Strategic Leadership Ethics And Its Effect In Emergent Strategy An Exploratory Study For Sample Of Health Leaders In Baghdad Governorate

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Abstract

The research aims to determine the ethical effects of the organizational leadership in emergent strategy at unusual circumstances that business organizations are often exposed to, especially in times of crises and continuous environmental fluctuations, as a (COVID19). These ethical features confirm its role in directing the human and material resources of the organizational strategy with speed of formulation, implementation and controlling to overcome the emergent organizational and strategic pitfalls.

A judgment questionnaire was used to obtain the required data from a random sample of (50) people from administrative and technical (medical) leaders working in the Iraqi Ministry of Health (Baghdad Governorate) and received (42) complete answers that were subjected to statistical analysis using the (SPSS) statistical package for social sciences. The research concluded to confirm the leadership ethics effect in managing the emerging strategy and its role in the organizational actions, and the need for distinctive leadership traits that leader believes to fit environmental fluctuations, so that increase community communication between the leaders and subordinates by administrative systems applied for the organization to overcome emergent crises.

Keywords


Introduction

The ethics of strategic leadership determines the nature of the interactive relation between the leaders and subordinates in the daily work environment, and the business organizations
are often exposed to pressures and situations especially in times of crises and continuous fluctuations clearly. These ethical features contribute to directing the human and material resources of the organization towards goals that emphasize the formulation and implementation of a new strategy characterized by a quick and urgent way to overcome the strategic impasse in the life of the organization. This research started from the problem of estimating the effect that the leadership behavior of leader can have and how to overcome crises and how to estimate the strategic emergency and its effectiveness in the specific goals.

A judgment questionnaire was used to obtain the required data from a random sample of (50) people from administrative and technical (medical) leaders working in the Iraqi Ministry of Health (Baghdad Governorate) and received (42) complete answers that were subjected to statistical analysis using the (SPSS) statistical package for social sciences.

This research included intellectual foundations for its variables (ethics of strategic leadership and emergent strategy) and a scientific methodology that defines the directions and dimensions of the research, as well as statistical analysis and its practical applications.

It ends with a statement of conclusions and recommendations that confirm the moral impact of leadership ethics in managing the emergent strategy and its role in achieving goals in abnormal environmental conditions.

**Literature Review**

To enhance intellectual research resources, and to complement previous activities with the variables studied, the following previous studies were selected:

A. According to (Downs, et al, 2003), the most important differences between the strategy based on advance planning and emergent strategy, Emergent Strategy Development by the adoption of the emergent strategy in organizations, for descriptive approach, analyzing a group of leading companies in the United States, the results are Recognizing that uncertainty exists to remain, the emergent strategy has the potential to address the current and future challenges of organizations, particularly in pilot organizations, relying increasingly on the development of the emergent strategy rather than on the traditional form of planning processes, and when implementing the emergent strategy by an organization, it conducts environmental analysis and implements its strategy simultaneously.

B. According to (Yang, 2014), Reveal the impact of ethical leadership on employees and their relationship to job satisfaction, self-well-being, and life satisfaction, Cultural gaps in the work environment that affect employee satisfaction and
self-well-being and how they are caused by leadership behavior other than the ethics of the organization, as a community and sample study for Group of Business Workers – China, recommended results are the positive relationships among ethical leadership, self-well-being, life satisfaction, and complementary relationship.

C. According to (Mirabeau & Maguire: 2014): an establish the emergent strategy as a project through self-strategic behavior, and then become aware later, explains why some self-strategic behavior becomes "ephemeral" and disappears rather than transforms it into an emergent strategy, case study, at a group of employees of large telecommunications, company-Canada, this study develops a model for the formation of an emergent strategy that incorporates outstanding traditions in the process of formulating strategy and leadership behavior by allocating duplicate resources and practice methods in emergencies.

D. According to (Ah-Kion: 2017): explain the relationship between leadership and ethical decision-making, the weakness in ethical decision-making by the leadership of the organization and its impact on the life of the organization, by a descriptive approach and using interviews from a sample of 247 directors was taken from the Mauritius Foundation's managers, then decided the leadership negatively affects subordinates in relation to ethical issues sufficiently because of nepotism and political favoritism, indicating false potential and the influence of cultural factors.

**Benefit from Previous Studies**

**Previous Studies have Strengthened Confidence in the Importance of Current Research By**

1. Showing the relationship and impact of business ethics in general in one or more of the management and strategic concepts, and the possibility of building the basic concepts of the organization on the basis as well as its profound impact on the behavior of all managers and employees.

2. An opportunity to examine the completion of previous research in the ethical role in business organizations and test its relationship and its impact on senior management and strategic management in particular.

