IMPACT OF LEADERSHIP CHARACTERISTICS IN CRISIS MANAGEMENT STRATEGY FOR THE MEMBERS OF THE IRAQI NATIONAL PARALYMPIC COMMITTEE FROM THE POINT OF VIEW OF THE MEMBERS OF THE CENTRAL UNIONS

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ABSTRACT:

Future studies are of great importance because today's environment is characterized by steady change in technological, social, political and economic variables, which has increased the difficulty and complexity in the tasks of leadership of organizations, as the accelerated change must be accompanied by many changes, whether at the level of the organization or society, organizational strategies and business strategies must keep pace New technologies and organizational structures must also be compatible with both strategies and the regulatory environment on the one hand and with technological change on the other and The descriptive method was used in the survey method and the correlation method abd The research sample was selected from the members of the central associations of the Paralympic Committee (65) members and The researcher concluded that the Paralympic Committee covered by the research, which represents the important part does not include the organizational structure of any administrative unit to manage the crisis despite the occurrence of crises and The researcher recommended the formation of committees or the establishment of units within the components of the organizational structure of the Paralympic Committee whose staff are qualified to manage crises.
Keywords: Leadership- Crisis Management- Paralympic Committee.

INTRODUCTION

Future studies are of great importance because today's environment is characterized by steady change in technological, social, political and economic variables, which has increased the difficulty and complexity in the tasks of leadership of organizations, as the accelerated change must be accompanied by many changes, whether at the level of the organization or society, organizational strategies and business strategies must keep pace New technologies and organizational structures must also be compatible with both strategies and the regulatory environment on the one hand, and with technological change on the other. The change in the internal environment of the organization must be compatible with the change in

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the external environment and these rapid changes have led to multiple types of crises until these crises have become the hallmark of the modern era, and crises have become an important and essential part of the life of any organization there is no organization Its size or the nature of its work is far from crisis.

If the organization is not in a crisis now, it is in the pre-crisis phase and it must prepare to face it.The crises threaten not only the continuation of the work of the organizations, but also the life and survival of the organization, which gives great importance to the management of the crisis, in these organizations and the need for leadership with a closer vision.

It is worth mentioning that each crisis contains the seeds of success and the roots of failure and harvest that inherent success is the essence of crisis management and not dealing with crisis management is the tendency to move from a bad situation to the worst, that deal depends heavily on its leadership, as the task of the leader is no longer to Waiting for crises and then trying to resolve them, but one of the most important duties of the leader to anticipate and look insightfully to see the future and work to avoid the occurrence of crises through the development of appropriate strategies to prevent the occurrence of crises or reduce their impact on the organization, which gives special importance to the personal characteristics of leadership in crisis management.

The importance of research lies in the multiple crises facing the Paralympic Committee, which requires it to find effective management to prevent these crises. These organizations are required to find solutions and strategies to manage the crises they face.

This shows that crises are an important and essential part of the life of sports organizations such as the Paralympic Committee. Conscious leaders with personal characteristics capable of adopting strategies to protect the organization from crises before, during and after a crisis, so some of the following questions can be put.

- To what extent does the Paralympic Committee have administrative leaders with leadership qualities that enable them to adopt crisis management strategies

- What is the reality of the methods used by the Paralympic Committee in the management of the crisis

- The Paralympic Commission's ability to predict and prepare for crises before they occur

Therefore, we have to know the availability of leadership characteristics in the leadership of the Paralympic Committee, as well as the reality of the methods used by the Paralympic Committee in dealing with crises and the impact of the leadership characteristics of the leadership of the Paralympic Committee in dealing with crisis management.

MATERIALS AND METHODS:

Research Methodology:
The descriptive method was used in the survey method and the correlation method.

Search community and sample:
The research sample was selected from the members of the Central Unions of the Paralympic Committee (65) members representing (100%) of the original community, where (55) forms were distributed or 84.61%.

Field research procedures:
Search variables:

Firstly . Characteristics of administrative leadership:

Described as the attributes of an administrative leader who is able to adopt strategies that lead to the success of the future and crisis management that the organization through its ability to lead others successfully and have the vision may be exposed to the organization, and thus be influential leader through the characteristics that he possesses, including:

1High sense of responsibility. 2 Ability to act in critical situations. 3 enjoy a degree of intelligence. 4 Self-control and emotional maturity. 5 Flexibility and horizon amplitude.

