

THE COMPANY MANAGER AS A LEADER AND HIS IMPACT ON COMPANY PERFORMANCE DURING CRISIS: THE CASE OF CORONA CRISIS IN THE ARAB SECTOR IN ISRAEL

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Abstract

Learning about leadership provides the researcher with more resources to draw on when the reader faces new problems. Through this research, the readers will be better able to choose, adapt, and alter the strategy depending on the circumstances. If the researcher wants to determine which leadership style suits order to overcome the situation of uncertainty, then the present research has been conducted to accomplish this goal. Hence, study is aimed at to investigate the role of the company manager as a leader and its impact on company performance during a crisis: the case of corona crisis in the Arab society in Israel. For this purpose, 400 participants for the survey and 50 participants for the interview were recruited from the employees working in the different organisations in Israel. For analysis, SPSS, SmartPLS and thematic analysis were used to generate empirical findings and address the research objectives of the study. The findings of the study suggests that COVID-19 has negatively and significantly affected the employees relations, firm excellence but has positively contributed to the firm performance that is a very rare finding requiring more investigation. Meanwhile, the leadership style has been found to have a positive and significant impact on the employees' relations, firm excellence and firm performance. In addition to, the qualitative findings have also indicated that the manager's role is critical followed by the role of leadership that affects employee relations, firm excellence and firm performance. The study also provides practical recommendations and future research implications.

Keywords: Company Manager, Company Performance, Leader, Leadership, Crisis, Corona Crisis, the Arab Sector in Israel

1. Introduction

Since the beginning of the first global pandemic of coronavirus disease (COVID-19) in late 2019, it has made a significant impact in a variety of areas. These ramifications vary from monetary losses and joblessness to modifications in organisational structure and occupational design, as well as a rise in overall mortality rates (Bajaba et al., 2021). According to the World Health Organization, as of the 28th of December in the year 2020, there were a total of 79,673,754 confirmed cases of COVID-19, with 1,761,381 deaths (Pinta, 2021). It has been established that the reported number of COVID-19 instances, as well as the rate of change in that number, increase the levels of anxiety that employees experience. Because of this, elements like engagement, performance, and emotional weariness have an impact on the workers'

capacity to accomplish their tasks. In turn, this affects the company's bottom line. This has been categorised as a key source of concern for businesses and the individuals who are employed by such businesses (Vijayasingham, Jogulu & Allotey, 2021). As a result of this, it has come to everyone's attention that there is a wide range of circumstances that might result in crises in the workplace, as well as a certain set of qualities that are essential for providing effective leadership in the middle of a crisis.

As the effects of COVID-19 have been felt throughout the globe for the better part of a year, business executives everywhere have had to rise to the occasion and ensure their operations continue to function smoothly and efficiently. Every nation's top official has done their best to devise plans for dealing with the unknown. Leaders from many disciplines and sectors played crucial roles. Leaders have to keep operations running smoothly despite severe consequences for the company. Because of the Pandemic, a unique perspective on the world and its problems have been studied in terms of leadership and management perspective (Khan, Proverbs & Xiao, 2021). The leaders have been more kind than ever before, offering their staff both material and psychological assistance. Leaders that care about their teams need to be flexible enough to adapt to unexpected changes so they can best serve their workers. Worker productivity has been enhanced by having a competent leader and a favourable work environment. The business model, strategy, and organisational structure of the companies were all rethought by the executives in charge during the epidemic, and new approaches were developed as a result (Adhikari, 2021). It follows that leaders who are resilient in the face of adversity are the ones who will ultimately succeed.

Leaders are crucial in the workplace because of their ability to shape conditions by preventing or minimising resource loss and supplying workers with what they need to meet the challenges of their jobs (Cooke, Wang, & Bartram, 2019). For instance, research by Bakker & de Vries (2021), indicates that followers' positive attitudes and performance on the job are the result of fewer job demands such as emotional, physical, and cognitive, and more job resources that as the quality of relationships, participation in decision-making, and job recognition due to transformational leadership. Consequently, a competent leader is crucial at times of massive resource loss and rising demands, such as the current COVID-19 problem. Given the unpredictable and chaotic nature of crises, a manager needs to be able to think on his or her feet and make rapid decisions under intense pressure and with significant consequences (Bakker & Demerouti, 2018). In other words, the COVID-19 crisis calls for managers who can effectively handle emergencies and work stress through adaptive performance such as creative problem-solving, continuous learning, and interpersonal adaptability, to allocate the necessary resources and adjust the organisation, job description, and goals of their respective departments or teams.

