Charisma Leadership an Important Determinant for the Crisis Management

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Abstract

Purpose: This study aims to explore the impact of Charisma leadership on crisis management in the Republic of Yemen., the study added inside for the literture one of important factors that could provide solution for the crisis managemnt. Methodology: survey questionnaire was distributed to 30 public and private institutions in the capital city and 297 cases were used in the analysis. SPSS was used for the analysis of the proposed model. Findings the study revealed that charisma leadership has a significant value .004, which is confirmed, that charisma leadership style has a positive impact on crisis management. private and public institutions charismatic leadership style displayed sensitivity to the member requirements as part of the charismatic leadership process, by using effective techniques that developed joint liking and respect, and they spent time expressing individual concern for the requirements and feelings of the organization members. Significance: This study contributed significantly towards theoretical and practical knowledge in the context of crisis management. This study has provided empirical evidence for validating the instruments used for measuring the management crisis. In particular, it has successfully revealed that charisma leadership styles is important determinant on the crisis management

Keywords: Charisma Leadership, Type of crisis, Crisis Management, *private and public institutions*

CRISIS

The term crisis comes from the Greek word "krisis", that means judgment, select or decision., it depends on how the term is being used, the context and the researcher's discipline (Preble, 1997). In the other words, the crisis is defined as "a serious threat to the basic structures or the fundamental values and norms of a system, which under time pressure and highly uncertain circumstances necessitates making critical decisions" (Rosenthal, Boin, & Comfort, 2001). Further, Alsamaray (2014) illustrated that the Crisis is considered as a threat of amazement by one means or another unsurprising welcomed by the light of some of the indicators, but the difficulty comes from nobody can put the integrated scenario in how to behave and treat it. The event of threat may be normal as earth quake, storms , floods or be a political crisis as in the Arab Spring or economic, as in financial crises or may be smaller at the organizational level (Alsamaray, 2014).

Moreover, Pearson and Clair (1998) argued that the crises in the organization "as a low-probability, high-impact event that threatens the viability of the organization and is described by the ambiguity of cause, influence, and means of resolution, as well as by a belief that decisions must be made quickly".

CRISIS Management Stages

Pearson and Mitroff (1993) believed crises were comprised of five stages that more accurately comprised a full understanding of a crisis as it moves to completion, and those stages are considered more appropriate process to implement the effective crisis management. Crisis researchers recognized that analyzing the crisis phases helped to explain for a more complete approach to have enough knowledge about the crisis phenomenon (Wooten, 2005).

Further, In general, the researchers in the crisis management field have identified five stages that represent a typical the crisis: (1) signal detection, (2) preparation and prevention, (3) damage containment, (4) recovery, and (4) learning (Mitroff & Pearson, 1993; Mitroff, 2005). Therefore, crises stages would be elaborated in details in order to justify this study as it represented the dependent variable in this study.

Table 2.2: Frameworks for Crisis Management Stage

Frameworks for Crisis Management

3-Stage Framework: General	3-Stage Framework: Smith, 1990	3-Stage Framework Richardson, 1994	4-Stage Framework Myers, 1993	4-Stage Framework: Fink, 1996	5-Stage framework: Pearson &Mitroff, 1993	Crandall, Parnell, & Spillan, 2009
Before the Crisis	Crisis of management	Precrisis/disaster phase	Normal operations	Prodromal crisis stage	Signal detection	Landscape survey
					Preparation/ Prevention	Strategic planning
During the Crisis	Operational crisis	Crisis impact/rescue phase	Emergency response	Acute crisis stage	Containment/ Damage limitation	Crisis management
			Interim Processing	Chronic crisis stage	Recovery	
After the Crisis	Crisis of legitimation	Recovery/demise phase	Restoration	Crisis resolution stage	Learning	Organizational learning

Source: Crandall, Parnell, and Spillan (2013)

Signal detection (Early warning signals)

The first stage is signal detection that focuses on detection of potential crises that will impact the organization (Person & Mitroff, 1993). The difficulty in capturing signals is that even under the greatest of conditions all corporations are continually bombed with information. Further, they illustrate that during the signal detection, stage in several cases; corporation not only ignores warning indicators, but could actually utilize considerable action to block them. The challenge is to learn how to separate those signals detection to be effective which indicative of an impending crisis from the torrent of noise which is part of daily business (Person & Mitroff, 1993). Further, they concluded that corporations that organized efficiently with regard to crises develop a deliberate point to be able to continuously inquire and look at their businesses and organisational chart for possible mistakes or troubles prior to become too big to fix.

