Libyan International Medical University
Faculty of Business Administration

Leadership During COVID-19

Student Name : Abdulsalam Gaouda
ID : 1587
Abdulsalam_1587@limu.edu

Abstract

- COVID-19 has produced unusual conditions around the world, causing "Business as Usual" to be disrupted. The global economy has been shattered, scores of lives have been lost, and everyone has accepted a "New Normal." Leadership becomes a valuable commodity and a highly sought-after skill in this environment. As a result, people all around the world look to decision-makers at the top of the corporate ladder for leadership.

- The papers used in this study examined the impact of COVID-19 on leadership and the role of leadership in transforming a crisis into a successful response.

Table of **Contents** :

01

Introduction

02

Research Value

03

Definitions

04

Theoretical Framework

05

Literature Review

06

Reflection

01

Introduction

Pandemics have had terrible consequences throughout history, as is widely documented (WHO , 2020). We are currently dealing with a new epidemic. Coronavirus-SARS-COV-2 virus was discovered in Wuhan, China, in late 2019. According to WHO data, the COVID-19 pandemic, because of its fast spread, affected practically the whole world in a short period of time (WHO , 2020).

"With the outbreak of the pandemic, partial or full time curfews have been imposed around the world. It is observed that individuals are taking measures such as isolating themselves or protecting social distance. In order to reduce the contagion and spreading effect of the epidemic that changed the flow of life, practices such as flexible working, working from home, and working in rotations have been implemented "(Akcil ; Bastas , 2020 , pg.1).

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- "Effective leadership is that the leaders must have a high spirit that exceeds the enthusiasm of their employees so that trust is very strong to run the leadership and has a clear goal to welcome toward the future. However, of course, it is not easy to carry out effective leadership, especially in these times, leaders must follow the modern era, for example: in this modern era, technology has evolved and a leader must master information and communication technology to apply it to his/her employees" (Mustajab D et.al , 2020 , pg.1).

- "The ability to show trust and to empower people is important in distance management to allow employees to perform at their best .Good performance also requires good communication skills the ability to assess needs and create a sense of belonging and proximity, including the ability to adopt different approaches depending on the employee's situation " (Kirchner K et.al , 2021 , pg.2) .

02

Research value

Research value

The primary goal of this research is to look at the effects of COVID-19 on organizational leadership, education, and social interactions.

In particular amid higher education, there is a study deficit addressing effective leadership of academic leaders in crises. A few studies addressing features of academic leadership in the COVID-19 pandemic have recently been released. For instance, (Strielkowski ; Wang , 2020) The manner that limitations and lockdowns have influenced higher education in the Czech Republic has been explored, with the finding that forced digitalization has resulted in a technological revolution.

Definitions

03

Definitions

- **COVID-19 Pandemic**

- "Currently, the world is being shocked by the COVID-19 attack, this has explicitly had a very broad impact and posed a firm threat to many aspects such as health, economy, politics, and security. In the health aspect, WHO has established the status that COVID-19 is a pandemic that has attacked almost all countries in the world." (Mustajab D et.al , 2020)

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- **Leadership**
- Leadership is a process by which a person influences a group of people to achieve a common goal . Also, the role of the leader is not static but dynamic, changing over time(Ping et,al , 2021 , pg.3).

- **Crisis management**
- "Crisis management is an important skill of a college leader, especially to assist the implementation of tasks and solve problems in the management of the college-led "(Ping et,al , 2021 , pg.7)

- "In a time of crisis, leaders must act swiftly and with foresight but also with careful consideration of options, consequences and side effects of actions taken" (Netolicky, 2020, pg. 2).

04

Theoretical Framework

Theoretical Framework

- Issue management during the crisis and reputation management after the crisis are two aspects of crisis communication that must be addressed (Marsen , 2020).

- Because of the social character of a leader's job and the fact that crisis management is fundamentally a group effort, effective communication is important (Heath ; O'Hair , 2020)

- The pandemic is fast changing the face of education and leadership (Bagwell , 2020).

- Academic leaders focus on best practices, look for opportunities in the crisis, communicate clearly, connect with others, and spread leadership throughout the business (Fernandez ; Shaw , 2020).

5.Literature Review

In (Mustajab D et.al , 2020) conducted a research regarding COVID-19 pandemic: what are the challenges and opportunities for e- leadership, the research used qualitative research methods, interviews on Zoom with 20 educational organizations leaders. The paper resulted in that many organizations are not ready to face this condition so that the role of e-leadership is very effective for organizations to maintain the organizations performance and leaders can change their leadership style through social learning and overcome the challenges they must face to become e-leader. In addition, they also find that female leaders tend to be superior to men as e-leader, especially in terms of information technology skills and the use of social media. Furthermore, leadership can be created by leaders who can overcome challenges and seize opportunities to build competitive advantage strategies.