In any organisation, human resources are its most valuable asset since they are what get the job done. The individual with the ability to produce breakthroughs, adjustments, and transformations for challenges with obvious future implications is the engine that drives leadership. Leadership with a strong feeling of urgency, as opposed to the kind that prefers to do things slowly and cautiously, avoids taking any chances and instead relies on unwieldy

bureaucratic processes that are both time-consuming and resource-intensive (Herrington, Bonem & Furr, 2020). A leadership approach that is out of the box, but beyond the typical routine, rich in breakthroughs, and creative in accomplishing quantifiable objectives is what the Israeli people need as they deal with a pandemic and economic collapse (Hermann, 2019). Leadership that is goal-oriented and enjoys taking risks, as in practice, this kind of transformational leadership shows itself in the shape of streamlined policies and processes that ensure all initiatives are launched on time and the set budget is realised without delay.

Avoid engaging in corrupt practises while willing to incur legal risks in pursuit of administrative breakthroughs that will speed up the programme. Similarly, how a head of state has previously acted to reduce unwieldy paperwork, slow down operations, and jeopardise essential public services (Dalgaard-Nielsen, 2022). According to Useem (2021), an organisation needs a leader who can be gathering his or her multitudes to accomplish the company's objectives and unite everyone in the group around a single vision. In addition to persuading others to collaborate toward a shared objective, Nicolas & Hassan (2021) argues that an effective leader also motivates followers to grow professionally and personally. With a little boost from the right kind of motivation, everyone has found fulfilment in their current role, and that can only lead to better results (Haryono & Wijaya, 2022). Employees who feel their supervisors don't have their backs are less likely to follow the rules, which in turn lowers productivity, dampens morale and leaves everyone from the CEO on down feeling like they're not getting their money's worth (Batt, 2018). Therefore, during the Pandemic situation, it has been considered an essential practice to study the appropriate type of manager's leadership style, because the correct approach has been able to produce effective outcomes.

Companies are now more alert to and open to change generally because of the unpredictability of the global economy. Due to the complex nature of company processes, input from all levels of management is essential. A company's human resources are among its most valuable assets, alongside land, labour, and money. As such, it is essential to the organization's success and the fulfilment of its mission. If managed well, a company's human resources have been able to provide an edge in today's dynamic and competitive global market (Gössling, Scott, & Hall, 2020). The literature demonstrates that leaders have a major impact on their employees. Especially in the services industry, a leader's approach to management has a profound effect on the growth of the economy. As a result, in a developing country specifically, the expansion of the services sector is crucial to the economic prosperity of the country as a whole. As a result, the companies have maintained a competitive edge by efficiently managing their people resources through the use of a variety of leadership styles (Bozkurt et al., 2020). The use of transformational leadership, as argued by Brakman et al. (2020), would increase morale and lead to greater job satisfaction among workers. Issues such as excessive turnover, a lack of commitment, and employee stress at work plague companies (Petricevic & Teece, 2019). Therefore, accordingly, the goal of this research is to analyse how different types of management approaches affect worker output during the situation of uncertainty that is Corona crisis.

A sudden and unexpected incident that threatens to disrupt an organization's operations and presents both financial and reputational harm is the definition of a crisis. The first studies on crisis management show that abrupt and unexpected events pose a danger to corporate objectives and put pressure on management to act swiftly. Organizational crisis management focuses on devising plans to minimise financial damage and strengthen resistance to shocks. Smaller and medium-sized businesses are often overlooked in the existing literature on crisis management (Ratten, 2020). Due to limited resources, less favourable market placement, and other considerations, small businesses may be more susceptible to catastrophic catastrophes.