Preparation / Prevention

Prevention stage could be considered as taking steps to recognize and then remove or minimizing sources of danger. Further the use of the term 'mitigation', either instead of or in conjunction with the prevention, serves to convey an additional concentration on minimizing any possible effect from a crisis when it is recognize that danger which couldn't be completely removed (MacNeil & Topping, 2009).

Furthermore, the preparation stage, which considered the objective of crisis management as well as the hindering of all crises and it is necessarily standard by which an organization will be judged. The actual purpose would be to conduct as much as possible to avoid crises from happening at the beginning and efficiently control those which still occur regardless of the most effective efforts (Person & Mitroff, 1993).The preparation/prevention stage includes crisis training and simulation exercises as well as creation of crisis teams. Robert and Lajtha (2002) illustrated that it is important to move away from the negative perception of crisis management, and crises should be seen as learning opportunities, but rather they were also promoting the positive characteristics that investment in crisis management training can bring to management elasticity, teamwork, organizational resilience and strategy.

However, Devlin (2006) deliberated four crucial components would be important during the crisis management, preparation and prevention stage: (1) communication plans, (2) crisis management plans, (3) crisis management teams, and (4) leadership.

1. Communication Plans: the communications plan is a vital component to the crisis management plan (CMP). An effective communications plan should " identify strategies to be used in responding to the acute crisis when it occurs, allow your organization to reach key audiences with your message, and provide crisis communications spokesperson with the authority to initiate your crisis communications strategies as soon as possible when the crisis first moves" (Devlin, 2006). Further, an organization requires a communication plan because the purposes of any business is to develop the image and reputation of the company, a communications plan concentrate specifically on this during a crisis. The aims of a communications plan are two-fold: handle public perception and battle rumors (Brungardt, 2013).
2. Crisis Management Plans: every organization requires a crisis management plan (CMP) and each division in organizations should have a CMP (Fink, 2002). A CMP allows for an organization to understand what is required when a crisis hits rather than trying to figure it out once the crisis hits. CMP provides organizations the capability to plan ahead in this manner, saving essential time when the crisis hits; it provides the organization the ability to be proactive rather than reactive (Brungardt, 2013).
3. Crisis Management Teams: the crisis management team (CMT) is also, a vital component of any successful of crisis implementation strategy. The team normally consists of upper management or delegates from the key departments at any organization. Generally, a team will also include communications and information technology personnel that will help in the planning process as well as helping the organization manage the resolution of the crisis and resumption of business activities (Brungardt, 2013).
4. Leadership: leaders in organizations are similar because they are handling the task of motivating employees to give them the best. Further, during a crisis this is important because each employee has a different set of skills that could advantage for the organization in some way during a crisis. Management of talent is the key for higher management as it can help in the success or failure of the organization (Lawler & Worley, 2011). Exceptional leaders can be developed in different ways during the crisis, it is important that leaders take a role overcoming of the crisis (Brungardt, 2013).

Damage Containment

The purpose of the third stage, damage containment, is to minimize the effects of crisis. Effective management of this stage would explain through a plan for preventing a localized crisis from affecting other uncontaminated parts of the organization or its environment (Person & Mitroff, 1993). Further, Coombs and Holladay (2008) argued that the organization's leaders can use crisis categorizations that they have created as a direction to select a suitable crisis response strategies. However, the response includes quick implementation of effective actions and the utilization of appropriate resources (Macnei & topping, 2009). A plan should not be impediment to effective action, but it would appear significant to know whether the efforts placed into planning and justified by noticeable interest when the plan is endorsed.

