The Impact of Strategic Leadership on Crisis Management at Jordanian Commercial Banks

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Abstract

This study aimed to verify the impact of strategic leadership on crisis management at Jordanian commercial banks. The study was conducted on 70 managers at top and middle levels. The researchers used the descriptive quantitative method to achieve the specific objectives of the study. The results of the study indicated that there is a high level of strategic leadership and crisis management, and that there is a significant impact of strategic leadership on crisis management, and strategic leadership has a significant impact on all dimensions of crisis management. The study presented some recommendations, the most important of which are: Enhancing the development of human resources as they are concerned with facing crises that banks may face by organizing electronic training courses using the bank's website to provide employees with the required knowledge.
Keywords: Strategic Leadership, Crisis Management

Introduction

Today's business environment is witnessing rapid changes and events, whether in the economic, social, political, or technological environment, which has led to the emergence of many threats in the external environment of organizations, which results in a threat to the work, goals, and continuity of organizations (Mitroff, 2005, 123).

A crisis is considered a turning point in the life of any organization due to the negative events that result from it, which leads to hindering the progress of organizations and affecting their production and continuity, and thus it may reach the point of threatening the existence of the organization. Given the instability of the surrounding environment and the existence of intense competition between organizations and the existence of complexities, this requires the existence of effective management of these crises that can detect early warning signs looming on the horizon (Farazmand, 2014, 5).

Strategic leadership is of utmost importance to organizations, as it plays a vital role in the ability to predict the future and enhances the chances of success of the institution. In a fast-paced and complex world, the presence of strategic leadership has become a fundamental pillar of the desired success, as this leadership is characterized by insight that enables it to monitor the organization's external environment and protect the organization from any threats, or confront them. (Olson & Simerson, 2015, 179).

The importance of the study also emerges in crisis management with its dimensions (early warning signals, preparedness and prevention, containing damage, restoring activity, and learning) in the organizational environment in light of the increasing threats and intense competition between organizations, so it is necessary to pay attention to crisis management as a key to avoid the crisis or limit its impact if it occurs. In this study, the researchers attempt to verify the role that strategic leadership can play in crisis management in Jordanian commercial banks.

Study Problem and Questions
The problem of this study lies in crisis management in Jordanian commercial banks, and in view of the transformations and developments that the surrounding environment is going through in various sectors, and the continuous change in the work environment, a major role for strategic leadership has emerged in raising the ability of organizations to confront these crises, as strategic leadership plays an important role in terms of the insightful vision that enables it to identify the risks present in the external environment of the organization, and reduce the possibility of crises occurring, as the strategic leader with his experiences can evaluate the surrounding environment and choose the optimal decisions, by following up on early warning signals coming from outside and enhancing the organization's culture to make it difficult to influence it and emphasizing ethical practices to increase trust between human resources and leadership in the organization.

Successful strategic leadership is characterized by agility, speed of prediction, sensing, decision-making and rapid reading of events, which contributes to avoiding the occurrence of crises, and accordingly the research problem is formulated through the following questions:
1. What is the impact of strategic leadership in its dimensions (strategic orientation, enhancing organizational culture, and developing human capital) on crisis management in its dimensions (early warning signals, preparedness and prevention, containing damage, restoring activity, and learning) at Jordanian commercial banks?
2. What is the importance level of strategic leadership and its dimensions (strategic orientation, enhancing organizational culture, and developing human capital) at Jordanian commercial banks?
3. What is the importance level of crisis management and its dimensions (early warning signals, preparedness and prevention, containing damage, restoring activity, and learning) at Jordanian commercial banks?

Study Importance
The importance of the study emerges from its study of the impact of strategic leadership on crisis management in light of the ongoing developments in the environment surrounding Jordanian commercial banks. Accordingly, the importance of the current study can be stated through: -

• **Scientific importance:** This study derives its scientific importance from the importance of the variables it included (strategic leadership and crisis management), as strategic leadership is one of the important and necessary topics that have received the attention of researchers, as strategic leadership with its dimensions (strategic orientation, enhancing organizational culture, and developing human capital) has become one of the basic and necessary requirements for continuity and survival in light of the ongoing changes facing all organizations.