Second . Stages of crisis management:

It is represented by the stages that represent the main tasks adopted by the Organization in the management of the crisis.

.Signal detection phase -

- A set of elements that reflect the extent to which the Organization monitors and identifies indicators or symptoms that indicate the likelihood of a crisis.

:Prevention and preparedness phase

It expresses a range of methods and adequate preparations for crisis prevention. This underlines the importance of (early warning signals) the previous stage

Damage containment and reduction phase:

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It is the impossibility of preventing the crisis and the inevitability of the crisis, as long as the destructive tendencies are a natural characteristic of all living systems, so this stage in the management of the crisis is to develop ways to reduce the damage caused by the crisis and prevent its spread so as not to include other parts that have not yet been affected.

.Restore activity

These include the preparation and implementation of programs (short and long term (previously tested)) and the development of appropriate solutions when the crisis intensifies.

.Learning

This is a reassessment to improve what has already been done. Learning is vital by drawing lessons and expressing the crisis.

search tools:

The research tools are theoretical and applied aspects of the sources and references that have been used from books, studies, research, articles, theses and the Internet, either the applied field field The researcher relied on field visits and conducting personal interviews and field observations either the main tool in this aspect is the questionnaire form adopted by the researcher in the collection of basic data A questionnaire was prepared ready to measure the variables of the phases of crisis management obtained from the study (Ali Abdellatif Ali 2019 doctoral thesis under study). Induction of a prepared questionnaire, which he adapted in some of the questions used in the study (Gamal Abdel Rasoul, 1998) and the study (Raafat Aref 2000), a study.

)Khalidiya Mustafa, 2005) and (Jabouri Shenawi net 2011(

RESULT AND DISCUSSION:

Test the correlation hypotheses between the research variables, which include the nature and analysis of the correlation between the characteristics of leadership and the stages of crisis management, based on the correlation matrix shown in the table).

Table (1)

Learning		Restore activity		Contain damage		Preparedness and prevention		Detection of early warning signals		Crisis management	
Sig	R	Sig	R	Sig	R	Sig	R	Sig	R	Leadership characteristics	
.087	.154	.514	-.566	.000	.356**	.812	-.26	.622	.042	High sense of responsibility	1
.362	.211	.016	-.242*	.913	.008	.006	.361**	.135	.155	Ability to act in critical situations	2
.240	-.125	.512	.064	.026	.212	.209	.145	.692	-.040	Enjoy a high degree of intelligence	3
.059	.149	.363	-.091	.005	.412**	.174	.125	.549	-.055	Self-control and emotional maturity	4
.462	.058	.248	.127	.645	-.041	.297	-.026	.004	-.352	Flexibility and horizon amplitude	5

Significance level (0.05)*

Significance level (0.01)**

- The variable (high sense of responsibility) achieved a significant positive correlation with the approved variable (contain the damage (correlation coefficient) .356 **) with a level of significance of 0.000, ie a level of confidence by (100%), while not achieving any significant correlation with the variables Other.

- Variable (ability to behave in critical situations) achieved significant correlation with variable (readiness and prevention) with a factor of ** .361 (with significant level) .006 (i.e. 96% confidence level and also achieved significant correlation with activity recovery variable) - It did not achieve a significant correlation with other approved variables.

- Variable (high degree of intelligence) did not achieve significant correlation with all approved variables while negative correlation with variable (early warning signal detection) and (learning) variable and weak non-significant correlation with variables (readiness and prevention) and containment Damage (and) restoration of activity.

- A variable (self-control and emotional maturity) achieved a negative correlation with a variable (detection of early warning signals) with a correlation coefficient (-055) and a significant level (.549) and with a variable (contain damage) with a correlation coefficient of (412) with a significant level. (.005) and negative correlation with variable (restoration of activity) with correlation coefficient (- .091) at a significant level (.363) and also achieved positive but weak and non-significant correlations with the variables of readiness, prevention and learning with correlation coefficients (.149). 125) respectively.