3. The orientation to add scientific role in the current research by creating a new combination of relationships and impact of professional and organizational change in the strategy and its active role in the entity of the organization.

**Conceptual Framework**

In order to cover the conceptual framework of the research in its specific main and sub-variables, two subjects (A-Strategic Leadership Ethics & B- Emergent Strategy) have been elaborated and explained as follows.
A- Strategic Leadership Ethics

i. The Concept

Ethics is a form of human consciousness that is based on controlling human behavior and organization in all areas of life, as it gives a clear identification of the reflection of this on daily interactions among individuals, organizations to find common standards that are the feeling the nature of ethical dealings or not, which happens In society, (Al-Anzi & Al-Saadi, 2002) indicated that moral conforms to generally accepted social norms, while immoral behavior is behavior that does not conform to generally accepted social norms, and devices, ethical behavior that is judged to be good, correct, fair, honorable and commendable, and that immoral behavior is the act that is judged to be wrong, reprimanded or failing to fulfill the obligation. (Al-Madhidi, 2005) explained that the leadership's interest in ethical practices leads to giving a positive mental image of the organization, which leads to the strengthening of relationships and attractiveness towards the organization's work and products, and the leader's moral behavior emerges as a result of educational accumulations from many sources and factors, including what is granted to the entity What is gained, as well as the strength and influence of factors combined, and it will not stop at the limits of reminding the subordinates, but rather is directed towards the organization's leaders adopting these ethics and implementing them (Qossini, 2009). Leadership is the processes of intellectual development and the desire to live through the values that make up those ideas, visions and influence in order to celebrate others' behavior and make their difficult decisions regarding individuals and other resources, the leader is that person who reflects the leadership style with ideas, visions, values, influence others, and firm decision making (Hellriegel, et al, 2001). The ethic of leadership allows you to what managers enjoy as a result of the experiences they have had inside and outside the organization, the values they carry and lead them to act ethically in every situation looking to enable others to grow and develop, and to fuel the spirit of optimism and challenge among them (Davies & Ellison, 2005), leadership ethics as a set of behaviors and actions that a leader undertakes towards the individual (Othman, 2008), using the best means and ways in which his acquisition of moral virtues that make him a good and beneficial person has not been useful to his community and country (Ponnu & Tennakoon, 2009) indicates that it is a demonstration of practical, naturally appropriate behavior through individual behaviors, interactive relationships, and employee behavior by communicating with them decisions, and between (Yarmohammadian, 2011) as a form of leadership that enables the leader to walk in the destination Sound towards partnership in ethical values with workers, which he described (Al-Naqqar, 2012) as a process of continuous and strong influence on working people by training them to possess values of justice, love and knowledge in order to achieve noble and logical organized goals. (Al-Otaibi, 2013) described it as it demonstrates leadership behavior that adheres to accepted and accepted standards in personal behavior and the
relationship between others and promotes this behavior to followers (Mcgee-Cooper, 2013) notes that leadership that is inferred from ethical values and considers to provide assistance and assistance to others, to achieve their goals and aspirations, to get to know individuals and to help provide luxury for them. And (Al-Aridah, 2012) that the leading example is the one who does the things in a way that is not intense and soft in which there is no weakness and is able to instill good virtues in the souls of subordinates and create a collective spirit of cooperation among them, and respect others and serve the public interest because it has acquired these morals from its superiors and teach her to subordinates.

ii. The Importance of Strategic Leadership Ethics

The importance of leadership ethics in the organization lies in the extent of its impact in many areas, which imposes on organizations to adhere to and direct them, such as enhancing the organization's credibility with subordinates, achieving profit and helping to improve the decision-making process, creating credibility between the organization and society, and preserving society and the environment with a greater level of laws and regulations. The importance of ethical leadership lies in the following points: (Fulmer, 2004), (Al-Otaibi, 2013):

- Refinement of the highest standards of personal ethics so that the effective leader cannot live a dual ethic, some of which are related to his personal life and others are attributed to work.
- Building a balanced culture that takes into account competency demands and ethical demands, spreading the values of integrity, humility and virtue at work, and helping others, which contributes to creating an ethical environment at work.
- Support stability and satisfaction of all working individuals.
- Increase the confidence of the individual in himself and the organization in which he works, and the society to which he belongs.
- Providing an environment conducive to team spirit and increasing productivity, which benefits society?
- Reducing the occurrence of dangers, because conflicts, disputes and non-compliance with laws are immoral values and the principle is to adhere to the moral values that prevent these dangers from occurring.

iii. Indicators and Principles of Ethical Behavior

The ethical features carried by managers and leaders of the organization are more exciting to its content, nature and interaction of its bearer with others as well as the historical reflection of the human personality or the personality of the organization (Al-Anzi & Al-Saadi, 2002) that there are four basic aspects of these ethics (the cultural fabric, the
morals of the individual, the external audience, and systems), on the other hand it indicates (Al-Fakhouri, 2009) that the reference of morality to (religious source, social environment, and civil service legislation). More specifically, more accurate and translated principles of leadership ethics are represented in the following: ((Freakley & Burgh, 2000).