Business Recovery

Establishing alternative Business recovery sites is also required at this stage like those required for computer operations and data back-up (Person & Mitroff, 1993). Further, they mentioned the best arranged organizations in the short-term and long-term business recovery should have programs. Further, Sui, Ho and Ann (1999) argued that specialists have recognized key personnel and the significant tasks, products and services that are essential to carry on business operations after a crisis. Moreover, he said that developers understand the particular crucial demands of their business operations; they may be not performing sufficient to guarantee restoration from a crisis circumstance. Without any backups of important business documents or different location to carry out business, a fire in their present workplace might effectively terminate their business operations.

Organizational Learning

The last stage of crisis management is the lessons learned from past crisis could be reflected in adequate plans in the future. Sui *et al.* (1999) stated that managers learn from the others mistakes and errors. The specialist is recorded and analyzed weaknesses or problems. Even though the developer is require to go over lessons learned from those who have been in a situation or close crisis, developers mentioned that it is with the aim regarding determining blame such discussions have been carried out. Like evaluate periods might not be successful as the participants in discussions might be covering up or distorting the reality to avoid responsibility. (Sui *et. al.,* 1999).

Models of Crisis Management Stages

The researcher has summarized the crisis management stages which have been explained in the previous section and the figure 2.2 illustrates crisis management stages and the essential precursor should be taken by leadership for effective crisis management.

Figure 2.2: *Models of Crisis Management Stages*

Charisma Leadership

The term charisma originated from the Greek word for gift, and it was utilized by the Christian church to define gifts from God, charismata (Conger & Kanungo, 1994). Further, Conger and Kanungo (1998) Identified charismatic leadership as a diverse social phenomenon with an elusive mystical characteristic. Further, Yukl (2010) stated that charisma arises through social crisis whereby a leader emerges with a fundamental vision that suggestions a solution to the crisis and appeals followers who have faith in action. According to Halverson *et al.* (2004) characteristics of leader charisma and organizational member's commitment have a good impact during the crisis situations and Leadership could make a difference to the performance and result of the corporation during a crisis. However, the five dimensions developed by Conger and Kanungo (1998) which used as independent variable in this study are. "Vision and articulation"; "environmental sensitivity"; "unconventional behaviour"; "sensitivity to follower requirements and Individual hazard which will be illustrated in details as the following:

Vision and Articulation

This dimension explains the capability of a leader to be an effective communicator and to develop an inspiring vision (Conger & Kanungo, 1998). In other words, the vision of the leaders is discussed directly or indirectly by the leaders, or through their activities and the deference appeared to be decided by the leaders. However, the personal style of the leader might create these differences (Murphy & Ensher, 2008). Further, Murphy and Ensher (2008) stated that a convince vision informs members of the organization an idealized goal of the future and the vision has purposed to align the organization around strategic direction. Moreover, the process of motivating and coordinating the team's effort has an important component which is a vision articulation factor. It is constantly presented to followers in an inspiring way that the leader creates a strategic vision for the respective organization (Ray & Ray, 2011). Linking the present with a better future for the organization might be done by Vision which creates a sense of continuity for followers. Life vision that has clear articulation which gives by Charismatic leader's through its powerful images, thus bringing the organization to the top of success through various innovative collaborations and better education that elevating the values of the organization (Ray & Ray, 2011).

Sensitivity to Members' Needs

Previous research suggested that follower sensitivity was shown differently according to leader distance (Antonakis & Atwater, 2002). Further, Shastri, Mishra, & Sinha (2010) said that the leader carefully evaluated the followers' needs. And also, Murphy and Ensher (2008) in their study illustrate that charismatic leaders were anticipated to display sensitivity to production team member requirements as part of the charismatic leadership process, by using effective techniques that developed joint liking and respect, and they spent time expressing individual concern for the requirements and feelings of the organization members.

Unconventional Behavior

A very exceptional behaviour that amazing other members of the organization which exhibit by Charismatic leaders and it consider is important in creative groups (Jaussi & Dionne, 2003). Further, a role model provides leader's for followers create trust and commitment in the followers (Ray & Ray, 2011).