The researchers behind this study seek to review all that is modern and of interest to researchers in these fields and present it within this study, so that it can be a tributary and a home for researchers and professionals with a connection and interest.

The importance of the study also emerges in linking the variables under study by stating the impact of strategic leadership in crisis management, as the presence of strategic leadership contributes to developing strategic plans capable of helping the organization predict crises or limit their damage if they occur.

The subject of the study is considered one of the topics characterized by modernity, and accordingly the researchers hope that this study will be a qualitative addition that works to enrich knowledge in the field of its variables (strategic leadership and crisis management) and provides a more comprehensive understanding of these factors that affect the crisis management process in Jordanian commercial banks to contribute to bridging part of the knowledge gap in this field of study and supporting the Arab library with the results achieved from it.

• **Practical importance**: The study gains its practical importance from the extent to which Jordanian commercial banks benefit from the results and recommendations that the study will reach, which will be a strong and accurate support for strategic leadership in crisis management and in achieving success and excellence in managing future crises and helping to confront them, in addition to raising the level of work and improving performance capabilities. The importance of the study also stems from the importance of the sector in which the study will be applied, as the commercial banking sector is considered one of the most important sectors in the Hashemite Kingdom of Jordan in terms of its contributions to strengthening the economy, and also because it contains a large number of branches that provide a large number of services and are spread throughout the Hashemite Kingdom of Jordan.

Study objectives
1. Identify the level of importance of strategic leadership in its dimensions (strategic orientation, enhancing organizational culture, and developing human capital) at Jordanian commercial banks.
2. Identify the level of importance of crisis management in its dimensions (early warning signals, preparedness and prevention, containing and limiting damage, restoring activity, and learning) at Jordanian commercial banks.
3. Identify the impact of strategic leadership in its dimensions (strategic orientation, enhancing organizational culture, and developing human capital) on crisis management in its

dimensions (early warning signals, preparedness and prevention, containing and limiting damage, restoring activity, and learning) in Jordanian commercial banks.

Theoretical Framework
Strategic Leadership

Strategic leadership is a process used by leaders to achieve desired goals, as organizations are a reflection of the thinking possessed by the strategic leader, with the competencies and experiences that enable him to see what surrounds the organization effectively, especially in light of the existing complexities, and in a way that contributes to making the right decisions, taking advantage of opportunities, and avoiding threats in the organization's external environment.

The concept of leadership refers to the ability to persuade, influence, and inspire individuals to perform better to achieve the organization's endeavors through the influence and authority enjoyed by the leader (Al-Janabi, 2019, 23).

Rashwan (2010, 17) believes that leadership is a process of social interaction in a repetitive manner, whereby the leader motivates and influences individuals and the ability to persuade them and gain their loyalty through relationships and mutual interaction between the leader and individuals, where individuals follow the leader, and the more the ability to influence individuals and their actions increases, the more effective leadership becomes, which contributes to the success of achieving the organization's goals.

Al-Juhni et al. (2018, 22) indicate that strategy is the way to achieve the organization's vision based on understanding the opportunities surrounding the organization and seizing them, avoiding threats, addressing weaknesses, and enhancing strengths within the organization in order to review the organization's plans and activities in a way that leads to achieving the organization's vision, mission, and goals.

Strategic leadership is defined as a set of decisions and procedures followed by leadership to develop future visions, the ability to predict, develop future plans, work on implementing them, and monitor them through cooperation with employees by providing an appropriate climate for them, in order to achieve the organization's vision and mission and achieve the organization's strategic goals that it seeks to achieve (Abu Ammar, 2022, 206).

Hit et al. (2007, 375-376) believe that strategic leadership is the ability to envision expectations and the ability to manage the organization's operations effectively, influence the organization's employees and their behaviors, and enable people within the organization to bring about the required strategic change, according to changes in the external environment.

