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The Role of Proactive Leadership in Crisis Management by Mediating Human Resource Reengineering

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ABSTRACT

This research aims to know the role, impact and importance of proactive leadership in crisis management and mediating the re-engineering of human resources. It dealt with the subject of proactive leadership and its relationship with other variables (crisis management, re-engineering of human resources), and the dimensions of proactive leadership were represented (proactive personality, proactive behavior), while the crisis management variable represented in its dimensions (crisis characteristics, causes of crisis emergence, stages of crisis emergence, crisis outcomes). While the dimensions of the human resource re-engineering variable were (the organizational dimension, the technological dimension, the human dimension), where the study population reached (1250), the researcher chose a sample of (300) including (the director and his assistants, heads of departments and divisions, and employees) and the researchers adopted the descriptive analytical approach. As well as the use of the statistical program (SPSS), and the study reached a number of results, most notably (there is an effect of proactive leadership in all stages of crisis management, directly or indirectly, from Through the re-engineering of human resources as a mediating variable). The most prominent recommendations are (the necessity of adequate attention to enhance proactive leadership behaviors and make them more influential at the level of the organization as a whole, especially in dealing with and dealing with the electricity crisis).

Keywords: *proactive leadership, crisis management, re-engineering of human resources.*

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central figure that resembles a person with arms raised in a 'V' shape, composed of several overlapping, curved segments in shades of blue, green, yellow, and orange. Below this graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

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INTRODUCTION

The electric power production sector in general, and thermal plants in particular, is one of the most important sectors that were and still are in direct contact with the lives of citizens, which requires keeping pace with contemporary and rapid changes and developments and their impact on other technological and cognitive changes. The most prominent of its crises, legalized unemployment and lack of services. Which led to the above-mentioned challenges to the urgent need for proactive and efficient administrative leaders who have a clear future vision of the future and adopt flexible systems and methods that enable them to adapt and adapt to these developments and changes taking place in this sector, as well as creating new working methods. It is commensurate with the new changes, which calls for the redistribution of the human resource through the re-engineering of the human resource, as there is no organization that faces different crises and cannot change its systems in line with the new changes, especially in light of providing better services in light of the successive crises and cannot provide better services to the citizen in particular without the availability of a leader. Proactive, can master all things, including confidence. His ability to face the crisis through trust and mutual cooperation between him and workers at all

organizational levels at the appropriate time, if not everyone in it is committed and committed to the goals of the organization and works as if he is an effective team member. Thus, contemporary organizations should look at the resources. Human beings are considered the most important resource and most valuable asset to be able to survive, grow and continue.

STUDY METHODOLOGY

First: The Dilemma of the Study:

Any research dilemma or problem that emerges from a realistic need that the researcher discovers or senses and puts to questions resulting from logical motives that weave in its folds the features of the problem. The study of the role of proactive leadership from organizational variables in general has taken a large part of the attention of many scholars and researchers in management, especially at the present time, but what distinguishes the dilemma of this study is the scarcity of field studies, especially at the level of Iraq, which test the role of proactive leadership in crisis management through re-engineering Human Resources (Gibson, 2009: 298), and despite the importance of the topic for the success and continuity of the organization in general and its importance to human resource management in particular, it has received little research and analysis, which has been studied by

many Western researchers who have proven a positive relationship between The three variables, (, 2012: 4 Chia et al.), which confirms that the successful proactive leader is the one who can work through his personality and proactive behavior to manage the crisis by re-engineering the human resources of individuals in the organization through the changes that will occur On the organizational side, the human side, and the technological side. (Larry,2010:952- The search problem There is no doubt that the cognitive benefit of the study problem rises to two points, the first delineates the features of the study, and the second embodies the state of convergence between the intellectual content of the study and the practical reality. With the crisis management variable that many researchers dealt with extensively, as well as focusing on the subject of human resource re-engineering. Unfortunately, most of the studies were of a conceptual nature due to the scarcity of field and knowledge studies, especially at the level of Iraqi organizations that test the behavior and personality of proactive leadership in reengineering human resources in the existence of crises and this is in fact what distinguishes the problem of the study in the organization-

3-The importance of research

This study contributes to presenting some of the administrative literature that sought to frame the issue of proactive leadership, crisis management, as well as those that contributed to addressing the issue of human resource re-engineering-