Sensitivity to Environmental

Charismatic leaders said to own an intensified sensitivity to the environment and carefully scan the patterns that would make them adjust their vision (Murphy & Ensher, 2008). The Sensitivity to environmental styles exposes a leader's capacity to realize chances and restrictions in the environment, members' capabilities and requirements, and in the situation challenges (Conger & Kanungo, 1998). The leader carefully assessed the members' needs (Shastri *et al.,* 2010). In additional, Murphy and Ensher (2002) emphasize that leader should carefully assess characteristic of the company member's from both the external and internal environment to determine the best suitable leadership style.

Personal Risk

The last dimension of charisma leadership style is shown the degree to which a leader engaging in unconventional behaviour and assuming personal risk to expose their unusual commitment and exceptionality. These apparent behaviours will, in turn, create the follower commitment and support (Conger & Kanungo, 1998).

Charisma Leadership and Crisis Management

Conger and Kanungo (1998) Identified charismatic leadership as a diverse social phenomenon with an elusive mystical characteristic. Along similar lines, Yukl (2010) stated that charisma arises through social crisis whereby a leader emerges with a fundamental vision that suggestions a solution to the crisis and appeals followers who have faith in action. On the other hand, Conger and Kanungo (1998) developed five dimensions of Charisma Leadership: vision and articulation, environmental sensitivity, unconventional behavior, sensitivity to member needs and Personal risk. Pillai (1996) conclude that there is a significant relation between crisis and attributions of charisma. Halverson *et al.* (2004) in his study conducted experimental study on groups in order to inspect the "boundary conditions for the relationship between charismatic leadership and performance under crisis" and "the extent to which crisis affects leader behavior rather than follower perceptions". Thus, the following is hypothesized:

H1: There is a significant relation between Charisma leadership style and crisis management (CM).

Variables and Instrument

In the current study, all the measurement items adapted from previous study, which contains 81 items. The questionnaire consists of items to measure four constructs: leadership style in term of transformational, transactional and charisma, and crisis management. The following section described the instruments individually.

Crisis Management

The instrument adopted from Jabouri (2011) which consists of twenty nine items. Measure the five stages dimensions of crisis management: signal detection; preparation/prevention; containment (damage limitation); recovery; and learning. Most of the previous studies implement these instruments which adopted from Pearson and Mitrrof (1993). Also; the use of these instruments is due to the high responses in the previous studies such as Jabouri (2011). These items are measured on a five-point likert scale with '1' "Strongly Disagree," '2' "Disagree," '3' "Neither Agree or Disagree," '4' "Agree," and '5' "Strongly Agree." The twenty six items are:

Table 3.2 *Crisis Management Measurement*

No	Items
1.	There is a special unit in our organization to observe crises indicators.
2.	The senior management is focused to collect and detect the signs of risks which are expected to be the crises indicators.
3.	There are interest in the process of classifying and analysing the crises indicators.
4.	There are qualified crews working on rating and analysing the crises indicators.
5.	The internal and external workplace has been surveyed comprehensively and systematically to recognize the expected crises indicators.
6.	The organization chart is complete and flexible to allow usefulness when dealing with occurred crises.
7.	An effective group has been designed to solve several expected crises.
8.	Appropriate support is provided to assist responsible party to plan in diagnosing the expected crises
9.	Clear management briefing has specified the process of dealing with the expected crises.
10.	We provide possible resources required (materials, human, technology, information) in preparing to face the expected crises.
11.	Cooperative effort is available between institutions and government related agencies in crises' management area.
12.	There are sufficient programs and plans in crises' management area, supported by consistent auditing and improvement effort.
13.	There are scheduled meetings to perform mock test in dealing with the expected crises.
14.	Sufficient programs are made available in our organization in crises' management area.
15.	We have successfully control crises when arise and refrain it from spreading continuously in a timely manner.
16.	Fast action taken has resulted in reducing harmful effects of the crises.
17.	Time management is a crucial factor being taken into account when dealing with crises.
18.	There is adequate capacity and fast action to mobilize the necessary material and human resources to contain the crisis.
19.	Effective communication medium is available to detect factors effecting crises.
20.	Top management responds to the distribution of tasks and powers over a short and appropriate period at the crisis time.
21.	Special unit equipped with latest technology is available to detect factors and harmful effects of crises.
22.	Even when dealing in crises period, top management has taken appropriate action to ensure daily operational tasks is performed in timely manner as per usual practice.
23.	Top management is responsible to reduce the harmful effects of crises as well as stopping the crises from continuously occurring.
24.	In order to cure the effects, top management has provided various assistance to website affected by crisis
25.	Top management has provided sufficient assistance to directors to solve crises.
26.	Benefits to future are expected based on lesson learnt from previous crises faced by top management.
27.	Top management is responsible to evaluate crises management and plan for future improvement.
28.	Top management is responsible to ensure lesson learnt from previous experience being collected for future benefits.
29.	Top management is responsible to learn from other agencies on method to deal with crises. .

