

The impact of servant leadership on crisis management at the Arabian Gulf Oil Company in Benghazi, Libya

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ABSTRACT: The study aims to addressing and defining the concept of servant leadership and crisis management, and measure the impact servant leadership on crisis management. The study population included the managers at management levels at Arabian Gulf Oil Company (AGOCO) at Benghazi for the period from January 2024 to February 2024. The data for this study were collected by distributing a questionnaire form on a random sample of the study population. The study variables included servant leadership with its dimensions as an independent variable, and crisis management as a dependent variable. The Statistical Package for Social Sciences(SPSS) was also used to analyze the data obtained. The results showed that there is a statistically significant effect between servant leadership and crisis management, which led to acceptance of the null hypothesis and rejection of the alternative hypothesis. The study also recommended expanding the study to include the other sectors in Libya, as well as conducting such studies to include Libyan business organizations.in addition, to employing servant leadership in business organizations, in order to enhance their positive impact in crisis management.

Keywords: Servant Leadership, Crises Management, Arabian Gulf Oil Company, Benghazi, Libya,

I. INTRODUCTION

The needs of subordinate individuals are given priority by the servant leader over all other considerations, and the leader's role, according to this theory, is to serve as a catalyst for the follower's development into a leader in the future. This is in line with the ongoing external changes in the work environment surrounding organizations, and servant leadership represented an advanced model in dealing with crises.He shares his empathy, listens to him, and helps him make decisions. In order to ensure that organizations survive and that their tasks and responsibilities are fulfilled to the fullest extent possible, the outdated methods of leadership and management are no longer appropriate for the current stage (Metaab, 2015).Numerous scholarly works have advocated for further investigation into the effects of servant leadership on the overall performance of organizations. A few examples of these studies are Jackson et al. (2019), Piörün et al. (2021), and Abdel Jalil (2022). The following aspects are included in servant leadership: (Conceptual abilities, self-determination, assisting subordinates in developing and succeeding, acting morally, mending emotional wounds, adding value to the community) The researcher observed how different leaders handled crises. such as COVID-19 and the crises that Libya experienced after 2011, which had an impact on the country's entire economy, including the oil industry. Therefore, this study aims to know the level of servant leadership practice, and the level of ability to manage crises, in addition to measuring the impact of servant leadership on crisis management in the Libyan oil sector is represented by the largest Libyan oil company, the Arabian Gulf Oil Company. This is how the paper develops. The literature is reviewed in Section 2, crisis management and servant leadership are briefly discussed in Section 3, and methodology, sample and data, variables, and hypothesis are covered in Section 4. While section5 discusses the findings, section 6 is the conclusion.

II. LITERATURE REVIEW

Abed Dahleez and Ghali (2018): The purpose of this research is to investigate the relationship between organizational commitment and servant leadership among academic and administrative staff members at the four largest universities in the Gaza Strip: Islamic University, Al-Azhar University, Al-Aqsa University, and Palestine University. A questionnaire was used as the primary data elicitation tool in this descriptive and analytical study. A stratified random sample of 400 employees from the four universities mentioned above was used to conduct the study. According to the study's findings, 65.7% of universities had a servant leadership practice rate, which is considered to be Middle by the respondents. Furthermore, the results showed that 76.4% of university staff members in the Gaza Strip had a strong level of organizational commitment across all three dimensions. The results additionally demonstrated that servant leadership has a favorable effect on organizational commitment. The findings also showed that responses to organizational commitment and servant leadership varied depending on the employee's place of employment. The most significant recommendations made by the study emphasized how critical it is to strengthen the leadership capacities of Palestinian tertiary education institutions. The study also suggested fostering an open culture and empowering employees to make the prevailing management practices more sustainable. This can be achieved by raising staff members'

awareness of the importance of actively participating in community events and by encouraging their involvement in decision-making processes.

Al-Asfour et al. (2022): This study investigated the servant leadership behaviors of stronger education officials in the United States and their level of COVID-19 pandemic preparedness. This study used a quantitative approach in a cross-sectional study design. The findings indicate that all institution officials performed poorly on the "Leading the Way" crisis leadership measure, and there was no discernible variation across institutions in the total score. Additionally, there is a significant correlation between the officials' level of preparedness for the pandemic and all five servant leadership behaviors—altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. A new direction in the theory of crisis leadership readiness and servant leadership is informed by this line of inquiry.

