

Leadership skills (human, intellectual, Interpersonal) and their reflections for managing the Corona virus crisis

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Abstract

Intellectual literature evidence has demonstrated the need for organizations of all types to adopt a new vision that aims to have conscious leaders with a variety of skills and competencies capable of adapting and flexibly handling circumstances, emergency situations, and crisis situations, as well as realizing and analyzing situation variables and making the right decisions. Along with the administration's requirement for a high standard of exceptional performance, new ideas and philosophies must be adopted by leaders in order to move beyond the conventional approaches to managing and leading businesses, including those in the health sector. In order to effectively manage and lead crucial situations, such as the Corona Virus (Covid 19) crisis, a leader needs to possess the most powerful leadership skills. The study examines three varieties of these capabilities (intellectual, human, and Interpersonal). To determine their opinions on the most important abilities in handling the Corona virus crisis, the research was conducted on a sample of 332 healthcare professionals in the governorate of Baghdad, dispersed over five different health centers on both regions of Karkh and Rusafa. Participation was optional, and 67% of respondents were female compared to 43% of respondents who were men. The study resulted in a set of findings that offer a comprehensive framework and a broader concept of leadership skills that should be considered when selecting leaders for health organizations in particular.

Keywords: leadership skills, human skills, intellectual skills, Interpersonal skills, crisis management.

Introduction

The corona virus pandemic (Covid 19) has forced extraordinary challenges and obligations on pioneers working within the health sector, in expansion to the human misfortunes caused by the infection and the state of panic that beset citizens and wellbeing segment laborers together and other parties. However, the wide spread of the virus and the increase in its risks and consequences for citizens, the economic, social and even political life of the country and the world at large, and the inability to predict its results, has become a great and difficult challenge for leaders and officials.

A challenge that the conventional strategies of arranging, considering and usage are not working. This challenge confronted a need of seriousness in tending to it by a few pioneers, directors and authorities due to their need of seriousness in their realization that there's an emergency, where authorities come out from time to

time and highlights of controlling the infection in their discussions and as it were a few brief moves at a time when the world is confronting this virus with innovative, artistic and more humane mechanisms, methods and procedures.

These practices affirm the pioneers and officials' need of a set of mental, subjective and compassionate abilities to overcome the emergency with negligible human and financial misfortunes, particularly in a nation where there are copious human, material assets, restorative and scholarly competencies that have the abilities, thoughts and methods that empower them to overcome this emergency and control it more than some countries. This crisis was characterized by several characteristics, for example, complexity, ambiguity, uncertainty in the causes and results, volatility in the evolution of the virus and other characteristics. The ability to analyze data and seize opportunities and flexibility in dealing to reach the best performance and best results. Here comes the part of the leaders' effective reactions. The pioneer in these circumstances does not require pre-prepared plans, but or maybe to embrace behaviors and receive work components that avoid him from going overboard and help him look forward to a better healthy future. That is why this study comes to address these problems faced by health workers as a result of the skills and characteristics that senior administrative leaders possess, whether personal or acquired.

The First Section

Research Methodology

First: the research problem

Most of the pioneers of our organizations are mindful of the negative and perilous results that go with emergencies in common and organizational emergencies in specific, so that they center in these circumstances on issues related to information, data, common causes and communications, with a focus on relations with other parties as an intelligently methodology to overcome the emergency, as is the case with the Corona virus crisis hen which the whole world is going through and our nation is portion of this world.