***Source:* Jabouri (2011)**

Charisma Leadership

The charisma leadership dimensions which composed of five elements according to Conger and Kanungo (1998): vision and articulation, environmental sensitivity, unconventional behavior, sensitivity to member needs and Personal risk, which measured by using Conger and Kanungo (1998) 20 items which have been adopted from Rowold *et al.* (2007). And they measured on the following five-point likert scale with '1' "Strongly Disagree," '2' "Disagree," '3' "Neither Agree or Disagree," '4' "Agree," and '5' "Strongly Agree." . The items are as follows:

Table 3.5: *Charisma Leadership Measurement*

No	Items
1.	Provides inspiring and strategic management goals.
2.	Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing.
3.	Consistently generates new ideas for the future of the 'Organization.
4.	Exciting public speaker.
5.	Has vision; often brings up ideas about possibilities for the future.
6.	Entrepreneurial; seizes new opportunities in order to achieve goals.
7.	Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives.
8.	Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives.
9.	Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives.
10.	Recognizes the abilities and skills of other members in the organization.
11.	Recognizes the limitations of other members of the organization.
12.	Influences others by developing mutual liking and respect.
13.	Shows sensitivity to the needs and feelings of the other members of the organization.
14.	Often expresses personal concern for the needs and feelings of other members of the organization.
15.	Takes high personal risks for the sake of the organization.
16.	Often incurs high personal cost for the good of the organization.
17.	In pursuing organizational objectives, engages in activities involving considerable personal risk.
18.	Engages in unconventional behaviour in order to achieve organizational goals.
19.	Uses non-traditional methods to achieve organizational goals.
20.	Often exhibits very unique behaviour that surprises other members of the organization.

Source: Conger and Kanungo (1998)

Factor Analysis of Charisma Leadership

Factor analysis for charisma leadership was conducted on twenty items, as shown in table 4.4.

Table 4.4: *Factor Analysis of Charisma Leadership*

Items	Factor loading
Provides inspiring and strategic management goals.	.629
Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing.	.608
Consistently generates new ideas for the future of the 'Organization.	.558
Exciting public speaker.	.608
Has vision; often brings up ideas about possibilities for the future.	.570
Entrepreneurial; seizes new opportunities in order to achieve goals.	.717
Readily recognizes new environmental opportunities (favourable physical and social conditions) that may facilitate achievement of organizational objectives.	.723
Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives.	.680
Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc.) that may stand in the way of achieving organizational objectives.	.515
Influences others by developing mutual liking and respect.	.675
Shows sensitivity to the needs and feelings of the other members of the organization. .	.612
Often expresses personal concern for the needs and feelings of other members of the organization. .	.533
In pursuing organizational objectives, engages in activities involving considerable personal risk. .	.619
Engages in unconventional behaviour in order to achieve organizational goals.	.677
Uses non-traditional methods to achieve organizational goals.	.678
Often exhibits very unique behaviour that surprises other members of the organization.	.688

Factor Analysis of Crisis Management

The factor analysis was conducted on twenty nine items of crisis management. As exhibited in Table 4.5.