Al Khawaldeh (2022): The purpose of the research was to determine The Impact of Servant Leadership on Crisis Management: A Case Study of the Municipalities in Mafrqa - Jordan. The study found: a statistically significant impact of Servant Leadership dimensions (Empathy, Awareness, Conceptualization, Empowerment, and Acting Ethically) combined and individually on Crisis Management; that the degree of practicing servant leadership in the Mafrqa municipalities was within the average level; and that the level of leaders' ability to manage crises in the Mafrqa municipalities was within the average level. These findings were obtained by applying the descriptive analysis approach and using the questionnaire used as a data collection tool, with 75 of the 120 employees in the Mafrqa municipalities receiving the questionnaire. As a result, the study advised leaders of the Mafrqa municipalities to keep developing the dimension of awareness as one of servant leadership's major effects on crisis management. It also suggested emphasizing empowerment as one of servant leadership's effects on crisis management and working to improve the dimension of conceptualization as one of leadership's major effects. Finally, it advised raising the leaders of the Mafrqa municipalities' capabilities to act ethically because of its obvious influence on crisis management.

Batool, Mohammad and Awang (2022): The main purpose of this study was to examine the indirect effects servant leadership on organizational sustainability (OS) through creativity and psychological resilience in the hoteling sector in Malaysia. A questionnaire-based survey method was used to collect information from 441 employees in Malaysia's hotel sector. To investigate the theories, the partial least squares method, SmartPLS3.3.7, was utilized. The study's findings corroborate the impact of servant leadership on psychological toughness and creativity. Furthermore, there was evidence to support the impact of psychological toughness and creativity on OS. Furthermore, the data also supported the mediation role of psychological resilience and creativity between organizational suitability and servant leadership.

Dalain (2023): The purpose of the current study was to investigate how organizational learning cultures, working conditions, intergroup relations, goal congruence, work-related passion, and HR practices affect employee engagement and organizational innovation. Additionally, a test is conducted on the moderating effect of servant leadership between organizational innovation and employee engagement. This study's research design is based on a quantitative research methodology. Information was obtained from workers in Saudi industrial companies. This voluntary research survey has received participation from 241 respondents overall. The research framework was examined using the method of structural equation modeling. The findings showed that organizational learning culture, goal congruence, working conditions, interpersonal relationships, and human resource practices all contributed significantly to the large variance (52.8%) in the measurement of employee work engagement. In a similar vein, servant leadership and employee work engagement are used to gauge organizational innovation, which accounts for a significant 55% of its variance. Similarly, significant predictive power for second quarter 41.4 to predict organizational innovation was found by the blindfolding analysis results. Consequently, goal congruence has demonstrated a significant effect size in determining employee work engagement at the workplace when compared to other exogenous constructs. According to this research, managers should focus on three key elements that, when combined, improve employee engagement at work and organizational innovation during times of crisis: goal congruence, human resource practices, and servant leadership. Because it uses an integrative research framework to analyze employee engagement behavior, this study is distinct. Furthermore, research has examined the function of servant leadership as a moderator in the association between organizational innovation and employee engagement.

The purpose of this study is different from that of the previous studies in that it examines the impact of servant leadership on crisis management, whereas the other studies examine the impact of servant leadership on organizational commitment, as demonstrated by the research conducted by Abed Dahleez and Ghali (2018), or the relationship between servant leadership behavior and the degree of Covid-19 pandemic preparation, as documented by Al-Asfour et al. (2022), the indirect effects of servant leadership on organizational sustainability, as examined by Batool, Mohammad, and Awang (2022), or the moderating effect of servant leadership between employee engagement and organizational innovation, as studied by Dalain (2023). While the aim of this study is consistent with the study of Al-Khawaldeh (2022). The present study employs a descriptive and analytical approach as its methodology. It thus concurs with the research of Al-Khawaldeh (2022) and Abed

Dahleez and Ghali (2018), but it deviates from the remaining studies mentioned above. The study community in this study is not the same as the population in the earlier research mentioned above. In contrast to the studies conducted by Abed Dahleez and Ghali (2018) and Al-Asfour et al. (2022), which focused on stronger education institutions, Al-Khawaldeh (2022) studied governmental institutions like municipalities, Batool, Mohammad, and Awang (2022) studied the hotel industry, and Dalin (2023) studied the industrial sector, this study examines the Arabian Gulf Oil Company in the city of Benghazi, Libya. Regarding study duration, the earlier researches was carried out from 2018 to 2023. The year 2024 will be used to carry out this investigation. The effect of servant leadership on crisis management in the Libyan oil industry has not been measured by the prior researches.