In (Kirchner K et.al , 2021) developed a paper about COVID-19 leadership challenges in knowledge work , the study used Cross-sectional studies including 23 questions covering positive and negative experiences with 1343 of Managers and Employees responded. The findings of this paper suggest that distance management is both a personal and organizational capability that must be learned and refined. If the focus is solely on single managers and their ability to deal with their tasks, then there is a risk of individual and reactive actions to their situation when they feel challenged.

Further, in (Drewniak R et.al, 2020). Conducted a research on leadership styles and employee expectations, using an online survey given to 185 employees European companies. The paper resulted in that subordinates build their expectations associated with their tasks' performance and with the leader based on his/her leadership style. When leaders implement a situational management style, employees expect full freedom of choice regarding how to carry out tasks. However, when the superior represents an autocratic style, employees expect guidelines regarding the performance of tasks rather but do not want their work to be constantly controlled. The analysis also included the relationships between the analyzed data and the variables describing the employee's position, a type of company, education, and seniority.

Moreover in (Akkaya B. 2020). Conducted a review of leadership styles in perspective of dynamic capabilities: an empirical research on managers in manufacturing firms, using an online survey given to 214. Respondents were employees and managers of private manufacturing organizations. The paper found that managers provide support for a positive relationship exists among leadership styles and dynamic capabilities. The results support the proposition that agile and transformational leadership by the top manager can enhance firms'' dynamic capabilities indirectly or indirectly by creating an organizational atmosphere where employees and followers are encouraged, motivated, inspired to be a role model and open to change and innovation. It is also found that the link between dynamic capabilities of a firm and hubristic and autocratic leadership was slightly positive. This finding implies that leaders, who delegate more autocratic and egocentric behaviors to their employees, are less innovative and close to change in environment and marketing.
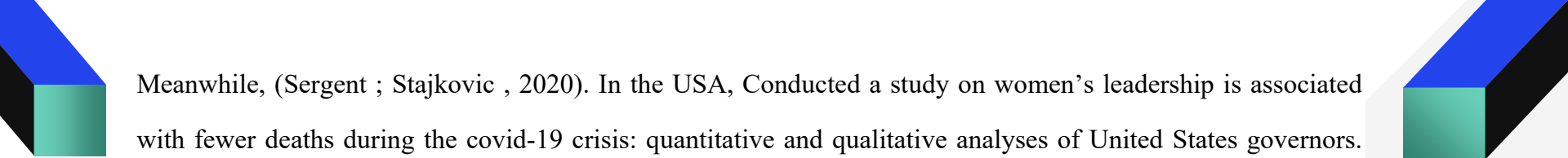
Furthermore, in (Glenn J et.al, 2020). Conducted a paper on public health leadership in the times of COVID-19: a comparative case study of three countries, using qualitative research methods. Previewing secondary data. The paper resulted in several examples of the way in which public leaders reacted to the crisis are found in the selected countries. Countries show different responses to the way they assessed and reacted to the COVID-19 as a crisis, the decisions taken to prevent infections and mitigate consequences, and the way they communicate information to the population.

However, (Ortega ; Orsini, , 2020) in Brazil, conducted a research on governing COVID-19 without government in Brazil: Ignorance, neoliberal authoritarianism, and the collapse of public health leadership, using secondary data. The paper concluded that when the absence of concrete government action results in mass death, yet, we have entered another realm in which the power to do nothing can have catastrophic results.

In addition, (Mather P, 2020). In Australia, conducted a paper on leadership and governance in a crisis: some reflections on COVID-19. Using the qualitative research method, reviewing secondary data, the paper concluded that leaders emphasize values and purpose and communicate with clarity, meaning and empathy is paramount. It is organizations which continue to be agile and to adapt and change proactively with "out of the box" thinking who will thrive in the next normal.

Additionally, (Catania, G et.al, 2020). In Italy, examined lessons from Italian front-line nurses' experiences during the COVID-19 pandemic: A qualitative descriptive study. Using online portal, messaging software and a telephone recording system. 23 respondents of Italian nurses. The paper resulted in a total of 23 narratives describing the clinical nurses' direct testimonies in the context of acute care (intensive care, emergency department, sub-intensive care and an infectious disease department) were collected . Six meta themes were developed as a result of the analysis: (1) organizational and logistic change; (2) leadership models adopted to manage the emergency; (3) changes in nursing approaches; (4) personal protective equipment (PPE) issues; (5) physical and psychological impact on nurses; and (6) team value/spirit.