Unfortunately, focusing on strategies that do not work and have not achieved results on the ground, such as the regional stone, part-time, relying on the citizen to adhere to preventive measures and other measures that may lead to the collapse of the health system in the country and things get out of control. Where leaders in the health field show skills and responsibilities that do not live up to the hoped-for situation or what this country possesses of leaders, executives and competencies capable of dealing with a high level of leadership skills, ignoring many of the necessary skills and other leadership responsibilities associated with these crises. This is what results of lacking experience, skills and abilities to deal with sudden, ambiguous and complex crises, especially human, intellectual and interpersonal skills. The issue of the investigation came from the researcher's encounter of the reality of the health leaders' managing with this emergency and from the point of view of her being actually tainted with this infection (covid 19). The survey is taking of more than one health center and the researcher's examination of numerous cases contaminated with this infection and their suffering from conventional strategies and negative administration in managing with infected and unsafe cases absent from the compassionate message. Which prompted the researcher to address this issue by researching, analyzing and revealing the flaws and weaknesses in this performance. Thus, the research problem can be formulated as follows:

- What is the extent of the availability of human, intellectual, and Interpersonal leadership skills among the leaders of the health institutions surveyed?
- What is the effect of the researched leadership skills, human, intellectual, and Interpersonal in managing the crisis in its studied stages?

Second: the importance of research:

The importance of the research comes from the importance and seriousness of the Corona virus crisis and its effects on the economic, social and political life of the country. It is vital to have effective leaders with significant abilities to oversee the emergency, as they play an imperative part within the victory or failure of any organization, additionally play an imperative part in attempting to dodge the impacts of that emergency or relieve its seriousness on the lives of citizens and society as a entirety, and on the financial and social life of society and the state as entire.

Third: research aims

The main objective of this research is to identify the role played by leadership skills (human, intellectual, Interpersonal) in facing and managing the Corona crisis. The crisis that has caused the death of more than three million individuals from all over the world, and expelled the uncertainty of concepts related to abilities and near to them and of managing the crisis, which makes a difference to clarify the relationship between these two variables within the research organization, and to know the genuine reality of administration skills within the health field. The medical field is the one that has a prominent role in preserving the lives of members of society in terms of health, and controlling a global crisis that makes leaders face unfamiliar and poorly understood problems and may destroy or end an entire country if it gets out of control. The research also aims after that to identify the most important skills in each stage of the crisis management under study.

Fourth: The hypothetical model by researching and building hypotheses

Statistical treatment of the inquire about issue requires planning a fulfillment chart that shows the part of the inquired about administration aptitudes (Interpersonal skill, human ability, intellectual aptitudes) as an

autonomous variable in emergency administration as a dependent variable, as follows:

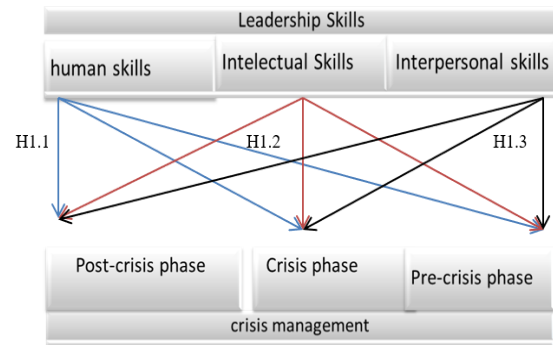


Figure (1): The hypothetical model of the research

Fifth: Research hypotheses: The research starts from a main hypothesis that

1. There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of leadership skills (human, intellectual, Interpersonal) at each stage of crisis management, and the following sub-hypotheses emerge from it:
 - The human intellectual skills of the leader in each stage of crisis management have a statistically significant effect at the level of significance ($\alpha \leq 0.05$).
 - There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the intellectual skills of the leader in the stages of crisis management separately.
 - There is a lot of statistical significance at the level of significance ($\alpha \leq 0.05$) for the Interpersonal skills of the leader in the stages of crisis management separately.

Sixth-The study sample: The researcher's sampling strategy was random. Employees at five different health clinics in Baghdad, including both sides of Karkh and Rusafa, were given 400 questionnaires to complete on a voluntary basis. The number of valid/analyzable questionnaires was 332, and the percentage of female respondents was 67%, compared to 43% of male respondents.