III. OVERVIEW OF SERVANT LEADERSHIP AND CRISES MANAGEMENT

a. Servant Leadership

Servant leadership is the process of inspiring individuals to give their best to achieve desired results. It is about directing individuals to move in the right direction, getting their commitment, and motivating them to achieve their goals. According to Warren Panis and Bert Nanus, "Managers do the right things, but leaders do the right things." (Armstrong, 2001: 223-224).

According to Laub (1999), servant leadership can be attained by appreciating and developing people, fostering a sense of community, and modeling trustworthy behaviors. Greenleaf (2008) defined servant leadership as understanding and practicing leadership that prioritizes the interests of subordinates over the self-interest of the leader. According to scientific research, servant leadership is a type of employee-directed leadership (Searle and Barbuto, 2011; Ehrhart, 2004, Sendjaya, Saross and Santora 2008). According to Sims (1997), servant leadership is a style of leadership that upholds and respects the dignity of the individual and, when feasible, reflects that person's natural creative inclination to lead. Patterson (2003) further defined it as a style of leadership in which the concerns and affairs of the organization come second and the subordinates receive first priority. Furthermore, Ramli and Desa (2014) defined it as the concept and application of leadership that prioritizes the needs of its subordinates over its own. In doing so, it enhances the worth and development of individuals, fosters a sense of community, engages in authenticity, and shares authority and status with subordinates—all for the mutual benefit of each and every member of the organization as well as the organization itself and the people it serves. Additionally, Serrat (2009) described it as a leadership approach that combines ethical and selfless service to followers with enabling them to take part in their own personal and collective development.

The following is how Liden et al. (2008) described the elements of servant leadership:

1. **Conceptual skills:** being knowledgeable about the company and the responsibilities given to him, which enables the leader to support and assist others, particularly direct subordinates, and make tasks easier for them.
2. **Empowerment:** encouraging and facilitating others, particularly direct subordinates, by recognizing issues, finding solutions, and figuring out (when and how?) work tasks are finished perfectly.
3. **Helping subordinates grow and succeed:** Show a sincere interest in your subordinates' professional development by giving them the assistance and direction they need.
4. **Behaving ethically:** Deal openly, fairly, honestly, and fairly with others.
5. **Emotional healing:** Show concern for others' personal interests.
6. **Creating value for the community:** true consciousness of the need to improve and support society.

b. Crisis Management

Crisis management, according to Little and Robert (1983), is a system used to deal with crises in order to prevent them from happening and prepare for circumstances that are hard to avoid, with the goal of controlling outcomes and minimizing negative effects. Additionally, Ahmed (2002) defined crisis management as an ongoing administrative process that aims to anticipate potential crises by identifying and keeping an eye on the internal or external environmental variables that give rise to crises. It also involves mobilizing available resources to prevent crises or to prepare for them in a way that minimizes harm to the organization, the environment, and its employees.

The majority of crises go through five basic stages, and if the decision-maker doesn't handle one of them, he is held accountable for the crisis's emergence and worsening of its circumstances. The following is a summary of the crisis management steps (Al-Hamlawy, 1995):

1. **Signal detection:** A crisis typically presents with a number of early warning signs, or symptoms, well in advance of its actual occurrence. Should these signals go unnoticed, the likelihood of the crisis materializing increases.

2. **Preparation and prevention:** It is imperative for organizations to have sufficient protocols and strategies in place to avert crises. This underscores the significance of early warning signals, as it is arduous to avert the occurrence of an event that you were not privy to or warned might occur.
3. **Containment damage and limitation it:** The preparation of measures to contain the damage and stop it from spreading to other, unaffected areas of the organization is the summary of this stage of crisis management.
4. **Recovery:** This phase involves putting ready, tried-and-true programs (both short- and long-term) into action. When the crisis worsens, it will be challenging to react and create workable solutions if these programs are not tested beforehand.
5. **Learning:** The last phase involves ongoing learning and evaluation to enhance past achievements. Learning is essential, but it hurts a lot and brings up unpleasant memories from the crisis.