In December 2019, the COVID-19 problem first appeared in China and quickly spread throughout the world. This crisis, known as COVID-19, is more intricate than any of its predecessors. Social anxiety, joblessness, interrupted supply chains, falling stock prices, economic stagnation, and de-globalization were only a few of the many social and economic crises it spawned. Because the COVID-19 situation is unlike any other, studies that came before it may not provide enough context for understanding it (Hite & McDonald, 2020). The current state of affairs in Israel's Arab community reveals several issues that small and medium-sized Arab-owned enterprises face. Arab firms face even more significant issues and challenges. Disparity with the Jewish community ranks as the top issue. Arab towns and villages score towards the bottom of the socioeconomic rankings, and this is true on many measures of inequality, including income and access to education (Barua, 2020).

More than half of Arab households in Israel live below the poverty line. Also, there aren't many job openings in Arab villages and cities. Also, the unemployment rate among Arab people is far greater than that of Jewish citizens. Moreover, in contrast to Jewish communities, Arab towns typically have a lower average income. The Arab population centres in Israel are also quite densely populated. The federal government spends less money on the Arab local governments on a per-person basis (Hand, 2018). Thus, by framing the background for the current study, it has been summarised that much-needed illumination has been required to study the impact of the role of the company manager as a leader and its impact on company performance during a crisis: the case of corona crisis in the Arab society in Israel

1.1 Statement of the Problem

Workers' productivity has decreased during the COVID-19 outbreak. Israeli companies are one of the country's most dynamic and rapidly expanding markets, which have been expected to grow in the future. With the continuous development in the various sectors of the industries, the level of competition rose. The significance of this industry has grown and the difficulties it faces have intensified in recent years due to the strain on the economy and the shift in leadership and managerial practices. The requirement for strong leadership in financial institutions is intensified by factors such as long working hours, high levels of stress, low levels of staff commitment, job unhappiness, and frequent employee turnover. Management, specifically the managers and leaders of the companies have to be aware of the issues and devise plans to keep workers satisfied, keep them from leaving, and inspire them to work harder if the institution is to continue growing and meeting its lofty goals (Giousmpasoglou, Marinakou & Zopiatis, 2021). In other words, the organisation needs competent leadership in

its subunits to ensure its success. A company's leadership should be able to inspire its personnel to go above and beyond the call of duty.

Existing management should also embrace methods of leading that increase employee happiness, productivity, and morale. The Full Range of Leadership (FRL) model recommends a blend of transformational and transactional leadership styles to motivate and inspire subordinates, shape their behaviour and outlook, and increase productivity. Both transformational and transactional leadership have been evaluated using the FRL model, but scholars can't seem to agree on the best contexts for either approach. The cultural divide between organisations and countries may be a fault; this suggests that there is no one agreed-upon definition of leadership and that diverse leadership styles might be understood to mean different things in different settings (Contractor, 2022). It is essential to study the Full Range Leadership paradigm in the context of Israel to see whether its ideas hold up outside of the Jewish state. And in the context of the COVID-19 Pandemic, company executives will acquire knowledge of how their employees rate their leadership styles and how it leads to increased productivity (Sharma et al., 2020). Thus, leadership styles have to be adapted to better serve the pursuit of the present research's objectives.

1.2 Significance of the Study

The outcomes of various leadership styles affect employee disposition and actions in both obvious and subtle ways. This research has been based on highlighting the various kind of leadership styles such as transformational, transactional, and laissez-faire leadership styles to study which kind of style has been conducted in terms of favourably connected to outcome variables. From past literature, it has been studied that transactional leadership behaviour is often adversely related to long-term performance. Self-efficacy, motivation, creativity, and organisational performance are all positively impacted by transformational leadership (Sharma et al., 2020). Transactional leadership, on the other hand, has been shown to improve employee well-being and loyalty to the business more so than transformational leadership (Uğur & Akbıyık, 2020). Individuals are aided in their acceptance of organisational change by transformational leaders. To sum up, leadership styles such as transformational and transactional influence how employees feel about their leaders, how well they do on the job, and how productive their organisations are.