Meanwhile, (Sergent ; Stajkovic , 2020). In the USA, Conducted a study on women's leadership is associated with fewer deaths during the covid-19 crisis: quantitative and qualitative analyses of United States governors. Using qualitative research. The paper resulted that they found women governors cultivated empathy and confidence more in their COVID-19 briefings than did men governors. They found that content of the briefings differed between women and men governors in terms of two important psychological variables: empathy and confidence. We found that states with women governors had fewer COVID-19 deaths than states with men governors, and when governors issued an early stay-at-home order, states with women governors were more responsive, as borne out by fewer COVID-19 deaths. They also found that governor sex interacted with early stay-at- home orders.

Lastly, in (Niccolò F et.at, 2021). In Mexico, Examined leaders' actions and social distancing, using qualitative research methods. The results suggest that leaders' actions are relevant to influence decisions when individuals have limited information.
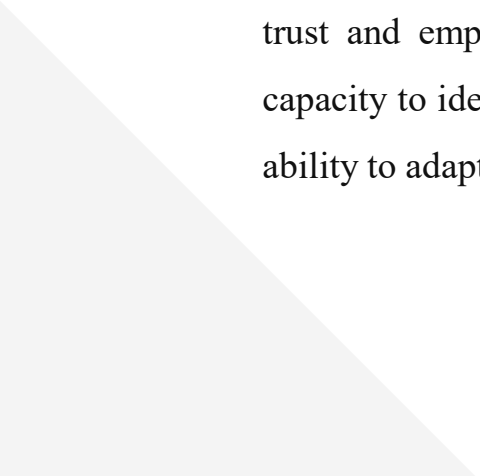
❑ **Reflection**

As a reflection on the papers, beginning that leaders, who assign more oppressive and selfish behaviors to their employees, are less innovative and close to change in environment and marketing. Agreeing with (Akkaya B. 2020). Moreover, organizations which continue to be agile and to adapt and change proactively with "out of the box" thinking who will thrive in the next normal.' leaders actions are relevant to influence decisions when individuals have limited information.

Most papers suggest that distance management is both a personal and organizational capability that must be learned and refined.
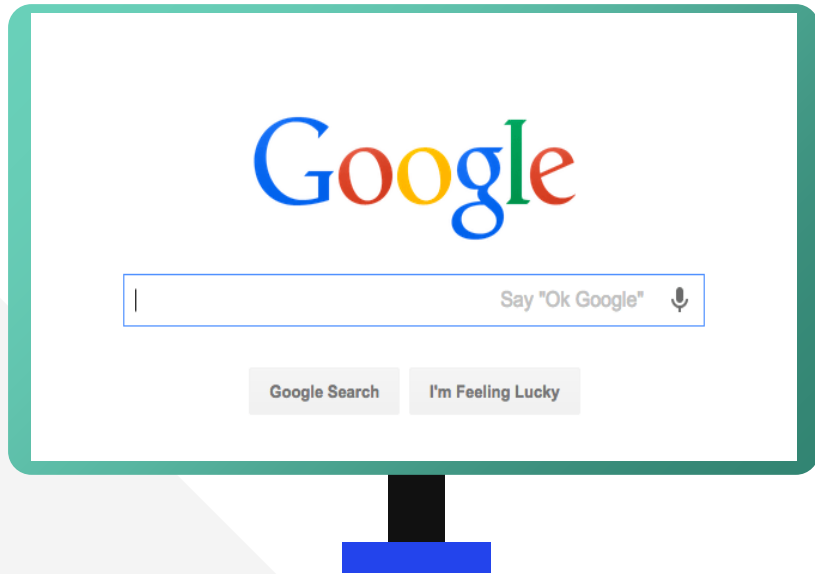
Conclusion

- Around the world, partial or full-time curfews have been instituted since the onset of the epidemic. Individuals have been observed separating themselves or maintaining social distance. Practices such as flexible working, working from home, and working in rotations have been developed to lessen the contagion and spreading effect of the pandemic that disrupted the flow of life.

- In order for employees to perform at their best, distance managers must be able to demonstrate trust and empower them. Good performance also necessitates good communication skills, the capacity to identify requirements and generate a feeling of belonging and proximity, as well as the ability to adapt alternative techniques based on the condition of the employee.

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22

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Thanks

Abdulsalam_1587@limu.edu