IV. RESEARCH METHODOLOGY

In order to determine the effect of servant leadership on crisis management for the study community, the descriptive and analytical approach was chosen because it is suitable for the study's variables, objectives, and hypotheses.

a. Sample and Data

The study sample consisted of 86 managers from the Arabian Gulf Oil Company, which has its headquarters located in Benghazi, Libya, representing different levels of management. A questionnaire form was used to collect study data from a randomly chosen sample of the study population.

b. Study Variables

The study variables include Servant Leadership in its components as an independent variable, while Crises Management is a dependent variable.

c. Study Hypothesis

This study has a main hypothesis with six sub - hypotheses as following:

The main hypothesis: There is no effect of servant leadership on crisis management in the Arabian Gulf Oil Company in Benghazi

The following sub-hypotheses emerge from it

The first sub-hypothesis: There is no effect of Conceptual Skills on crisis management in the Arabian Gulf Oil Company in Benghazi.

The second sub-hypothesis: There is no effect of Empowerment on crisis management in the Arabian Gulf Oil Company in Benghazi.

The third sub-hypothesis: There is no effect of Helping Employees Advanced and Succeed on crisis management in the Arabian Gulf Oil Company in Benghazi.

The fourth sub-hypothesis: There is no effect of Act Ethically on crisis management in the Arabian Gulf Oil Company in Benghazi.

The fifth sub-hypothesis: There is no effect of Emotional Processing on crisis management in the Arabian Gulf Oil Company in Benghazi.

The sixth sub-hypothesis: There is no effect of Commitment to Community Development on crisis management in the Arabian Gulf Oil Company in Benghazi.

V. EMPIRICAL RESULTS

a. Data and Analysis

In order to fulfill the requirements of the study methodology and to test its main hypothesis and its sub-hypotheses, this part presented an analytical description of the study variables and an explanation of the descriptive statistics of variables and regressions using the Statistical Package for Social Sciences (SPSS) software.

The questionnaire forms that were collected from the study sample were unloaded, and they were analyzed statistically based on the mean, standard deviation, and relative importance according to the questionnaire items as follows:

The study sample was chosen randomly, and the number of questionnaires distributed was 86 questionnaires. 69 questionnaires were received, and the number of valid questionnaires for analysis was 64, with a rate of 92.7% from received questionnaire.

b. The Test of Validity and Reliability of the Study Tool

Reliability means obtaining the same results or close to them in the case of repeating the study in similar circumstances and using the same study tool. Cronbach's alpha equation was relied upon to calculate the stability of the scale, and the stability coefficient was 0.782 and 0.802 for servant leadership and crises management, respectively, while the validity coefficient for the same dimensions was 0.934 and 0.896, respectively. These results are positive and can be relied upon, as shown in Table (1).

Table (1) the coefficients of validity and reliability of the study scale

| Dimension | Stability coefficient | Validity coefficient |
|---------------------------------------|-----------------------|----------------------|
| Conceptual Skills | 0.830 | 0.911 |
| Empowerment | 0.824 | 0.908 |
| Helping Subordinates Grow and Succeed | 0.813 | 0.902 |
| Behaving Ethically | 0.822 | 0.907 |
| Emotional Healing | 0.835 | 0.914 |
| Creating Value for the Community | 0.837 | 0.915 |
| Servant Leadership | 0.872 | 0.934 |
| Crises Management | 0.802 | 0.896 |

c. Cell Length in Scale and Degree of Availability

After completing the process of compiling and coding the questionnaires based on the five-point Likert scale, the cell length of the scale was determined as shown in Table (2).

Table (2) The length of the cell period in the scale and the degree of availability

| Period Length | Study scale | Availability |
|-------------------------|------------------|--------------|
| From 1 to less 1.80 | Totally Disagree | Very Weak |
| From 1.80 to less 2.60 | Disagree | Weak |
| From 2.60 to less 3.40 | Neutral | Middle |
| From 3.40 to less 4.200 | Agree | Strong |
| From 4.20 to 5.00 | Totally Agree | Very strong |

d. General Information

Table (3) showed that most of the study population consists of males at a rate of 92.2%, while the most age group is from 55 and above with a rate of 40.6%, and that the largest percentage of the study population carries Bachelor's degree by 43.8%, while 68.8% of the respondents had a period of service more than 20 years, and most of respondent were head of department with a rate of 40.6%.