Leadership is often believed to have a significant impact on an organization's productivity, morale, and longevity. Many studies have shown that when leaders use successful leadership styles, they inspire and empower their teams to perform at peak levels, which in turn helps the company achieve more success (Lee & Ding, 2020). The question of how a leader's approach affects an organization's bottom line has been in the spotlight recently. There is evidence linking leadership styles to organisational outcomes, and this association may be beneficial or negative depending on the specific leadership style and other factors examined (Hoang et al., 2021). To encourage members to strive for excellence in their professional growth, the leader must use an appropriate leadership style(s).

In this present research, the strong correlation between leadership styles and organisational effectiveness has been studied. An influential driver of organisational change

and long-term competitive advantage is generally agreed upon to be an organization's leader's style (Chhotray, Sivertsson & Tell, 2018). Leadership style contributes to the organization's success by facilitating the accomplishment of its present goals by assuring that workers have access to the tools they need to execute their jobs well and by creating an environment in which people feel motivated to do their best. Khan & Wajidi (2019) analysed the relationship between leadership style and academic and business outcomes, he discovered a strong positive link between leadership style and organisational success, specifically in the situation of the Corona crisis when the employees are working from home as well as facing financial and psychological issues. However, Chawla & Lenka (2018) argue that in the absence of strong leadership, both the likelihood of making errors and the likelihood of achieving success decrease. Thus, leadership plays a significant part in the processes of building, conveying, and altering corporate culture, together with stimulants and incentives, to enhance people's motivation towards accomplishing shared objectives.

2. Materials and Methods

A mixed research designs are used in a variety of ways to obtain information. This is because it does away with the drawbacks of qualitative and quantitative designs and concentrates on methods to increase the validity and dependability of the research findings. According to Strijker, Bosworth and Bouter (2020) using both quantitative and qualitative approaches, such as the researcher's opinions, data collecting, analysis, and interpretation procedures, among others, a researcher can fully comprehend the research issue. This is known as a mixed research method design. The use of a mixed methods strategy would provide a more detailed knowledge of the research questions and hypotheses than either quantitative or qualitative methods alone. By collecting both quantitative and qualitative data, the study could triangulate the information and provide a more complete picture of the effect of the leadership style of managers in companies of the Arab sector of Israel during Covid-19 (Shi et al., 2020). The use of both methods would allow for the strengths of each approach to complement each other and would provide a more nuanced and detailed knowledge of the topic of the research.

Qualitative Analysis

The thematic analysis approach has been used for the analysis of the interviews. The responses helped highlight the key areas as well as patterns related to the set research goals. The first theme emphasis on the manager's leadership style in dealing with the pandemic and its impact on staff morale, motivation, and productivity. The second theme showcases whether the leader's management style affects how innovative and creative the organization can be during the pandemic. The third theme focuses on the impact of the leader's management style on the company's performance during the pandemic. The responses highlight how effective communication, support, and guidance from leaders help employees remain productive and motivated. In contrast, a lack of communication, support, and guidance negatively impacts employees, leading to a decline in the company's performance. The fourth theme sheds light on the impact of the Arab society situation in Israel on the company's performance amid the pandemic. The responses suggest that this situation has affected the business performance of organizations. Some respondents feel that the political and social tension in the country has led to uncertainty and disrupted business operations. However, others feel that it has not significantly impacted their business. The fifth theme focuses on the leadership characteristics

that are critical for operational productivity and excellence. The responses highlight the importance of effective communication, delegation, problem-solving skills, collaboration, adaptability, flexibility, empathy, and emotional intelligence. Leaders who possess these characteristics are better equipped to navigate challenges and help their teams maintain productivity and achieve operational excellence.