- The variable (flexibility and horizon amplitude) achieved a negative correlation with the approved variables (detection of early warning signals) (preparedness and prevention) (containment of damage) with correlation coefficients (-.352), (-026) and (-041) respectively. Achieved a weak non - significant positive correlation with (restoration) and (learning) variables with correlation coefficients (.127) and (.058), respectively.

The summary of the above shows that:

Part of the first hypothesis is that there is a correlation between a high sense of responsibility and containment of damage and does not materialize with other approved variables.

 •The correlation (ability to act in critical situations) has demonstrated two parts of the second hypothesis through its moral association with the stages (readiness, prevention, restoration)

The negative correlation of (high intelligence) with the (early warning detection) and (learning) phases reflects the inverse relationship between this leading characteristic (high intelligence) and these two phases in crisis management, and the positive correlation between this variable The other stages were weak and not significant.

- The negative correlation between the variable (restraint and transition maturity) and the adopted variables (detection of early warning signals, restoration of activity) is evident in contrast to the fourth hypothesis which posits a positive correlation. Either the positive correlation between this variable and other variables was weak and not significant.

Achievement of the variable (flexibility and horizon) (negative correlation with the two approved variables) detection of early warning signals, containment of damage) contrary to the fifth hypothesis which assumes a positive correlation, while this independent variable did not achieve a significant positive correlation with the other adopted variables.

☒ Test the hypotheses of the impact of variables related to the characteristics of leadership in the stages of crisis management through the use of simple and multiple regression between the variables as shown in Table (2)

Table (2)
The matrix correlates the necessary leadership characteristics and management stages

Learning			Restore activity			Contain damage			Preparedness and prevention			Detection of early warning signals			Crisis management	
F	R2	sig	F	R2	sig	F	R2	sig	F	R2	Sig	F	R2	sig	Leadership characteristics	
2.941	.033	.090	.488	.006	.487	17.358	.173	.000	.058	.004	.744	.083	.001	.662	High sense of responsibility	1
.989	.011	.323	6.386	.068	.013	.003	.000	.958	7.614	.064	.005	.31	2.312	.124	Ability to act in critical situations	2

1.622	.018	.206	.395	.005	531	5.811	.053	.050	1.846	1.012	.211	.054	.002	.678	Enjoy a high degree of intelligence	3
3.380	.037	.069	.824	.009	.367	9.200	.096	.003	1.559	.013	.119	.354	.003	.524	Self-control and emotional maturity	**4**
.683	.008	.411	1.367	.015	.245	.174	.002	.678	.671	.008	.433	9.258	.106	.004	Flexibility and horizon amplitude	**5**

As shown in Table (2):

- that the variable (high sense of responsibility) achieved a significant impact relationship with the variable (contain damage) at the level of moral (0.000sig) where the value of F (17.358), which is greater than the tabular level (0.000), as well as the coefficient (R2. 173) that is This variable explains the value of 17% of changes in the variable (contain damage)

However, it did not achieve any effect relationship with other variables.

- The variable (the ability to act in critical situations) achieved a significant effect relationship in the variables (readiness and prevention) and (recovery) at a significant level (0.004), (0.013) respectively, where the value of F each (8.559), (6.386) The index was greater than the index (0.004, 0.013) and R2 (0.068) and (0.091).

This means that the variable (the ability to act in critical situations) explains the value of 9% of the variables

Variable in the variable (readiness and prevention) and the value of 7% of the changes in the variable

).Restore activity(

- The variable (enjoying a high degree of intelligence) achieved a significant impact relationship in the variable (contain damage) at the level (sig 0.050) where the value of F (5.811), which is greater than the spreadsheet at the level (0.030) as well as the coefficient (R20.03 (IN)) This means that this variable contributes to contain the damage caused by the crisis and did not show a significant impact relationship with other variables.

- The independent variable (self-control and emotional maturity) achieved a significant effect relationship with the variable (contain damage) at a significant level (sig 0.003) where the value of F (9.200) is greater

than the tabular at (0.003) as well as the coefficient (R2 0.096) and this explains 9% of the changes in the variable (contain damage) and did not achieve an effect relationship with other variables, ie, the variable (self-control and transitional maturity) in the research sample contributes to contain the damage caused by the crisis when they occur negative association with the same variable.