Table (3) characteristics of the study population

| Variable | Variable Level | The Frequency | Percentage |
|-------------------|-----------------------------------|---------------|------------|
| Sex | Male | 59 | 92.2 |
| | Female | 5 | 7.8 |
| | Total | 64 | 100 |
| Age | Less than 25 | 0 | 0 |
| | From 25 to less than 35 | 4 | 6.3 |
| | From 35 to less than 45 | 12 | 18.8 |
| | From 45 to less than 55 | 22 | 34.4 |
| | From 55 and above | 26 | 40.6 |
| | Total | 64 | 100 |
| Educational Level | Strong school or equivalent | 9 | 14.1 |
| | Stronger Diploma | 10 | 15.6 |
| | Bachelor's | 28 | 43.8 |
| | Master | 16 | 25 |
| | PhD | 1 | 1.6 |
| | Total | 64 | 100 |
| Years of Service | Less than 5 years | 1 | 1.6 |
| | From 5 to 10 years | 2 | 3.1 |
| | From 11 to 15 years | 8 | 12.5 |
| | From 16 to 20 years | 9 | 14.1 |
| | More than 20 years | 44 | 68.8 |
| Job Title | Total | 64 | 100 |
| | Member of the Board of Management | 1 | 1.6 |
| | Management Manager | 6 | 9.4 |

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|--|--------------------|-----------|------------|
| | Head of Department | 26 | 40.6 |
| | Office Manager | 2 | 3.1 |
| | Head of Unit | 6 | 9.4 |
| | Others | 23 | 35.9 |
| | Total | 64 | 100 |

Table (4) shows the mean and standard deviation of the study sample's answers to the phrases that make up the dimensions of the study, which shows that the averages are strong, as the means were (3.751 and 3.829) for the study variables.

Table (4) The responses of the members of the study community towards the dimensions of servant leadership and crises management

| Dimensions | Mean | Standard deviation | Availability |
|---------------------------------------|--------------|--------------------|---------------|
| Conceptual Skills | 3.893 | 0.773 | Strong |
| Empowerment | 3.794 | 0.867 | Strong |
| Helping Subordinates Grow and Succeed | 3.584 | 1.077 | Strong |
| Behaving Ethically | 3.881 | 0.928 | Strong |
| Emotional Healing | 3.472 | 1.596 | Strong |
| Creating Value for the Community | 3.856 | 0.775 | Strong |
| Servant Leadership | 3.751 | 0.994 | Strong |
| Crisis Management | 3.829 | 0.869 | Strong |

e. Servant Leadership

After it became clear that the level of practice is strong, we need to conduct a deeper analysis by reviewing the mean, standard deviation, relative weight, arrangement, and general direction of the phrases that make up each dimension of the study, as shown in tables (5), (6), (7), (8), (9) and (10).

Table (5) Descriptive Statistics of Conceptual Skills

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|----------|--|-------|--------------------|-----------------|-------------|--------------------|
| 1 | Managers have a deep understanding of the company's overall policies | 3.844 | 0.840 | 76.88 | 4 | Strong |
| 2 | Managers explain in detail the operational plan to subordinates | 3.719 | 0.745 | 74.38 | 6 | Strong |
| 3 | Managers have the ability to think effectively to face complex problems in the field of work | 3.844 | 0.801 | 76.88 | 3 | Strong |
| 4 | Subordinates are informed of work problems, if any | 3.969 | 0.854 | 79.38 | 2 | Strong |
| 5 | Subordinates inform managers of work problems | 4.203 | 0.694 | 84.06 | 1 | Very strong |

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|------------------------------|--|--------------|--------------|--------------|---|---------------|
| | whenever necessary | | | | | |
| 6 | Managers have an understanding of Subordinates' needs and their problems | 3.781 | 0.701 | 75.62 | 5 | Strong |
| The mean of all items | | 3.893 | 0.773 | 77.86 | | Strong |

Table (5) shows the results of servant leadership dimensions. The results of the first dimension of servant leadership, which is Conceptual Skills, shows that the response level for this dimension is strong for all phrases of the dimension with a mean ranging between 4.203 and 3.719, with standard deviations ranging between 0.694 and 0.854, and the mean of all the phrases is 3.893 with standard deviation equal 0.773.

Table (6) Descriptive Statistics of Empowerment

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|------------------------------|--|--------------|---------------------------|------------------------|--------------------|---------------------------|
| 1 | Managers give some powers to subordinates to help them make decisions related to their work | 3.906 | 0.868 | 78.12 | 2 | Strong |
| 2 | Gives subordinates the freedom to deal with difficult situations | 3.672 | 0.909 | 73.44 | 4 | Strong |
| 3 | The company's subordinates are encouraged to take responsibility | 3.859 | 0.774 | 77.18 | 3 | Strong |
| 4 | The company provides subordinates with the required support and resources that help achieve the required goals | 3.906 | 0.849 | 78.12 | 1 | Strong |
| 5 | Managers are keen on equal authority and responsibility when delegating some powers | 3.625 | 0.934 | 72.50 | 5 | Strong |
| The mean of all items | | 3.794 | 0.867 | 75.88 | | Strong |

Table (6) shows the results of the Second dimension of servant leadership, which is Empowerment, shows that the response level for this dimension is strong for all phrases of the dimension with a mean ranging between 3.906 and 3.625, with standard deviations ranging between 0.774 and 0.934, and the mean of all the phrases is 3.794 with standard deviation equal 0.867.