Theme	Keywords	Questions Covered	Sample Responses
Role of manager's Leadership style in Employee performance amid pandemic	Leadership style, Employee performance, Pandemic	Q1, Q5	Response 1: "The manager's leadership style during the pandemic has been authoritarian, which has created an unhealthy work environment. This has negatively affected employee performance."
Influence of leadership style on firm innovation and creativity amid pandemic	Leadership style, Firm innovation, Pandemic	Q3	Response 2: "Leadership style that promotes an open culture and encourages creativity and innovation has positively impacted our firm during the pandemic."
Influence of leadership style on the company performance amid Pandemic	Leadership style, Company performance, Pandemic	Q2, Q3	Response 3: "The manager's approach to addressing the pandemic was hands-on, and they kept the team motivated. This, in turn, positively impacted our company's performance during the pandemic."
Role of Arab society situation in Israel on company performance amid pandemic	Arab society, Israel, Company performance, Pandemic	Q6	Response 4: "The Arab society situation in Israel has affected our business performance during the pandemic. It has made it challenging to access resources, and the situation has resulted in reduced demand for our products."
Leadership characteristics and influence on operational	Leadership characteristics, Operational productivity	Q4	Response 5: "Effective communication, delegation, and problem-solving skills are critical leadership characteristics that have helped ensure operational productivity and excellence during the pandemic."

Quantitative Analysis

Descriptive Statistics

Leadership Style had an average score of 3.6025 and a standard deviation of 0.706. This indicates that although there was significant variety in the participants' answers, they generally agreed to some extent that their supervisors display effective leadership skills. Additionally, with a standard deviation of 0.60, the mean score for the Arab Sector Situation was 3.6405. This indicates that, generally speaking, the participants were somewhat in agreement that their employers provided a work atmosphere that respected cultural diversity. The low standard deviation indicates that the individuals' responses were not very variable.

Additionally, the COVID-19 mean score was 3.7285 with a 0.534 standard deviation. This shows that participants generally agreed to some extent that their employers took the necessary steps to guarantee employee safety throughout the epidemic. The low standard deviation indicates that the individuals' responses were not very variable. The mean score for firm performance, on the other hand, was 3.7415, with a standard deviation of 0.685. This means that participants generally agreed to some extent that their businesses did a good job of fulfilling financial targets, delivering top-notch goods and services, and maintaining a positive reputation in the market. However, there were some differences in how they responded.

Table 1 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	400	1.4	5	3.6025	0.706
Arab Sector Situation	400	1.8	5	3.6405	0.605
COVID-19	400	2	4.8	3.7285	0.534
Firm Performance	400	1.4	5	3.7415	0.685
Firm Excellence	400	1.8	5	3.6765	0.752
Employee Relations	400	1.4	5	3.4015	0.644

And with a standard deviation of 0.752, the mean score for firm excellence was 3.6765. This shows that, generally speaking, the participants agreed to some extent that their organisations valued employee feedback and input, invested in staff training and development, and promoted an environment of innovation and creativity. However, there were some differences in how they responded. However, it is also discovered that Employee Relations had a mean score of 3.4015 and a standard deviation of 0.644. This implies that participants generally agreed to some extent that they had positive working relationships with colleagues and superiors and that these individuals treated them with respect and professionalism. However, there were some differences in how they responded.

Non-Parametric Correlation

The Spearman's correlation, also referred to as the Spearman's rank correlation coefficient, is a statistical technique used to assess the significance and strength of a

relationship between two variables. The association between two variables is measured monotonically with Spearman's correlation rather than linearly with Pearson's correlation. The variables in a monotonic relationship move together, though perhaps not always at the same speed. The correlation coefficient, symbolised by the Greek letter rho (ρ), is between -1 and +1 (De Winter, Gosling and Potter, 2016). When two variables are perfectly positively correlated, or have a correlation coefficient of 1, then both grow at the same rate as one grows. A correlation coefficient of -1 denotes a perfect negative correlation, in which the rate at which one variable declines while the other increases is constant (Hauke and Kossowski, 2011). There is no association between the two variables, as indicated by a correlation coefficient of 0.

Calculating a p-value yields the significance of Spearman's correlation. The alternative hypothesis is that there is a correlation between the two variables, while there is no correlation between the two variables, which is the null hypothesis for the test. If the null hypothesis is true, the p-value indicates the likelihood of receiving a correlation coefficient that is equally extreme or more extreme than the one that was observed (Croux and Dehon, 2010). The null hypothesis is rejected if the p-value is less than a preset significance level (often 0.05), showing that there is a significant association between the two variables.