Strategic leadership expresses the management's ability to formulate a strategic vision for the organization that they want to see in the future. These leaders cooperate with the working individuals by motivating them towards the future vision and future orientation and instilling in them the desire to cooperate in achieving the organization's goals (Sengupta & Chandan, 2011, 10). Al-Janabi (2017, 50) believes that strategic leadership must be vigilant and must maintain its strategic capabilities in adapting to the external environment, which is characterized by intense competition, as strategic leadership seeks to achieve a sustainable

competitive advantage, so it must adapt to the conditions surrounding the organization's environment in terms of containing risks and investing in available opportunities. Strategic leadership is characterized by continuous effectiveness, as it is based on the relationship between the leader and the working individuals, so that the leader influences the behavior of individuals to make the appropriate decision in cooperation with them. Strategic leadership is also characterized by being dynamic, as the change in the working conditions of organizations and the increasing complexities require continuous change in work plans, followed by modifying the relationship with individuals in order to contribute to achieving a competitive advantage that the organization outperforms other organizations and achieves the goals of the organization that it aspires to (Ali & Abbas, 2016, 69).

Strategic Leadership Dimensions

Writers and researchers have presented many different dimensions of strategic leadership, depending on the different points of view and the precise specialization of each researcher. This explains the difference and diversity of the dimensions of strategic leadership among researchers. The researchers have addressed several dimensions of strategic leadership (strategic orientation, enhancing organizational culture, and developing human capital).

1. Strategic Orientation: Strategic orientation is defined as an approach through which the organization implements plans in order to achieve performance that outperforms competing organizations, by monitoring the organization's external environment and the changes occurring in it and adapting to its circumstances. The strategic orientation provides purposeful and long-term efforts to optimally invest the organization's resources, as the strategic orientation is the path that paves the way to achieve a competitive advantage that distinguishes it from other organizations (Daoud, 2019, 36).

Al-Janabi (2017, 111) believes that strategic orientation is the approach by which efforts are coordinated through interaction between the levels of the organization in a unified manner through a vision characterized by clarity and transforming the message from the theoretical aspect to practical reality, which contributes to responding to the external environment and achieving environmental adaptation, which aims to achieve the strategic goals of the organization.

2. Enhancing Organizational Culture: Organizational culture is the daily manifestation of the prevailing values and traditions within it, and this appears through the actions of employees and their interaction with each other within the organization, and their expectations towards the organization. The work environment is an important factor in strengthening the culture of organizations, especially since the work environment is in continuous and rapid change (Goetsch & Davis, 2014, 52). Kumar (2018, 43) indicated that organizational culture shows the behavior and actions of employees within the organization, which comes as a result of the values, beliefs and assumptions they possess, which are considered a fundamental influence on these employees and the way they perform their work and deal with each other. Dessler (2016, 460) believes that organizational culture is the traditions, behaviors and beliefs about what is right and what is wrong that employees share within the organization, where management must take appropriate methods to create a culture that contributes to achieving the organization's goals, such as developing plans that motivate employees and developing plans to modify that culture and be compatible with work procedures.

Muhammad (2015, 78) defined organizational culture as a set of beliefs, traditions and shared values within the organization and the expectations present within the organization, and that organizational culture must be compatible with the strategies that must be formulated and change must occur if they are not compatible so that this culture becomes more compatible with the requirements that the organization will adopt. Tipurić (85-86, 2022) considers that effective organizational culture is one of the most important effective elements in implementing strategy, and that it is one of the most important elements of successful strategic leadership, as culture, with its shared values and symbols within the organization, provides the context through which strategies are created and employees are motivated to improve performance. Here, strategic leadership needs to work on continuously enhancing organizational culture to keep pace with the rapid changes surrounding the organization.

Hareem (2013, 310) indicated that organizational culture revolves around a set of beliefs, perceptions, assumptions, and values shared by individuals working within the organization, which are used as a guide for individuals' behavior during their performance of the work required of them as well as during their personal relationships. This culture forms the organization's identity and facilitates collective commitment.

3. Human capital development: Al-Sharia and Sanjak (2015, 362) believe that human capital is the sum of ideas and skills in the minds of individuals and the knowledge and experiences that working individuals acquire during their professional careers and which they use in producing goods and services. Human capital is also acquired, as the process of acquiring competencies, experiences and expertise begins from the birth of the individual, and his social relationships develop during the stages of his life and through work and training.