Table (7) Descriptive Statistics of Helping Subordinates Grow and Succeed

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|----------|----------------------------------|-------------|---------------------------|------------------------|--------------------|---------------------------|
| 1 | Managers give strong priority to | 3.653 | 1.097 | 73.06 | 3 | Strong |

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|------------------------------|--|--------------|--------------|--------------|---|---------------|
| | developing subordinates | | | | | |
| 2 | The company provides subordinates with a supportive environment to develop themselves | 3.703 | 1.049 | 74.06 | 2 | Strong |
| 3 | Managers are interested in ensuring that subordinates achieve desired goals | 3.859 | 0.870 | 77.18 | 1 | Strong |
| 4 | Managers are keen to involve subordinates in developing plans to develop their skills and training needs | 3.359 | 1.173 | 67.18 | 4 | Middle |
| 5 | Managers are committed to the principle of equality in dealing with all subordinates | 3.344 | 1.198 | 66.88 | 5 | Middle |
| The mean of all items | | 3.584 | 1.077 | 71.68 | | Strong |

Table (7) shows the results of the Third dimension of servant leadership, which is Helping Subordinates Grow and Succeed, shows that the response level for this dimension is from Middle to strong with a mean ranging between 3.859 and 3.344, with standard deviations ranging between 0.870 and 1.198, and the mean of all the phrases is 3.584 with standard deviation equal 1.077, and the general direction is strong for this dimension.

Table (8) Descriptive Statistics of Behaving Ethically

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|---|---|-------|--------------------|-----------------|-------------|--------------------|
| 1 | Managers are honest and clear in presenting work problems | 3.781 | 1.031 | 75.62 | 4 | Strong |
| 2 | Managers deal with subordinates fairly and transparently | 3.641 | 0.966 | 72.82 | 5 | Strong |
| 3 | Managers treat subordinates with mutual respect | 4.109 | 0.737 | 82.18 | 1 | Strong |
| 4 | The manager acts as a role model for subordinates | 3.906 | 0.938 | 78.12 | 3 | Strong |
| 5 | Proper administrative procedures are used to complete | 3.969 | 0.942 | 79.38 | 2 | Strong |

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|------------------------------|--------------|--------------|--------------|--|--|---------------|
| | the work | | | | | |
| The mean of all items | 3.881 | 0.928 | 77.62 | | | Strong |

Table (8) shows the results of the fourth dimension of servant leadership, which is Behaving Ethically, shows that the response level for this dimension is strong for all phrases of the dimension with a mean ranging between 4.109 and 3.641, with standard deviations ranging between 0.737 and 1.031, and the mean of all the phrases is 3.881 with standard deviation equal 0.928.

Table (9) Descriptive Statistics of Emotional Healing

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|------------------------------|--|--------------|--------------------|-----------------|-------------|--------------------|
| 1 | Managers are keen to pay attention to subordinates' personal problems | 3.453 | 1.068 | 69.06 | 3 | Strong |
| 2 | Managers participate with subordinates in their social events | 3.656 | 3.963 | 73.12 | 2 | Strong |
| 3 | Managers are concerned with some of the personal requirements of subordinates | 3.359 | 1.045 | 67.18 | 4 | Middle |
| 4 | The company invites subordinates on recreational trips to relieve the pressures of work and daily life | 2.891 | 1.129 | 57.82 | 5 | Middle |
| 5 | Good relationships are used to influence subordinates more than formal authority influences them | 4.000 | 0.777 | 80.00 | 1 | Strong |
| The mean of all items | | 3.472 | 1.596 | 69.44 | | Strong |

Table (9) shows the results of the fifth dimension of servant leadership, which is Emotional Healing, shows that the response level for this dimension is from Middle to strong with a mean ranging between 4.000 and 2.891, with standard deviations ranging between 0.777 and 3.693, and the mean of all the phrases is 3.472 with standard deviation equal 1.596, and the general direction is strong for this dimension.