6. The stress and anxiousness that health officials feel while handling the crisis, especially if they are exposed to outside influences or a central structural chain that slows down their response to the problem, causes society's citizens to lose the assurance they have come to anticipate.
7. Because of their fear of failing in front of these institutions and their lack of faith in these authorities' capacity to assume responsibility and participate in health crises as a result of the lack of clarity in the concept of social partnership, health institutions are hesitant to involve organizations from civil society and volunteer teams from members of society in managing the crisis. Some benefits you can receive from these events. Although reality indicates the need for health institutions to integrate with civil society organizations in the face of emergency crises, based on the concept that the citizen will be an effective partner in maintaining the security of society (Al-Jabri, 2009:10).

Fourth: the crisis management model

The authors and researchers presented a variety of models that depict crisis management and its stages, and each of

these models adopted the scientific method while incorporating the leader's cognitive and affective abilities. Some of these models in crisis management also identified the path and stages of each model, including (Mitroff, 1994) and a model (Pearson & Mitroff, 1993) which divided the crisis into five stages, as for the model (Albrecht, 1996), which divided the crisis into four stages. The (Jhnston & Stepenavich, 2001), (Fildes & Rose, 2004), (Evans & Elphich, 2005), (Coombas, 2019) models, all of these models divided the crisis into three stages, while the Alain model, (2002), and Spillane, et.al. model. (2011) divided the crisis into two phases or two ways. The Coombas (2019) model, which divides crisis management into three stages and is depicted in Figure (2), will be used in accordance with the directions and objectives of the research because it is more precise and more specific to the role of the leader and the skills he needs in each stage of crisis management and the crisis stage, and the post-crisis stage, and each of these stages includes other sub-stages, and the researcher believes that (Coombas, 2019) these three stages were extracted by twinning the Mitroff,1994,1993 models and the Fink,1980 model.

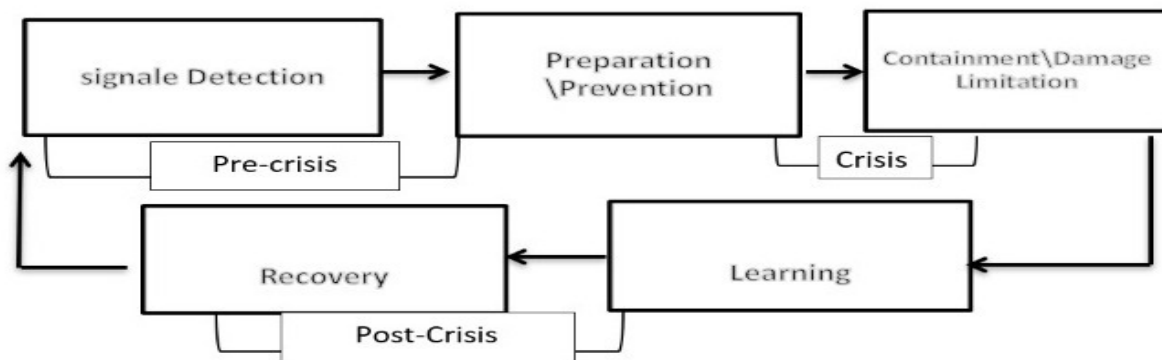


Figure (2): The approved model for research

Source: Prepared by the researcher based on my model following the following two models of

- Pearson,C.M.,& Mitroff,I.,1993, "From crisis prone to crisis pre pared: A frame work for crisis management, Academy of

Table (10): Results of the test of the second sub-hypothesis of the main hypothesis

St. indicators	Sig.	F	R ²	Sig.	T	β
Regression paths						
Human skills → post crises phase	.000	26.539	.55	.035	2.013	.16
Intellectual skills ---> post crisis phase				.000	5.509	.62
Interpersonal skills ---> post crisis phase				.841	.201	.02