Because it enables us to measure the link between two variables, even when that relationship is not strictly linear, Spearman's correlation is a useful tool in research and data analysis. It can be used to find patterns in data, test theories about how variables relate to one another, and forecast future results based on how variables relate to one another (Xiao, Ye, Esteves and Rong, 2016). It is crucial to remember that correlation does not imply causation and that other factors could be at play while figuring out how two variables are related to one another.

Table 2 Spearman's Correlation

	Leadership Style	Arab Sector Situation	COVID-19	Firm Performance	Firm Excellence	Employee Relations
Leadership Style	1.000	.272**	.337**	.508**	.796**	.282**
Arab Sector Situation	.272**	1.000	.372**	.228**	.236**	0.013
COVID-19	.337**	.372**	1.000	.385**	.274**	0.021
Firm Performance	.508**	.228**	.385**	1.000	.526**	0.090
Firm Excellence	.796**	.236**	.274**	.526**	1.000	.210**
Employee Relations	.282**	0.013	0.021	0.090	.210**	1.000

Starting with leadership style, there is a significant positive correlation between it and firm performance, firm excellence, and employee relations ($r=0.508$, $p=0.001$, $r=0.796$, $p=0.001$,

and $r=0.282$, $p0.001$, respectively). This suggests that as a manager's leadership style develops, the performance, excellence, and employee relations of the company also do so. Similarly, there is a strong positive association ($r=0.272$, $p0.001$) between the leadership style of managers and the Arab Sector Situation, demonstrating that greater managerial leadership is related to improved Arab Sector Situation in Israel (Saleem, 2015). Additionally, there is a strong positive connection between COVID-19 and Firm Performance ($r=0.385$, $p0.001$), demonstrating a link between a company's performance during the pandemic and its capacity to handle the COVID-19 problem. Additionally, there is a strong positive correlation ($r=0.526$, $p0.001$) between firm excellence and firm performance, demonstrating that as a company's quality rises, so does its success.

Last but not least, there is a strong positive association between employee relations and firm excellence ($r=0.210$, $p0.001$), demonstrating that as a company's quality rises, employee relations also do so. Employee Relations does, however, have a weak association with the other factors, with correlations ranging from $r=0.013$ to $r=0.090$. As a result, the Spearman's correlation results are consistent with the idea that the manager's leadership style has a big impact on the company's performance, excellence, and employee relations, and that the COVID-19 crisis and the state of the Arab sector in Israel are also crucial determinants of company performance. The relationships imply that a focus on excellence can enhance both performance and employee relations, and that enhancing the leadership style and circumstances of the Arab sector in Israel may increase corporate performance (Olson, 2021). Although there may be other factors at play in determining employee relations, the relatively weak association between Employee Relations and the other variables suggests there may be.

3. Discussion

Organisations all across the world are facing unprecedented challenges as a result of the COVID-19 epidemic, forcing leaders to make decisions amid ambiguous and swiftly shifting conditions. In this study, we looked at how organisational performance was affected by external influences and leadership style throughout the epidemic (Lin et al., 2021). We tried to provide a thorough knowledge of the major factors influencing organisational success in these difficult times by analysing data from a variety of sources, including surveys and interviews.

Our investigation revealed a number of repeating patterns, one of which was the essential part that leadership style played in how well employees performed during the pandemic. Employee morale, motivation, and productivity were found to be favourably impacted by effective leaders who exhibited supportive, communicative, and proactive behaviours. These leaders fostered a sense of connection and motivation among their employees by being open and transparent in their communication. Our results are consistent with prior research that highlights the significance of leadership style in affecting employee engagement and performance (Bass & Riggio, 2006). Businesses should invest in cultivating leaders who can change their approaches to lead and support their staff in difficult situations.

The impact of outside variables on organisational performance during the epidemic is also examined. We specifically looked at how the COVID-19 epidemic and the Arab sector crisis in Israel affected business excellence, performance, and employee relations. Depending on variables including geography, customer base, and adaptation tactics, the situation in the

Arab sector has various implications on organisational performance (Maamari and Saheb, 2018). While some businesses had difficulties as a result of rising expenses and supply chain disruptions, other businesses were able to successfully manage the difficulties by establishing connections with Arab communities and adapting their strategies accordingly (Karia & Abu Hassan Asaari, 2019). These results emphasise the significance of contextual elements in comprehending organisational response to crises.