Phillips and Phillips (2015, 14) indicated that the management of organizations realize that developing human capital is of utmost importance, and therefore human resources must be linked to the strategic orientation of the organization to become more effective and achieve the desired results and work to develop employees, gain experience and retain them, which contributes to achieving a competitive advantage. Employees are considered an important source for the success of organizations, so human capital is an added value if it is cared for as an effective element, as employees are able to create a competitive advantage for the organization that outperforms its competitors. Human capital needs strategic leadership that can understand their demands and needs and work to develop and enhance their capabilities, which leads to increasing the effectiveness of the organization and achieving the successes it seeks to achieve (Al- Bunni & Hussein, 2022).

Crisis Management

Glaesser (2006, 14) defined the crisis as undesirable events that are often unexpected and require taking decisive and immediate decisions and assessing the severity of the crisis; in order to reduce the negative effects of the crisis on the goals that the organization seeks to achieve and on its competitive position. Ajwa and Farid (2008, 166) see the crisis as an emergency situation that leads to a disruption and confusion in the chain of daily events in the organization, which results in material and moral threats and risks to the organization, in light of the state of uncertainty that requires taking emergency decisions to confront this situation to confront this crisis.

Crises cause a critical and unstable situation in organizations that may lead to negative and sudden changes at the level of organizations and individuals and lead to the disruption of their work to varying degrees, depending on the impact of the crisis and may be long and require a great deal of work to eliminate its effects. This requires the use of best practices in responding to crises (Penuel et al., 2013, 186). Al-Faqih (2011, 16) indicated that the crisis is a serious threat that may be expected at a late date, which may affect the organization, whether at the present time or in the future, and may threaten its continuity. The impact varies in several areas, including customers, products, the organization's image and reputation, which requires urgent intervention to make changes that contribute to avoiding the occurrence of the crisis or confronting it and mitigating its damage.

Mitroff (2005, 205) indicates that crisis management is the process of thinking about potential crises, the causes that lead to their occurrence, how this crisis can occur, planning for it, and building the necessary capabilities to prevent crises. Devlin (2007, 1) believes that experts in crisis management define it as the measures that the organization takes to solve the problems that result from crises in order to reduce the negative effects of the crisis and the resulting damage to the organization's reputation and the goals it seeks to achieve. Al-Sayrafi (2006, 28) believes that crisis management is the methodology by which crises that the organization is exposed are dealt with in light of the knowledge and awareness available in the organization and in light of the preparations that the organization takes and the prevailing administrative style, and that crisis management is a collective responsibility that falls on everyone, and through it coordination is done between everyone in order to confront these crises and mitigate their consequences. Crisis management is defined as the methods and procedures that organizations take to deal with crises, in which all departments in the organization participate in all time stages of the crisis, and during which decisions are made that contribute to confronting the crises that are looming on the horizon or reducing the extent of the damages occurring in the organization (Al-Saeed, 2006, 34).

Crisis Management Dimensions
Writers and researchers have addressed many stages and divisions of crisis management, and that each stage has specific characteristics, features, tasks and requirements that distinguish it from others, but all of these stages fall within one framework for confronting crises.

The researchers in this study relied on five main stages within the framework of organizations confronting the crises surrounding organizations and the method of managing them, which are:
1. Early warning signals: Organizations that wish to respond to the crises they face effectively need crisis management that has the ability to detect early warning signals of the threats that cause crises, as organizations seek to empower those responsible for crisis management in the organization and develop their capabilities by studying previous crises and learning from them, which makes them able to detect any signal looming on the horizon that warns of a crisis (Mitroff, 2005, 121).

At this stage, signals appear on the horizon before the crisis occurs as a warning signal, and at this stage, management must be alert and make appropriate decisions at the appropriate time, with the importance of paying attention to these signals; Because ignoring

it leads to the occurrence of a crisis, and therefore the management must coordinate with all departments to analyze and treat these signals (Heikal, 2006, 79).

Early warning of the crisis is considered one of the activities that contribute to avoiding crises through early detection of signs of the occurrence of the crisis and estimating its severity in order to take the necessary measures to prevent the occurrence of the crisis (Glaesser, 2006, 22-23).