4- Objectives of the research

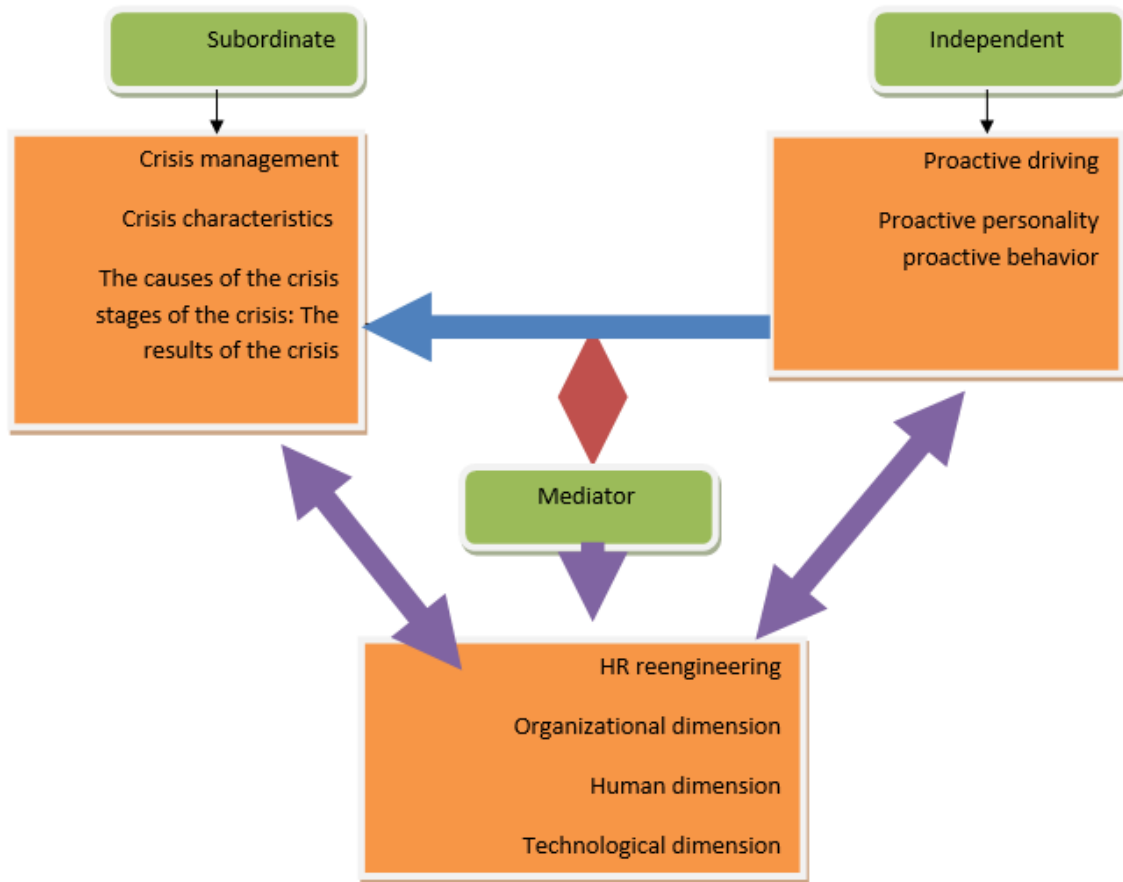
In light of the study problem and its importance, this study seeks to achieve the following objectives:

- a. The main objective is to demonstrate the role of proactive leadership in crisis management through the re-engineering of human resources in the management of the electricity crisis
- b. Determine the relationship between the variables of the study to reach the desired results
- c. Disclosure of the level of awareness of employees of the subject of human resources re-engineering in the Directorate
- g. Coming up with a number of conclusions and recommendations that contribute to enhancing the awareness of Iraqi organizations of the importance of adopting the role

of proactive leadership in re-engineering human resources in

light of the administrative crisis.

5- The hypothesis of the research



Source: Prepared by the researcher

6- Research Hypotheses In order to reach the objectives of the study, a set of main and secondary hypotheses were formulated, and developed in a way that clarifies the study problem and helps answer its questions, as follows: The first main premise: Proactive leadership has a moral impact on crisis management and branches out from it

Proactive behavior has a moral effect on crisis management-

The proactive personality has a moral effect on crisis management -

The Second : Main Hypothesis

Proactive leadership, in both or through its dimensions, has a significant effect on human resource re-engineering. The

following sub-hypotheses were branched from this hypothesis: -The proactive personality has a significant impact on human resource reengineering Proactive behavior has a significant impact on human resource reengineering.-

-The limits of the study⁷

The limits of the study were as follows:

Spatial limits: a sample was selected from the Nasiriyah power station affiliated to the productive sector located in Dhi Qar Governorate and affiliated to the Ministry of Electricity.