- The independent variable (flexibility and horizon amplitude) had a significant effect relationship with the variable (detection of early warning signals) at a significant level (sig 0.002) where the value of F (10.488) is greater than the tabular level (0.002) as the coefficient (R20.208) This variable (flexibility and horizon amplitude) explains the value of 11% of the changes in the variable (detection of early warning signals), while did not achieve an impact relationship with other variables, which means that (flexibility and horizon capacity) in the research sample contribute to (discovery of signals Early warning)

Through the above it is clear that:

- The variable (high sense of responsibility) has achieved one part of the second hypothesis, which includes the presence of a significant impact of this variable in the variables representing the stages of crisis management and this is consistent with what has been achieved correlation relationships in the first hypothesis.

CONCLUSIONS:

The field study shows us through the visits of the researcher and the meeting of several managers in Directorates covered by the research as well as our findings through statistical analysis of the correlations and influence between the variables of the research,

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many of the conclusions reached by the researcher can be summarized as follows:

Conclusions of field visits and observations:

- The Paralympic Committee surveyed, which represents the important part, does not include the organizational structure of any administrative unit to manage the crisis despite the occurrence of crises.

- The members of the Paralympic Central Unions representing the research sample have some leadership characteristics to achieve their desired objectives. Which is positive in a crisis.

Conclusions of research variables:

- The (high sense of responsibility) characteristic of the leaders of the research community did not show a clear correlation or influence with the pre-crisis stages (detection of early warning signs, preparedness and prevention), while the correlation and influence appeared in the (containment of harm) stage. It seeks to contain the damage of the crisis and is weak in restoring activity and learning.

- The results of the research showed that the leaders of the research community have the ability to behave in the critical situations towards the phases of (readiness and prevention), and to regain activity (evidence of the correlation and impact shown by the research results and did not have a clear role in dealing with other variables). Early ((contain damage)) (learning) is the result of the wrong strategies that worked out during this period.

- The results of the research show that the use of (high degree of intelligence) had negative results by the leaders included in the negative correlation coefficient in the two stages (detection of early warning signals), (learning), so there were no positive effects of this feature with variables Crisis management stages other than containment of damage (an expression of the way in which members are elected because of the lack of controls that are of the characteristics of intellectual and mental leadership.

Through the results of the analysis of the data, the characteristic (self-control and emotional maturity) has shown a negative correlation with both (detection of early warning signals), (contain damage) (recovery) (ie, the leadership of the Paralympic Committee included in the research was negative with most stages Crisis management The research results did not show any positive role for these leaders, and that their

impact has been limited in the stage of containing the damage.

The results show that the (flexibility and horizon) characteristic of the leaders surveyed showed a negative correlation with most phases of crisis management (detection of early warning signals), (preparedness and prevention), (contain damage) and there was no significant correlation with other stages). Restoring activity (,) learning (this indicates that the leaders that were researched did not have the capacity on the horizon or read the future of the development of the federations and this was the opinion of the central associations of the Paralympic Committee and this through the internal honesty felt by each member of the leadership direction of the union that communicates with her .

ENDORSEMENT:

The conclusions reached by the researcher through field survey and statistical analysis of the data collected through the questionnaire indicate the many ways that the researcher can provide in the form of proposals or recommendations that enable the associations of the Paralympic Committee to work to contribute to improve their performance to provide better By proposing clear strategies to avoid exposure to crises, they can be summarized as follows:

- Form committees or establish units within the organizational structure of the Paralympic Committee.

- Its staff is qualified for crisis management.

- The Paralympic sports federations provide the Crisis Management Unit with adequate information on all current and future workflows and requirements in order to clarify their strategies for preventing or monitoring the occurrence of crises.

- The recommendations issued by the Crisis Management Unit shall be binding and shall not be fictitious or in the form of unreasonable regular reports.

- Give broader powers to the central Paralympic administrative federations to exercise their role, as the centralization of work often contribute to the existence of bottlenecks and disruption of work and create crises

- The Paralympic Committee should contribute to the involvement of the members of the unions in the leadership courses to have knowledge of the methods of administrative leadership, crisis management,

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leadership theories, social responsibility and motivation systems. Adequate.