At this stage, signs of the crisis appear on the horizon through the early warning signals it issues, and here the management of the organization must take the necessary measures to prevent the occurrence of the crisis, and unless the management pays sufficient attention to these signals, this crisis is likely to occur (Al-Maghribi, 2019, 67).

2. Preparedness and prevention: At this stage, the organization must discover its weaknesses and work to address them, develop the necessary plans to confront them, train employees on how to confront the crisis occurring in the organization, and determine the necessary methods and sufficient preparations for the organization to stand up to this crisis. At this stage, the organization must try to predict the crisis through a successful strategic planning process due to its role in avoiding crises (Al-Lami & Al-Issawi, 2015, 50). Pursiainen (2018, 72) indicated that good preparation to confront crises requires good planning by analyzing potential events by studying the external environment and setting appropriate capabilities and working to prepare the necessary resources of all kinds, which contributes to responding to crises and making decisions before the crisis occurs, at the appropriate time and in an effective manner. The preparedness and prevention stage includes a set of activities that can be used to prepare for crises through advance planning, which contributes effectively to giving the organization the opportunity to avoid crises, and this includes allocating the necessary human and financial resources and monitoring the external environment to identify changes (Penuel et al., 2013, 629).

In the preparedness and prevention stage, plans are developed to manage and confront the crisis by identifying the necessary resources that help in preparing well for crises, as well as training employees to implement plans to confront the crisis, which results in confronting that crisis, or mitigating its effects on the organization (Al-Dabaa, 2015, 108).

3. Contain and Limit Damage: At this stage, the crisis has occurred and it is impossible to avoid it. Here, the organization prepares appropriate means to limit the damage and prevent it from spreading to other parts of the organization that have not yet been damaged. Therefore, the organization's management must intervene and take appropriate measures that contribute to stopping the spread of this crisis and mitigating the damage to the organization as much as possible (Al-Dalaeen et al., 2015, 76).

In the containment phase, the plans that were previously developed to prevent crises are reviewed and the necessary amendments are made to them, according to the current circumstances of the organization and the extent of the impact caused by this crisis, so that at this stage the damage that occurred is repaired, contained, and prevented from spreading to other parts of the organization (Makawi, 2005, 76).

4. Restoring activity: Organizations that are exposed to crises develop treatment plans and programs for these crises; In order to be able to restore its previous activity and return to the situation that preceded the crisis, the organization begins to return to activity through the main activities and services gradually after getting rid of the effects of the crisis that surrounded the organization (Shuaib, 2014, 260).

Bulgu and Islam (2007, 16) indicated that this stage includes recovery, restoring activity, and helping the organization regain the ability to perform normal operations, provide services, and do work at the minimum level; in order to help the organization rise again to regain its previous strength and complete its recovery from the crisis.

At this stage, the organization becomes in the recovery stage, so that it gradually returns to practicing its activities, and here crisis management plays an important role in restoring activities in the organization by implementing programs through which the organization avoids the occurrence of new crises (Al- Mas'edh, 2012, 111).

5. Learning: In this stage, the crisis management plan that was used is evaluated, as well as the methods and means used, administrative decisions, and communications used in managing the crisis, and after it occurs, in order to benefit and draw lessons to avoid future crises (Al-Dabaa, 2015, 107). At this stage, the organization's management seeks to reflect on what it has learned from the crisis through its evaluation of the crisis, and to work on improving the weaknesses in the organization that caused the crisis, and to take appropriate measures.

The Relationship between Strategic Leadership and Crisis Management
Ayed and Al Shamsi (2023), indicate that strategic leadership contributes effectively to crisis management in organizations, and that interest in developing strategic leadership improves the organization's ability to respond to risks by discovering their signals and thus avoiding their occurrence, or mitigating their effects and containing their damages in the event of a crisis.

Bamarhoul and Al Hamed (2022), believe that crisis management requires the presence of effective strategic leadership based on raising the organization's ability to manage and confront crises that threaten the organization. Strategic leadership also builds the organization, its culture and work rules, and works to achieve commitment and create motivation among employees to confront crises that the organization may face.