1. Human limits: represented by the station manager, department managers, division heads, workers, and both sexes.

2. Time limits: The period during which the field effort was conducted is between (February 2021) until (July 2021).

8-The study sample

The study sample consisted of the station manager and his assistant, heads of departments and divisions, and employees, because the study variables stand out and are important within the senior, middle and supervisory levels of management, as they are the best and most understanding and familiar with the study variables and components, as the total sample of the

study was (300) out of (1250) the community. total.

9-Previous studies-

1- Study (Bateman, Thomas; Crant, J. Michael) 2016 (proactive behavior: meaning, impact, recommendations) The study focused on proactive behavior and linked it to various measures of achievement, leadership, performance, and professional outcomes. Our samples were diverse, including bankers, professional salespeople, and MBA students. Interviews have been conducted with entrepreneurs, company founders and corporate heads in a variety of countries and industries. The results of the study indicate that proactive behavior can have clear positive consequences for both individuals and organizations...

- Misk study 20112

The reality of crisis management in public sector hospitals in the West Bank and strategies for dealing with it from the point of view of employees. There is a crisis management system in its various stages to a moderate degree. What the study concluded is the existence of various obstacles that limit the work of this system. What this study recommended is the establishment of special units for crisis management in the Ministry of Health and

hospitals, and they are included in the organizational structure of each hospital.

3- Study (Khalaf et al.) 2019

Reengineering of human resources and its impact on developing the performance of employees This study was interested in identifying the reengineering of human resources and its impact on the performance of the workers in the Iraqi carpet factory in Baghdad, where the reengineering is available represented by its dimensions in a somewhat medium ratio and the need for greater attention by the senior management in how to apply these dimensions in a scientific and practical way, and the researchers attribute this to the lack of a vision A strategy for transforming the factory into an institution based on engineering and concerned with developing its dimensions. The study also reached results, including the need to involve workers in the process of choosing methods, procedures, visions and goals, and the need for planning and policy development by strengthening the principle of participation in goals.

Theoretical Framework

First, proactive leadership

Proactive leadership concept

The subject of proactive leadership is one of the topics that have attracted the

attention of many writers and researchers at the present time. However, there is no agreement on what exactly proactive leadership is and how it should be analyzed, and the concept of proactive leadership may differ from one culture to another and from time to time. It also differs from one individual to another (Gibson, 2009: 298), not all individuals have proactive qualities and characteristics, so when defining proactive leadership definitions, its different and powerful features are sorted, as it is the creation of goals and activation of self-focused actions on the future and continue to bring about changes towards the environment. So, to know the concept of proactive leadership more broadly. It is taking the initiative and changing the status quo to improve the current situation or create new ones (Crant, 2000: 8)

1- The importance of proactive leadership Many researchers have pointed out the importance and role of the proactive leader in the success and achievement of the organization's goals, and since the process of change is a vital organizational function, it is imperative that all organizations change on a regular basis in order to be able to keep pace with these continuous changes and developments (Macmillan & Tampoe, 2000: 201). Proactive have the ability to lead that change according to the organization's

vision, strategies and culture as well as encourage innovation in products and technology (Daft & Noe, 2001: 402).

2- The proactive behavior: The term (proactive) means proactive, i.e. what is often called the spirit of initiative and innovation. Proactive behavior is one of the most important aspects or important dimensions that have received great care because of its strong impact on the performance and success of organizations. Therefore, researchers and writers, especially in the field of management science, were interested in studying the behavior of Individuals within organizations, and one of those important behaviors is the so-called Behavior Proactive. This behavior revolves around the mechanism of individuals' implementation of work requirements and activities spontaneously, spontaneously, and more acceptable and successful without the need for external guidance. There are several behaviors, including (suggesting ideas, preventing problems) Active participation in work, responsibility, innovation (Belschak&Den, 2010, 45) Hartog, 2010:477) Because of the increasing pressures to shift work towards decentralization, innovation, flexibility and continuous changes, organizations require workers who are ready to take behaviors to solve problems

and improve work in light of Work changes in advance. Bandura,2018:54)).

