	N	630
Charismatic leadership	Pearson Correlation	.629**
	Sig. (2-Tailed)	.000
	N	630

** . Correlation is significant at the 0.01 level (2-tailed).

Table (2) presents the correlations between three independent variable and dependent variable. It was found that transformational leadership style has significant correlation ($r=.662^{**}$, $p<0.01$) with crisis

management. Concerning the strength of the linear relationship is moderate between transformational leadership and crisis management. Furthermore, transactional leadership style has significant

correlation ($r=.526^{**}$, $p<0.01$) with crisis management. Concerning the strength of the linear relationship is moderate between transactional leadership and crisis management and charismatic leadership style has

significant correlation ($r=.629^{**}$, $p<0.01$) with crisis management. Concerning the strength of the linear relationship is moderate between charismatic leadership and crisis management.

Table 1: Coefficients

Independent variable	Coefficients	t-value	P-value
Charismatic leadership	.529	9.455	.000
Transactional leadership	.046	6.929	.000
Transformational leadership	.426	8.208	.000
R^2	.642		
F value	374.202		.000

Dependent Variable: Crisis Management

Table (3) present the findings of multiple regression analysis, it was found that charismatic leadership has significantly predicted crisis management (Beta is weight 0.529, $p<.001$) this indicates that charismatic leadership will have a direct positive association with crisis management, transactional leadership has significantly predicted crisis management (Beta is weight 0.046, $p<.001$) this indicates that transactional leadership will have a direct positive but weak association with crisis management and transformational leadership has significantly predicted crisis management (Beta is weight 0.426, $p<.001$) this indicates that transformational leadership will have a direct positive but weak association with crisis management. Furthermore, it was found that the value of R square = .64 this indicates that 64% of total variation in crisis management has explained by the three styles of leadership (charismatic leadership, transformational leadership and transactional leadership), also the F value for the three styles of leadership (charismatic leadership, transformational leadership and transactional leadership) as independent variable =374.202 ($374.202>1$) this indicates there is a significant relation between three styles of leadership (charismatic leadership, transformational leadership and transactional leadership) and crisis management.

5. Discussion

Charismatic leadership was deemed to be the most valuable trait in a leader. According to Bipath (2012), a leader's vision quality should be independent of his or her own personal style and should aim for the highest possible quality in order to persuade everyone to join the group, and a leadership style dominated by this quality will develop effective strategies in a timely manner. Leaders' vision characteristics (Jong et al., 2016) that focus on encouraging and guiding people may prompt them to portray their leadership style with care. Jordan et al. (2016) suggested that a leader's vision characteristic would play the function of a tactician and that this idea should form the basis of crisis management. Similarly, administrative leadership material shouldn't be limited to discussions of a variety of leadership styles or even of the need to foster a caring and productive workforce. If leaders want to steer a company through a crisis and back to stable operations and administration, they need to have the power of the leader's vision characteristic in addition to their leadership style, as stated by Lai et al. (2016). Therefore, leaders should put vision at the center of their leadership style and reap the benefits of communication and integration to effectively execute the practice and management during a crisis (Bipath, 2012). How executives who are charismatic and willing to take risks respond to a crisis in their

business may have a profound impact on the organization's culture and reveal hidden assumptions. The emotional connection made during times of crisis increases the power of learning, making it crucial in the process of developing and transmitting a culture. Overengineering and high prices for the company's wares, for instance, led to the company's demise. In an effort to stay competitive, the company attempted to maintain itself by creating items of lesser quality. Even though customers in the region had come to expect superior-quality goods, the company was never able to raise production standards accordingly, and it ultimately went under. It's possible that a leader's preconceptions might be revealed and embedded in criticisms of the way things are done internally. The most effective time to take over a company is just after a major act of disobedience. As a result, an organization's culture is heavily rooted in formalized systems of authority and rank. When his followers engaged in conversation with him, Olsen often and openly betrayed his belief that he did not feel that he recognized the best based on his knowledge and inspiring behavior.

An attribute of a charismatic leader's sensitivity to those who follow them Selecting new members is one of the most subtle yet effective ways in which the founder's beliefs are ingrained and sustained. To provide just one example, Olsen thought that giving highly intelligent, tough, independent, and eloquent people a lot of responsibility was the best way to mold an organization. Ciba-Geigy is another company that has hired highly intelligent people that should fit in with the established company culture.

There is agreement with prior research suggesting this is an accurate representation of national values. The level of masculinity in Indonesia is rather low, at 46. As a result, it appears that weak forms of motivation are unable to foster either high performance or a robust corporate culture. Organizational culture had no influence on performance if it did not transform the traditional culture into a powerful culture that was suitable for the international business environment. Similar to the "dysfunctional culture, dysfunctional organization" theory, which aims to "capture the behavioral norms of organizational culture and drive performance," the results of this study support this hypothesis. In times of crisis, he discovered, an organization's culture may greatly benefit from having a compelling leader who is also sensitive to the needs of their followers.

This sort of behavior emerges from certain group dynamics, the practice of impacting others, and a

technique for reaching organizational purpose in crisis (Martin, 2015). We can tell the difference that different types of leadership make when we enter a company. Organizational phenomena such as employee behavior, teamwork, honesty, and so on are direct reflections of the leadership and leaders in place. Innovation, creativity, knowledge management, and leadership are all greatly influenced by an organization's culture. Many studies, both empirical and theoretical, point to leaders' unusual behavior as the primary factor in elevating an organization's success. Schein proposes the idea of constructing an organization's culture in three stages: the ideals, the artifacts, and the underlying assumptions that stem from the symbols used. From the perspective of organizational learning, leaders' unusual behavior is best understood as a direction of behavior for individuals inside the company in the face of crises, based on the basic assumptions that have been developed in the past.

6. Conclusions

As a result of rapid changes in the economy and other external environment conditions, as well as some negative elements inherent within the organization's structure, management may be thrust into unusual situations known as "crises." As the crisis is a circumstance that can harm and even stop the operations and existence of the organization, it is important to make the required preparations. The primary focus of this research was on the interplay between particular leadership traits and crisis management in privately held enterprises in Erbil. Findings from this study demonstrated that charismatic leadership has become more demanding in recent decades and that businesses' expansion strategies typically call for adjustment during times of crisis. As a result, a company is more upbeat when led by a charismatic person who can adapt the company's strategies, values, and practices in response to an emergency or changing market conditions. It is critical to remember that crises are the chaotic conditions that businesses and society may face. However, there is no foolproof way to completely eliminate the possibility of an emergency. In the case of natural disasters, it is difficult to foresee the outcome of a crisis in advance and predict it with any degree of accuracy. Preventative measures, such as establishing early warning systems and stockpiling supplies, can help mitigate the effects of a crisis and allow you to recover with minimal setbacks when it has passed. However, other measures taken to prepare for a crisis included

laying off employees, cutting costs, and freezing new investments. Some companies, however, have gone too far in their use of such apps by ignoring the future. On the other hand, other businesses have continued investing during the crisis in the hopes of a quick recovery, supposing the downturn to be just temporary. The single most crucial point to make is that, in order to eliminate crises, organizations must take preventative measures before they become required.

7. IMPLICATIONS FOR FUTURE STUDIES

There is more to learn about leadership styles and crisis management in Erbil's private firms, according to the aforementioned research findings. More evidence might be found if the sample size was larger and if it included all of the major racial groups in Erbil. Culture scholars can use this study's findings to better understand topics like cultural diversity and how it relates to leadership styles. The study's authors also recommend more research into the topic of cultural issues and their impact on leadership acceptance.

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