Table (10) Descriptive Statistics of Creating Value for the Community

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|----------|--|-------|--------------------|-----------------|-------------|--------------------|
| 1 | The company is interested in providing services that benefit community members | 3.984 | 0.745 | 79.68 | 2 | Strong |
| 2 | The company | 3.672 | 0.818 | 73.44 | 5 | Strong |

| | | | | | | |
|------------------------------|--|--------------|--------------|--------------|---|---------------|
| | encourages subordinates to be connected to society | | | | | |
| 3 | The company engages and encourages subordinates to participate in community activities | 3.781 | 0.863 | 75.62 | 3 | Strong |
| 4 | The company encourages subordinates to do volunteer work to serve the community | 3.734 | 0.782 | 74.68 | 4 | Strong |
| 5 | The company is keen to respect the values and culture of society | 4.109 | 0.669 | 82.18 | 1 | Strong |
| The mean of all items | | 3.856 | 0.775 | 77.12 | | Strong |

Table (10) shows the results of the sixth dimension of servant leadership, which is Creating Value for the Community, shows that the response level for this dimension is strong for all phrases of the dimension with a mean ranging between 4.109 and 3.672, with standard deviations ranging between 0.669 and 0.863, and the mean of all the phrases is 3.856 with standard deviation equal 0.775.

Our results agree with Abdel Jalil (2022), Metaab (2015), and disagree with Al-Khawaldeh (2022) and Abed Dahleez and Ghali (2018). The reason for the difference may be due to different environments and different populations in which these studies were conducted.

f. Crisis Management

After reviewing the mean, standard deviation, relative weight, arrangement, and general direction of the phrases that make up each dimension of the independent variable, we need to conduct a deeper analysis by reviewing the mean, standard deviation, relative weight, arrangement, and general direction of the dependent variable as shown in table (11).

Table (11) Descriptive Statistics of Crises Management

| | | Mean | Standard deviation | Relative weight | Arrangement | General directions |
|---|--|-------|--------------------|-----------------|-------------|--------------------|
| 1 | The company has pre-prepared plans for crisis management | 4.078 | 0.822 | 81.56 | 2 | Strong |
| 2 | All available resources are used to obtain all information about the crisis as soon as it occurs | 4.000 | 0.817 | 80.00 | 3 | Strong |
| 3 | The company has a tendency towards decentralized decision-making in times of crisis | 3.641 | 0.932 | 72.82 | 12 | Strong |
| 4 | Authority is adequately delegated to | 3.859 | 0.852 | 77.18 | 8 | Strong |

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|----|--|-------|-------|-------|----|-------------|
| | subordinates in times of crisis | | | | | |
| 5 | The company has an effective communication system that facilitates dealing with crises when they occur | 4.250 | 0.713 | 85.00 | 1 | Very strong |
| 6 | Crisis developments are followed through feedback | 3.859 | 0.833 | 77.18 | 7 | Strong |
| 7 | The company's current organizational structure is capable of controlling and facing crises efficiently and effectively | 3.922 | 0.841 | 78.44 | 4 | Strong |
| 8 | All organizational levels in the company are involved in crisis management | 3.828 | 0.918 | 76.56 | 9 | Strong |
| 9 | There is a budget allocated in the company to deal with crises | 3.813 | 0.957 | 76.26 | 10 | Strong |
| 10 | Administrative procedures for disbursing financial allocations are more flexible in times of crisis | 3.766 | 0.811 | 75.32 | 11 | Strong |
| 11 | The company gives financial incentives to the crisis management team | 3.891 | 0.779 | 77.82 | 6 | Strong |
| 12 | There is controlling of the financial procedures followed during the crisis | 3.922 | 0.878 | 78.44 | 5 | Strong |
| 13 | The company has special programs for crisis management training | 3.594 | 1.035 | 71.88 | 13 | Strong |
| 14 | The company | 3.179 | 0.983 | 63.58 | 14 | Middle |

| | | | | | | |
|---|--|--------------|--------------|--------------|--|---------------|
| | has cadres trained in the field of dealing with crises | | | | | |
| The mean of all items for all dimensions | | 3.829 | 0.896 | 76.58 | | Strong |

Table (11) shows the descriptive results of the independent variable (Crisis Management), results shows that the response level for this dimension is from Middle to very strong with a mean ranging between 4.250 and 3.179, and with standard deviations ranging between 0.713 and 1.035, and the mean of all the phrases is 3.829 with standard deviation equal 0.896, and the general direction is strong for this variable. Our results disagree with Al-Khawaldeh (2022). The reason for the difference may be due to different environments and different populations in which these studies were conducted.