3- proactive personality Research indicates that proactive individuals are dynamic people who identify and seize opportunities that bring about change in their environments either by improving their current conditions or creating new situations, and the review of previous studies related to the concept of proactive personality showed that researchers during recent years have paid attention to this concept and focused on studying personality types Among them, for example, is Krant's study, which expresses the tendency of some individuals to act and take initiative, so their personality is stable, and has a behavioral tendency to identify opportunities to change the situation at work (Kandil and others, 2019, 44).

Second, crisis management

Crisis management concept

Crisis management is defined as that technique that the organization uses to confront emergency situations, and planning to deal with cases that cannot be avoided (Al-Lami & Al-Issawi, 2015: 39), or those measures taken by the organization before and after the occurrence of the crisis, or they are taking the necessary preparations and measures

by the organization to confront Any emergency situation, or the methodology for dealing with crises in light of all preparations, awareness, knowledge, skills and capabilities, is the process that includes five stages (discovery of early warning, preparedness and prevention of the crisis, containment of danger and minimizing negative effects, increasing the positives, restoring activity, learning and gaining experience (Mitroff, 2016: 18).

Crisis management:

Crises have become a reality and one of the requirements and secrets of the era of globalization, and what distinguishes our current era is the emergence of organizations, that is, it has become the era of the so-called era of organizations, where political and administrative systems focused on the importance of preserving the sovereignty of the state and ensuring its identity and national or national security at the same time plans and policies contribute to Planning and administrative and technical development in order to continue growth and achieve prosperity. These pillars go hand in hand with future trends and extrapolation of expected crises and the resulting political and administrative challenges. Therefore, crisis management aims to conquer the crisis and change its course, which requires strength, will and patience in

managing the crisis and how to deal with it. It is either by rapid intervention or immediately after the crisis (Helen, 2002:65)

-Crisis management goals³

The general objective of crisis management is to achieve a rapid and effective response to the conditions of the rapid changes required in order to mitigate their dangers through the necessary preparations for them and to provide full support to restore balance to its natural state. The objectives of crisis management are summarized as follows: (Al-Khafaji, 2018: 200), (Misk, 2011: 52).

1- Providing the scientific ability to extrapolate and predict the actual and potential sources of threat and the optimal use of the available resources and capabilities to reduce the effects of the crisis.

2- Determining the role of the concerned agencies to organize and manage the crisis and to establish a center for commanding operations.

3- Reducing the negative impact of crises on groups and individuals.

Third: Re-Engineering of Human Resources

The concept of human resource reengineering

The re-engineering of human resources is an approach to rebuilding organizational management, any organization is considered a social institution based on consistent objective systems and linked to the external environment. When the environment is relatively stable (Hammer, 2019:3), most organizations benefit from continuous opportunities and try to adapt to the changes that exist gradually. But over time, organizations have found that gradual changes are not the solution to their current problem, and for the organization to survive, they must make fundamental changes in it. These revolutionary changes are known throughout the world as the re-engineering of human resources. A process that aims to transform the skills, capabilities and knowledge of human resources into intellectual capital and employment in achieving the general objectives of the organization (Shahmangy, 2012: 44).

1- The importance of human resource re-engineering: The importance of human resource re-engineering as one of the modern administrative methods that help organizations to face changes and meet the aspirations and desires of their customers. Making mental changes in the performance of workers: in terms of the independence of individuals in the performance of tasks, which requires employees who are able to establish rules

and instructions on their own, that is, capable of creativity and initiative, so that the management assigns work teams the responsibility of implementing a complete process, and delegates the necessary powers to make the decisions they need to carry out that work.

2- Objectives of human resource reengineering: Re-engineering of human resources aims to introduce fundamental improvements in the methods and methods of work in any organization that seeks to survive and continue to suit the requirements of the era, which is the era of speed and technological revolution. to achieve goals.

3- The human side It includes the human side in the organization, starting with employees and customers, because they are considered the main goal for the completion of the re-engineering process, so the focus is mainly on human resource management as it is the starting point used by international organizations to select, develop, train and qualify employees to achieve the goals of re-engineering and support the goals and performance of the organization and in the world of competition And continuous change, the organization must evolve to change through the human resource, and if the human resource is well managed as it is their supplier and the best wealth in the

organization, then the organization will achieve its goals (Uwe, 2018: 44)

4- The organizational aspect It is the organization and arrangement of the various parts of the organization in a situation that shows the elements of the structural framework and the relationship between the elements used in managing the organization as a whole. That is, it is a system that consists of tasks, work flows, and relationships that show authority and channels of communication that link the work of different people and groups in the organization to each other.