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Annex (1)

The final questionnaire:

Distinguished members of the Central Unions

Hello…

We thank you for giving a part of your time to cooperate with us in filling out the questionnaire that you have for our research.

Leadership characteristics in crisis management for members of the Iraqi National Paralympic Committee from the point of view of the members of the Central Unions) and that their contribution will have a significant impact on the maturity of the research to the required level. The information will be used for research purposes only.

Thank you for your cooperation with our wishes for success and success ...

Strongly disagree	I do not agree	Sometimes agreed	Agreed	I agree a lot	the details	
					Personal characteristics of the administrative leader	
					High sense of responsibility: a . The committee finds itself part of the reason when performance is slow. B . The Committee is greatly affected when the required supplies are not provided at work. C. The Committee pays great attention to the development of future plans. D . The Committee regrets a lot when the cause of wrong decisions.	
					Ability to act in critical situations: a . The Committee feels that the circumstances faced by Paralympics can be overcome. B . The Committee has sufficient capacity to overcome difficult situations. C. The difficult circumstances facing the Committee motivate it to find many important decisions.	2
					Enjoy a high degree of intelligence: a . The committee always provides solutions when technical problems arise. B . The Committee has the capacity to contribute to the development of long-term plans.	3

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Strongly disagree	I do not agree	Sometimes agreed	Agreed	I agree a lot		
					Committee often finds itself able to do something new for the Paralympic sport.	
					Self-control and emotional maturity: a . The Committee is not shaken by untrue opinions and attempts to discuss them. B . The Committee shall place its views among those of others for discussion. C. The Committee is not disturbed by ideas that contradict its convictions.	
					Flexibility and Horizon Capacity: a. The Committee shall review the plans extensively and consider them well. b. One of the priorities of the Committee to review decisions and try to correct them. C. The Committee shall endeavor to change the programs in the light of the circumstances and new changes.	
Strongly disagree	I do not agree	Sometimes agreed	Agreed	I agree a lot	the details	
					Stages of crisis management	
					Phase of detection of early warning signals: a. The Committee has a special section for monitoring indicators of the occurrence of crises. b. The Committee shall pay attention and support to the monitoring of crisis indicators. c. The Committee feels the need to collect and discover the signs of danger that occur to the crisis. The Committee is concerned with training in the collection of crisis indicators.	
					Preparedness and prevention phase: a. The committee will form different teams to solve many potential crises. b. The Committee provides appropriate support to the team that is planning to diagnose potential crises. c. There are clear management techniques that define procedures for dealing with potential crises. d. The Commission shall provide the material and human resources required for the purpose of preparing for possible crises. E. There is cooperation in crisis management with relevant government institutions and agencies.	2
					Phase of containment of damage:	3

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					The time factor is considered when dealing with crises to contain crisis damage. a. The Executive Office shall respond by allocating tasks and powers in anappropriate period when the crisis occurs. b. Effect on events and the use of emergency measures that minimize and minimize the damage caused by the crisis are efficiently used. c. The Committee shall have the appropriate capacity and speed to mobilize the material and human resources necessary to contain the crisis. 　　D. The Committee prefers to deal with crises when they occur and not before.	
					Phase of recovery activities: a. The Committee shall maintain normal activities in crisis settings without delay. b. The Commission shall provide the various sites affected by the crisis with the necessary needs to address their effects and restore normal activity. c. The Committee shall take all necessary measures to mitigate the impact of the crisis and to stabilize its occurrence. 　　D. The Committee is working on a media campaign to inform the public and the media about the damage caused by the crisis and how to deal with it.	
					LEARNING STAGE: a. Our Directorate evokes lessons and lessons from the crises it faced in the past and to benefit from them in the future. b. Our Directorate evaluates past crisis management plans and programs with a view to developing them to deal with crises Future. c. Our management integrates lessons learned from shortcomings in previous plans into crisis plans Future. d. Our administration works to take advantage of crisis management methods in other departments in our country or in 　　Other countries with similar experiences.	