In addition, the reason for the emergence of the dimensions of servant leadership and crisis management in strong proportions may be due to the state's support and interest in the oil sector in Libya as it is the backbone of the Libyan economy.

g. Regression Analysis

After calculating the means and standard deviations for the dimensions of independent variable and dependent variable. The study used simple and multiple regression analysis to demonstrate the impact of the dimensions of servant leadership on crisis management in the Arabian Gulf Oil Company in the city of Benghazi. Table (12) shows the results of linear regression as follows:

Table (12) Results of Linear Regression Analysis

| Model | coefficient | T Value | P value | Adjusted R Square | F Value | sig |
|---------------------------------------|-------------|---------|---------|-------------------|---------|-------|
| Constant | 4.305 | 0.606 | 0.547 | 0.587 | 15.954 | 0.000 |
| Conceptual Skills | 0.433 | 1.157 | 0.252 | | | |
| Empowerment | 0.885 | 1.845 | 0.070* | | | |
| Helping Subordinates Grow and Succeed | 0.092 | 0.236 | 0.814 | | | |
| Behaving Ethically | 0.404 | 1.367 | 0.177 | | | |
| Emotional Healing | -0.113 | -0.338 | 0.737 | | | |
| Creating Value for the Community | 0.799 | 2.448 | 0.017** | | | |

*** Significant at 0.01 level; ** Significant at 0.05 level; * Significant at 0.10 level

From table (12) the simple regression results shows that there is a statistically significant effect of servant leadership on crisis management, and the results showed that the adjusted R square explained 58.7% of the variance in the dependent variable. Only two dimensions of servant leadership, which are empowerment and creating value for the community effect on crisis management. Therefore, the null hypothesis will be rejected and the alternative hypothesis will be accepted. Our results disagree with Al-Khawaldeh (2022). The reason for the difference may be due to different environments and different populations in which these studies were conducted.

After linear regression analysis was used to determine the effect of servant leadership on crisis management in the Arabian Gulf Oil Company, multiple regression analysis was used. Table (13) shows the results of this analysis.

Table (13) Results of Multiple Regression Analysis

| Model | | coefficient | T Value | P value | Adjusted R Square | F Value | sig |
|-------|----------------------------------|-------------|---------|----------|-------------------|---------|-------|
| 1 | Constant | 15.694 | 3.487 | 0.001 | 0.524 | 75.501 | 0.000 |
| | Empowerment | 2.027 | 8.689 | 0.000*** | | | |
| 2 | Constant | 7.578 | 1.453 | 0.151 | 0.585 | 45.403 | 0.000 |
| | Empowerment | 1.617 | 6.037 | 0.000*** | | | |
| | Creating Value for the Community | 0.824 | 2.730 | 0.008*** | | | |

*** Significant at 0.01 level; ** Significant at 0.05 level; * Significant at 0.10 level

Through the results of the multiple regression analysis in table (13), results shows that the empowerment dimension explains 52.4% of the variance in the dependent variable (crisis management), and both the empowerment and creating value for the community dimensions were able to explain 58.5% of the variance in the dependent variable. Therefore, both the second and sixth sub-null hypothesis are accepted, and the others sub- null hypotheses are rejected.

Our results disagree with Al-Khawaldeh (2022)The reason for the difference may be due to different environments and different populations in which these studies were conducted.

VI. Conclusion

The study aims to addressing and defining the concept of the concept of servant leadership and crisis management in Oil organizations in Libya. Also, and measure effecting servant leadership on crisis management at Arabian Gulf Oil Company in city of Benghazi – Libya. and assess the level of interest in the requirements of the transition to the adoption of servant leadership as one of the elements of important leadership. The study sample included 86 managers at management levels at AGOCO. The data of the study were collected using a questionnaire form on a random sample of the study population.

Results showed that the interest in servant leadership and the crisis management are considered strong in general for the sample of study. In addition, the results showed that there is a statistically significant effect between servant leadership and the crisis management at the AGOCO in the city of Benghazi. Therefore, the main null hypothesis was rejected and the main alternative hypothesis was accepted.

The study suggested that focusing efforts on paying attention to servant leadership and its dimensions and paying attention to crisis management. Also, suggested that expanding the study to include the other sectors in Libya, as well as conducting such studies to include Libyan business organizations. in addition, to employing servant leadership in business organizations, in order to enhance their positive impact in crisis management.

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