5- The technological aspect Information technology is one of the results of the scientific and technological revolution that affects the formation of the life of the person of this age in a large and direct way, and of the information society, as information has become an integral part of human life and basic needs. The modern revolution in the field of information technology and modern technologies

discovered by the human mind surrounded The acquisition of communications devices and information technology means and dealing with them in their various forms and types has become an urgent and indispensable matter, and education and training based on information technology has become a goal for those seeking development.

PRACTICAL FRAMEWORK

Description of the proactive driving variant

The arithmetic mean value for this variable reached (3.98), which is greater than the hypothetical mean value of (3). This means that the answers of the sample in this variable are directed towards agreement and agreement completely, and the level of the answer for this variable was within the high, with a standard deviation of (0.52).

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Table (1) (showing the results of a variable and dimensions of the proactive leadership variable

Variation coefficient (%)	answer level direction	order of relative importance	Relative importance (%)	standard deviation	Arithmetic mean	
13.1	high	1	79.6	0.52	3.98	proactive driving
Dimensions of the proactive driving variable						
15.4	very high	1	84.6	0.65	4.23	proactive behavior
16.9	high	2	74.6	0.63	3.73	proactive personality

Source: Prepared by the researcher

Description of the crisis management variable:

The arithmetic mean value of this variable reached (3.75), which is greater than the hypothetical mean value of (3), which means that the answers of the sample in this variable are heading towards agreement and agreement completely, and the level of the answer for this axis was within the high, and with a standard deviation (0.58), which means The answers of the sample members about this variable were homogeneous.

Table (2) (showing the results of the dimensions of the crisis management variable

Description of the crisis management variable:

The arithmetic mean value of this variable reached (3.75), which is greater than the hypothetical mean value of (3), which means that the answers of the sample in this variable are heading towards agreement and agreement completely, and the level of the answer for this axis was within the high, and with a standard deviation (0.58), which means The answers of the sample members about this variable were homogeneous.

Table (2) (showing the results of the dimensions of the crisis management variable)

Variation coefficient (%)	answer level direction	order of relative importance	Relative importance (%)	standard deviation	Arithmetic mean	
15.5	high	2	75.0	0.58	3.75	Crisis Management
Variable dimensions of crisis management						
20.1	high	4	73.6	0.74	3.68	Crisis management features
20.8	high	1	77.0	0.80	3.85	Reasons for the emergence of crisis management
22.6	high	2	75.2	0.85	3.76	Stages of the crisis The
26.7	high	3	74.2	0.99	3.71	The results of the crisis

Source: Prepared by the researcher

Description of the human resources re-engineering variable:

The arithmetic mean value for this variable reached (3.54), which is greater than the hypothetical mean value of (3). This means that the sample answers in this variable are directed towards agreement and agreement completely, and the level of answer for this variable was within the high, and with a deviation Normative (0.61), which means that the answers of the sample members about this variable were homogeneous. Table (3) shows the results of a variable and dimensions of the human resources re-engineering variable

Variation coefficient (%)	answer level direction	order of relative importance	Relative importance (%)	standard deviation	Arithmetic mean	
17.2	high	3	70.8	0.61	3.54	HR reengineering
Variable dimensions of human resource reengineering						
22.9	high	2	74.2	0.85	3.71	organizational dimension
20.5	high	1	76.2	0.78	3.81	technological dimension
33.1	middle	3	62.2	1.03	3.11	human dimension

Source: Prepared by the researcher

CONCLUSIONS

1- There is an impact of proactive leadership in all phases of crisis management, directly or indirectly, through the re-engineering of human resources as an intermediate variable

. 2- The concept of proactive leadership is one of the topics addressed by a few researchers in the administrative field. Although leadership in general has a history in itself, scientific and administrative interest in proactive leadership has recently begun.

RECOMMENDATIONS

1- The need for sufficient attention to enhance the proactive leadership behaviors and make them more influential at the level of the organization as a whole, especially in dealing with and dealing with the electricity crisis.

2- 2- The attention of the senior management in the station to the issue of reconsidering the distribution of workers, whether (permanent, contracts, daily wage) according to competence and specialization.

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