Table 4.5: *Factor Analysis of Crisis Management*

Items	Factor loading
There is a special unit in our organization to observe crises indicators.	.590
The senior management is focused to collect and detect the signs of risks which are expected to be the crises indicators.	.553
There are interest in the process of classifying and analysing the crises indicators.	.519
There are qualified crews working on rating and analysing the crises indicators.	.527
The internal and external workplace has been surveyed comprehensively and systematically to recognize the expected crises indicators.	.545
The organization chart is complete and flexible to allow usefulness when dealing with occurred crises.	.530
An effective group has been designed to solve several expected crises.	.807
Appropriate support is provided to assist responsible party to plan in diagnosing the expected crises	.822
Clear management briefing has specified the process of dealing with the expected crises.	.812
We provide possible resources required (materials, human, technology, information) in preparing to face the expected crises.	.753
Cooperative effort is available between institutions and government related agencies in crises' management area.	.684
There are sufficient programs and plans in crises' management area, supported by consistent auditing and improvement effort.	.853
There are scheduled meetings to perform mock test in dealing with the expected crises.	.839
Sufficient programs are made available in our organization in crises' management area.	.836
We have successfully control crises when arise and refrain it from spreading continuously in a timely manner.	.830
Fast action taken has resulted in reducing harmful effects of the crises.	.702
Time management is a crucial factor being taken into account when dealing with crises.	.762
There is adequate capacity and fast action to mobilize the necessary material and human resources to contain the crisis.	.815
Effective communication medium is available to detect factors effecting crises.	.824
Top management responds to the distribution of tasks and powers over a short and appropriate period at the crisis time.	.821
Special unit equipped with latest technology is available to detect factors and harmful effects of crises.	.779
Even when dealing in crises period, top management has taken appropriate action to ensure daily operational tasks is performed in timely manner as per usual practice.	.694
Top management is responsible to reduce the harmful effects of crises as well as stopping the crises from continuously occurring.	.749
In order to cure the effects, top management has provided various assistance to website affected by crisis	.758
Top management has provided sufficient assistance to directors to solve crises.	.815
Benefits to future are expected based on lesson learnt from previous crises faced by top management.	.787
Top management is responsible to evaluate crises management and plan for future improvement.	.805
Top management is responsible to ensure lesson learnt from previous experience being collected for future benefits.	.775

Discussions of Result

This study has investigated the impact of leadership style in terms of transformational, transactional and charisma on crisis management. Further, it explained in details the findings of each hypothesis tested and how the research objectives had been accomplished. This study supports the objective that is to explore the impact of Charisma leadership on crisis Management. The objective of the current study is to determine the impact of charisma leadership on crisis management.

The results, as presented in Table 4.11 revealed that charisma leadership has a significant value .004, which is less than .05, which is confirmed, that charisma leadership style has a positive impact on crisis management. Further, the result of this study is in line with the previous study such as Pillai and Meindl (1998) who explained that, crises provide leaders with opportunities to take bold purposeful action, which is then interpreted by followers in charismatic terms and may increase their willingness to follow. Moreover, charisma leadership style has capability to be an effective communicator and to develop an inspiring vision. The leader showed the convince vision by informing members of the organization an idealized goal of the future and the vision has purpose to align the organization around strategic direction. Also, the charisma leadership style has key functions that could assist to overcome the crisis in private and public institutions in Yemen. Also, private and public institutions charismatic leadership style displayed sensitivity to the member requirements as part of the charismatic leadership process, by using effective techniques that developed joint liking and respect, and they spent time expressing individual concern for the requirements and feelings of the organization members. This result is consistent with previous studies such as Murphy *et al.* (2008).

In additional, charisma leadership style has a very exceptional behaviour that amazing other members of the organization and it consider as important behaviour in creative groups. A role model provided by this style of leadership for the followers, create trust and commitment in the followers. This finding is supported by previous research such as, Jaussi *et al.* (2003). Furthermore, charisma leadership style showed the degree to which a leader engaging in unconventional behaviour and assuming personal risk to expose their unusual commitment and exceptionality. These could influence the followers to adhere the instructions of the charisma leadership style and create the follower support in private and public institutions in Yemen. This result also confirmed by the previous research such Halverson *et al.* (2004).

In conclusion, the rustle of this study is not surprising because charisma leadership plays an important role in providing direction to overcome the crisis situation. Further, under conditions of crisis, followers often look to the leader for direction. This was a confirmed by the previous studies such as Walsh (1995) and Yukl (2002).