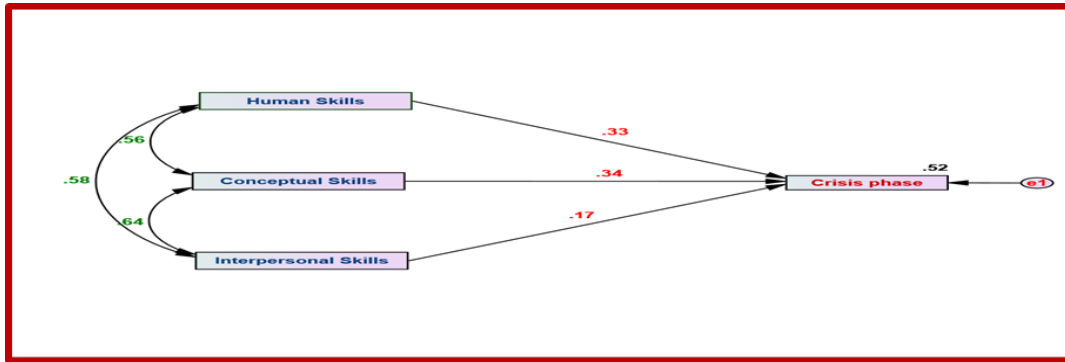


Figure (4): the regression paths of the relationship between the dimensions of leadership skills in the dimension of the crisis stage

The third sub-hypothesis: The significance of the effect of two dimensions of leadership skills was confirmed by the test results for this hypothesis, specifically the dimensions of human skills ($\beta=.16$, $P=0.035$) and intellectual skills with the strongest effect ($\beta =.62$, $P = 0.000$) in the third dimension of the dependent variable, which is the dimension of the post-crisis phase. The test results had no effect on the subjective skills dimension ($\beta = -.02$, $P > 0.05$) in the post-crisis phase from a statistical point of view.

Regarding the model's explanatory power to explain data given the coefficient of determination, it achieved ($R^2 =.55$) with a high level of statistical significance ($P = 0.000$). In the sense that, following the post-crisis stage, the dimensions of human skills and intellectual skills alone, without the dimension of Interpersonal skills, explained (55%) of the variance. The influence of other factors outside the scope of the current study is responsible for the remaining (45%) of the variance.

Table (11) results of testing the third sub-hypothesis of the main hypothesis

St. indicators	Sig.	F	R ²	Sig.	T	β
Regression paths						
Human skills → crises phase	.000	24.009	.52	.003	3.055	.33
Intellectual skills → crisis phase				.005	2.935	.34
Interpersonal skills → crisis phase				.046	2.121	.17

terms of his skills - as addressed in the theoretical side - and what they should be in reality. This necessitates the development of a proposed model for selecting leaders working in government institutions in general, and health institutions in particular, taking into account the requirements of the actual role of health leaders as well as the specificity of the Iraqi environment, and preparing all organizational and material requirements to put this model into practice, follow-up on, and test its effectiveness in practice. Because the researcher works as a member of the teaching staff in technical universities, specifically in institutes and colleges of health and medicine, and because the outputs of these institutes and colleges are considered inputs to government health and medical institutions, and in order to facilitate the development of the terms of this model, the researcher proposes the establishment of a technical academy or a higher technical institute for the preparation of leaders at the level of government institutions, including health

institutions, as one of the reliable institutions in preparing and developing leaders and qualifying them administratively and technically. Providing this academy or institute with teaching and training staff who have experience and credentials and who work at the four technical universities (Middle Technical, Al-Furat Al-Awsat, Southern, and Northern) will allow them to set up advanced training courses in a way that is consistent with their activity and goals. And work together on this with the corresponding institutes and academies at the regional and international levels for planning, implementation, and follow-up in order to become the first technical center in Iraq for training leaders at the level of technical universities, preparing leadership cadres capable of managing governmental and healthcare institutions in an effective, efficient, and admirable way to raise the performance levels of these institutions and elevate them to the ranks of the elite.

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