Al-Shayal and Al-Jadaya (2021), indicated that strategic leadership is of great importance in crisis management, as with the state of instability in the external environment that organizations are going through, it has become important to have effective strategic leadership capable of developing creative solutions, future visions and appropriate strategies that enable the organization to continue and adapt to the environment and avoid crises. Hence, the importance of strategic leadership becomes clear, which makes the right decisions that maintain the workflow within organizations and the ability of leaders to modify their strategies according to these changes and at the required speed. Töre and Çilek (2021) believe that the presence of strategic leadership is of utmost importance in crisis management, as the higher the level of strategic leadership in the organization, the more it contributes to

increasing the organization's capabilities in predicting and confronting crises through its ability to predict external threats and empower employees and managers and develop their capabilities. The accumulated experiences of the organization also contribute to reducing the likelihood of crises.

Study Hypotheses

In light of the study questions and objectives, the study hypotheses were determined as follows:

H1: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for strategic leadership in its dimensions (strategic orientation, enhancing organizational culture, and developing human capital) on crisis management in its combined dimensions (early warning signals, preparedness and prevention, containing and limiting damage, restoring activity, and learning) at Jordanian commercial banks.

H2: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for strategic leadership on early warning signals at Jordanian commercial banks.

H3: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for strategic leadership on preparedness and prevention at Jordanian commercial banks.

H4: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for strategic leadership on containing and limiting damage at Jordanian commercial banks.

H5: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for strategic leadership on restoring activity at Jordanian commercial banks.

H6: There is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for strategic leadership on learning at Jordanian commercial banks.

Study Methodology

Study Population

The study population consists of 70 managers in top and middle management in Jordanian commercial banks in the city of Aqaba in Jordan. The researchers will rely on the method of comprehensive survey of managers in the top and middle administrative levels.

Study Tool

The researchers in this study will use the questionnaire to collect data from the employees who are the study sample. The questionnaire will consist of two parts, as follows:

Part one: This part will consist of items that measure strategic leadership (the independent variable) with its dimensions (strategic Orientation, enhancing organizational culture, and developing human capital).

Part two: This part will consist of items that measure crisis management (the dependent variable) in its dimensions (early warning signals, preparedness and prevention, contain and limit damage, restoring activity, and learning).

An electronic questionnaire was distributed to managers and 70 questionnaires were retrieved and the study was conducted on them.

Results

To review the availability of strategic leadership and its dimensions, the mean and standard deviation were used, as shown in Table 1. The results of descriptive analysis of the items of dimensions of strategic leadership indicate that they were high and ranged between the lowest value of 4.22 and the highest value of 4.30 on the five-point Likert scale. As for the

items of dimensions of crisis management, they were all high, ranging between 4.14 as the lowest value and 4.22 as the highest value.

Table 1
Mean and Standard Deviation

Dimension	Items	Mean	Std. deviation
Strategic orientation	5	4.30	0.44
Enhancing organizational culture	5	4.22	0.48
Human capital development	5	4.22	0.43
Early warning signals	5	4.18	0.52
Preparedness and prevention	5	4.19	0.48
Containing and limiting damage	5	4.14	0.48
Restoring activity	4	4.18	0.52
Learning	5	4.22	0.44

To test the first hypothesis, the researchers used the multiple linear regression coefficient. Table 2 shows the results of the analysis, as the results indicated that there is a significant impact of strategic leadership on crisis management, and that 46% of the change in crisis management is due to strategic leadership. The value of F reached 18.99 at a significance level of 0.00. The results of the analysis in the Table 1 show that the importance of this impact is due to the dimensions of strategic orientation and human capital development, while the impact of enhancing organizational culture was not significant.

Table 2
Impact of strategic leadership on crisis management

Variable	B	T	Sig.
Strategic orientation	0.34	2.87	0.01
Enhancing organizational culture	0.12	0.93	0.36
Human capital development	0.27	2.16	0.04
R^2 =0.46	F=18.99	Sig.=0.00	

The researchers tested hypotheses H2-H6, which relate to the impact of strategic leadership on each dimension of crisis management, using a simple linear regression coefficient, as shown in the following tables 3-7: The results of the analysis in Table 3 indicate the significant impact of strategic leadership on early warning signals. The results of the analysis showed that strategic leadership has a 40% impact on detecting early warning signals of the crisis, with a significance level of 0.00.