The impact of leadership style on organisational innovation and creativity in the face of the pandemic was another important conclusion of our study. It has been discovered that leaders that promoted a culture of creativity, welcomed risk-taking, and created a welcoming environment inspire innovation and creativity within their organisations (Javidan & Walker, 2013). On the other hand, leaders who demonstrated a fear of taking risks or a tendency towards micromanagement discouraged creativity. These results are consistent with earlier research (Amabile et al., 1996) that highlights the importance of leadership in encouraging innovation and creativity. Businesses should invest in the training of executives who can foster an environment that encourages creativity and provide staff members the freedom to use their imaginations and contribute to team problem-solving.

Our study has a number of practical applications. First and foremost, organisations ought to place a high priority on cultivating leaders with strong communication, empathy, adaptability, and problem-solving skills. Such leaders may encourage innovation and creativity, uphold operational efficiency, and excite and motivate staff. Second, organisations need to understand the significance of context-specific approaches when addressing external variables like the COVID-19 epidemic and the situation in the Arab sector (Karia & Abu Hassan Asaari, 2019). Adapting strategies and fostering enduring connections with diverse populations can boost an organization's success. Finally, since their actions and judgements have a substantial impact on staff morale, motivation, and overall organisational performance, organisations should equip leaders with the necessary training and support to manage crises effectively.

While our study offers insightful information, it is not without flaws. First off, the majority of the data was gathered by self-reporting, which has the potential to induce bias. Future studies might use different data sources or objective metrics to strengthen the validity of their conclusions. Our study also concentrated on particular geographies and sectors, which restricted the generalizability of the findings (Javidan & Walker, 2013). To confirm and build on our findings, other study should take different organisational situations into account. The impact of a leader's personality and outside circumstances may also change as the pandemic crisis develops. In order to fully grasp the dynamic character of organisations, future research should focus on capturing the longitudinal effects of leadership style and external influences on organisational success.

The study clarifies how important a leader's style is as well as how outside influences affect an organization's effectiveness during a pandemic like COVID-19. Positive effects on staff morale, motivation, and productivity are produced by effective leadership, which is characterised by supportive, communicative, and proactive behaviours (Hasan et al., 2018). Additionally, leaders that promote an innovative and creative culture might improve organisational adaptability and problem-solving skills. External elements that create particular difficulties and necessitate context-specific methods for organisations to succeed include the situation in the Arab sector and the pandemic itself. These findings have applications for

businesses trying to manage crises and perform at their best. Employee empowerment and organisational success may be fuelled by investing in leadership development programmes and developing leaders with strong communication, empathy, adaptability, and problem-solving skills (Fleming and Zegwaard, 2018). Organisations should also take into account the distinct opportunities and difficulties given by outside forces and modify their strategies accordingly. Organisations can adapt to shifting conditions, retain operational effectiveness, and improve overall performance by maintaining a supportive and creative culture.

Although the study offers insightful information, it is vital to recognise its limits. The findings' generalizability may be constrained by the dependence on self-report measures and the emphasis on particular businesses and areas. Future studies should make an effort to include objective metrics and take a wider range of organisational circumstances into account. To comprehend how a leader's style and outside circumstances change over time, longitudinal studies are required. As a result, this research adds to the body of information on organisational performance and leadership in crisis situations (Erlinawati and Muslimah, 2021). Organisations may more successfully handle obstacles, create resilience, and drive success even in the face of uncertainty by recognising the impact of leadership style and external factors. Organisations can become stronger and more equipped for upcoming disruptions by putting money into good leadership practises and evolving with the times.

4. Conclusion:

These results highlight the crucial part that leadership abilities play in crisis management. Leaders that can swiftly modify their plans and methods for handling problems in the face of fresh knowledge or difficulties are better able to maintain efficient operations. Effective task delegation frees up leaders' time for long-term planning while guaranteeing that teams have the tools they need to deal with emergencies. An environment of trust, empowerment, and cooperative problem-solving is fostered by open communication and collaboration, which produces superior results.

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