Implications of the Study

The results of this study have provided numerous implications for practitioners and academicians. These implications serve the leadership in private and public institutions in Yemen to deal with the crisis effectively. The implications of this study can be divided into three aspects: theoretical contributions, methodology contributions, and practical contributions.

Theoretical Contributions

This study generally aims to investigate the effects of leadership styles in terms of transformational, transactional and charisma leadership on crisis management and to introduce the role played by those leadership styles to deal, control, manage, reduce and prevent the disastrous result of the crisis through effective crisis management in Yemen private and public institutions. This study utilized crisis management Theory (CMT) and transformational, and charisma theories, in an attempt to construct hypotheses and supporting research objectives. The crisis management theory proposed that support received from leaders as one component in preparation stage of crisis management is crucial element in preventing the crisis generally. However, the current study provided empirical evidence that the transactional leadership style is the most significant leadership style that could be utilized to overcome the crisis situation in Yemen private and public institutions. Further, it has been evidenced that leadership style is considered as the most important main factor, to manage the crisis, and also, to take a crucial action to reduce and prevent the disastrous consequence of the crisis. The finding of this study confirms the relationship between leadership style and crisis management and it could add to the related literature, hence to cover the gap in previous studies.

In contrast with earlier studies, in developing countries, transformational and charisma leadership can be stronger predictor than transactional leadership, but this study found that, transactional leadership style in Yemen private and public institutions may look more effectiveness. This is due to the different culture and different type of crisis as well as economic difficulties that faced the respondent in Yemen. Thus, this finding had contributed in extending the scope and applicability of the underpinning theories. Also, this study was the first attempt, known to the researcher, that combined the variables; transformational, transactional and charisma leadership to manage the current crisis through effective crisis management. This could be considered a significant contribution to the theory in its applicability to Yemen private and public institutions.

The original crisis management theory that developed by Gonzalez and Pratt (1995) as well as Pearson and Mitroff (1993) was the original resource of the crisis management stages that was utilized as a DV to measure the crisis management and it considered as a first attempt, known to the researcher to investigate the impact of leadership style under the condition of security, economic and political crisis in Yemen private and public institutions. Finally, with a detailed review of the extant literature and empirical findings, the current study has theoretically contributed to the body of knowledge on how the leadership style could overcome the crisis situation in Yemen private and public institutions.

Methodological Contribution

This study contributes to the methodological perspective in different ways. The quantitative method was used in this study in order to examine the relationship between the leadership styles and crisis management. That would add value and significant contribution to the current finding on the crisis management. The scope of crisis management study has extended to cover different arena. Therefore, in this study, the public and private sector in Yemen together were selected as the scope of the crisis management study. The positive result in this current study strengthens the methodology by adding a new setting and research context. However, the scales of the variables were developed in different countries in the private sector to show strength and validity of the measurements, they suggested that the instrument should be tested with different groups and different settings. In response to their suggestion, this study assessed the applicability of these scales and tested it in Yemen private and public institutions. Therefore, this study provides a clear insight into how crisis management mechanism and tools can reduce the disaster consequences of the crisis in general and how leadership style impact crisis management in Yemen private and public institutions.

Practical Implications

Based on the results of the present study, the research findings of this study have contributed several practical implications that may be important, particularly for leaders to overcome the crisis situation in Yemen private and public institutions. From the managerial perspective, this study provides valuable inputs for leaders in private and public institutions. There are key aspects that private and public leaders in Yemen should look into, such as; challenges that faced leaders during the crisis situation, this study suggested that private and public leaders adopt three types of leadership transformational, transactional and charisma leadership style which have a profound impact on dealing with crisis situations through effective crisis management. The result of this study, suggests that leaders who practice those three styles of leadership should play an important role during the crisis situation.

Limitation and Recommendations for Future Research

There were several limitations to this study. Firstly, the generalizability, the findings of this study cannot be generalized in a wider context across cultures of other countries since the data collected for this study was limited to Yemen private and public institutions. Different cultures and different educational environments may furnish different impact of leadership style on crisis management. Secondly, there was some delay during the distribution of the questionnaire in some institutions due to the lack of appreciation for the academic research. However, the researcher succeeded in distributing the questionnaire in these institutions by using personal communication and permissions from the top management in these institutions.

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