Table 3
Impact of Strategic Leadership on Early Warning Signals

R^2	B	F	Sig.
0.40	0.83	46.03	0.00

The results of the analysis in Table 4 indicate the significant impact of strategic leadership on preparedness and prevention. The results of the analysis showed that strategic leadership

has a 42% impact on detecting preparedness and prevention of the crisis, with a significance level of 0.00.

Table 4
Impact of Strategic Leadership on Preparedness and Prevention

R^2	B	F	Sig.
0. 42	0.79	49.07	0.00

The results of the analysis in Table 5 indicate the significant impact of strategic leadership on containing and limiting damage. The results of the analysis showed that strategic leadership has a 39% impact on detecting containing and limiting damage of the crisis, with a significance level of 0.00.

Table 5
Impact of Strategic Leadership on Containing and Limiting Damage

R^2	B	F	Sig.
0.39	0.75	43.77	0.00

The results of the analysis in Table 6 indicate the significant impact of strategic leadership on restoring activity. The results of the analysis showed that strategic leadership has a 26% impact on detecting restoring activity of the crisis, with a significance level of 0.00.

Table 6
Impact of Strategic Leadership on Restoring Activity

R^2	B	F	Sig.
0.26	0.67	24.29	0.00

The results of the analysis in Table 7 indicate the significant impact of strategic leadership on learning. The results of the analysis showed that strategic leadership has a 20% impact on detecting learning of the crisis, with a significance level of 0.00.

Table 7
Impact of Strategic Leadership on Learning

R^2	B	F	Sig.
0.20	0.50	17.36	0.00

Discussion

This study examined the impact of strategic leadership on crisis management at Jordanian commercial banks. The researchers sought to achieve two main objectives behind conducting this study: identifying the level of strategic leadership and crisis management and their dimensions, and the extent of the impact of strategic leadership on crisis management in these banks. After conducting the research and statistical analysis, the results showed that there are high levels application of strategic leadership concept by these banks, in terms of the clarity of the strategic orientation of their management through the presence of a clear vision that can be translated into reality, and the knowledge of their employees of the bank's mission, in addition to their possession of an organizational culture that supports the consolidation of discipline and commitment among employees and the achievement of justice among them, in addition to the management's endeavor to develop its human capital, as the leadership seeks to develop the capabilities of employees by disseminating knowledge among them to gain the necessary experiences.

In terms of crisis management, management attaches great importance to sensing and monitoring changes in the environment, which helps it identify indicators that warn of crises and helps in discovering them before they occur, which enables it to prepare for them by preparing the necessary scenarios and plans to confront them and reduce their risks. It also devotes its efforts to restoring its activity after the crisis to facilitate a rapid return to work in a better way than the state that preceded the crisis. It also works to benefit from these difficult experiences it has gone through by evaluating the plans and procedures it adopted at the time of the crisis to prevent its recurrence in the future.

The results of the study indicated the existence of a significant impact of strategic leadership on crisis management at Jordanian commercial banks. The clear strategic vision of the leadership and the existence of alternative strategies for dealing with environmental conditions and commitment to standards, especially ethical ones, and having employees with skills and experience helps in identifying weaknesses, discovering them and avoiding their development, in addition to preparing the necessary plans to confront them, choosing the most appropriate way to deal with them and returning to normal conditions as soon as possible and studying the reasons that led to the crisis and making appropriate adjustments to prevent its recurrence.

Recommendations
1. Enhancing the development of human resources as they are concerned with facing crises that banks may face by organizing electronic training courses using the bank's website to provide employees with the required knowledge, in addition to rotating employees to gain various skills.
2. Enhancing the capabilities of employees in Jordanian commercial banks to contain and limit damages, by implementing plans that were prepared before the crisis to avoid random work in facing crises, and encouraging employees to present creative ideas and practices and seek to apply them in facing crises.
3. Enhancing the capabilities of employees to quickly return the bank to normal activity by simplifying procedures and providing the necessary needs for that.
4. Enhancing the strategic orientation due to its clear impact on crisis management, the presence of a clear vision and strategic goals formulated according to an analysis of the internal and external environment helps in discovering warning signals quickly, which avoids falling into crises.

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