- Honesty, honesty and sincerity in leadership work.
- Attention to the principles of human relations for individuals working.
- Respecting the existing laws and regulations.
- Working to develop laws by all legitimate means.
- Avoid taking the position to gain a personal interest.
- Maintaining the professional level of it and its employees and striving to develop it.
- Respecting and abiding by all agreements and contracts in the organization.

iv. The Rules of Ethical Behavior of Organizations

The Code of Ethical Behavior (Al-Janabi, 2020) places business organizations in front of the ethical responsibility of decision-making and the behavior of managers and grouped in the following inquiries:

Is the behavior of the organization within the accepted and contemporary standards?

Is there a possibility to inform all beneficiaries of the hidden nature of organizational behavior?

Are there relationships among managers and some beneficiaries to guide behavior?

And, when are using this guidelines? We have the ethical behavior tend to be complicated or intersecting at times due to the different degree of benefit and importance for each of the stakeholders at the same time, a case emerges from the intersection that is far from the organization's ethical behavior in addressing its present and future with mature strategic thought (Jones, 2015).

The most important of these rules that enhance the ethical behavior (Figure 1) are limited to the following:

- Justice: the distribution of benefits and harms in a fair and impartial manner.
- Benefit: Highest benefit, greatest quantity, highest quality, most number... for everyone.
- Realism: proper application and acceptable communication with the community.
- Moral: preserving and protecting fundamental rights and valuable benefits.
The issue of leadership ethics is one of most important topics in response to the ethical crisis in the business world, which has not been sung yet and what it specifically means, as some believe that it is a fragmented topic from one of the general aspects of a good leader by possessing the right values and wonderful human traits that can takes resisting weak and strong temptations, and identified a number of key dimensions of leadership ethics (Akker, et al, 2009), so a dimensions of leadership ethics including (honor, reliability, perfection, the nature of feelings). While (Ponnu & Tennakoon, 2009) analyzed the dimensions of leadership ethics based on his previous studies and summarized the main dimensions as:

- **Creation and integrity**: the term creation refers to the patterns of environment, tendencies and virtue that provide ethics the important basis for correct behavior, since the leader must be human, loyal, virtuous, forgiving, and generous.
- **Altruism**: It is intended to present the interests of others over the self-interest of the person in the most critical circumstances.
- **Collective impulsivity**: the presence of the team spirit that motivates to reach the common goal, using various essential capabilities that may not be apparent or known by others.
- **Encouragement**: It means an exciting presence outside that is consistent with the personal exclusion of others and directing them with what they do not expect to do.
Neither the purposes of this research are based nor two basic dimensions (personality traits and job ethics) because it has a fundamental impact on leadership ethics, as well as covering all the dimensions mentioned above.

**B- Emergent Strategy**

i. **The Concept of the Emergent Strategy**

The features of thinking and studying emergent strategy (Kapmann, et al, 2017) began first during the last decades of the twentieth century, when he explained (Mintzberge & Waters, 1985) the great and proven need to understand the complexity of strategic operations in a rapid and distinct manner, and he emphasized (McKiernan, 1994) The formal planned strategy may not be sufficient in shaping and formulating a more appropriate strategy for change in the volatile competitive environment affecting all business organizations and demonstrating the organization's ability to organizationally adapt. Whereas the definition and formulation of the strategy (Chari, et al, 2014) is in accordance with the goals and objectives of the organization and before that a message and vision confirming the future direction of the organization and its components, and since the strategic management processes are characterized by analysis, formulation and implementation, there is stability sufficient environment and secures the paths of the strategy and its oversight and remains. (Downs, 2003) identifies his model in the emergent strategy by successive steps.

According to the Theory of Complexity and Chaos (Emery & Trist, 1965), organizational actions can have unintended, unexpected, and unpredictable results. Organizations should be able to tame the risks and urgent changes they face, by having the tools to control their decisions, since the inefficiency of traditional mechanisms for controlling changes in organizational performance has a strong impact on its results (Mentezberg & Smchugh, 1985) and to distinguish among strategies. The formal of effective and emergent strategy for the organization (Mintzberge, 1982) determines that the organization's leaders translate all their strategic intentions and goals into the planned strategy and with the greatest degree of accuracy and endeavor to try to implement it, but it often gets surprising that there is no point in implementing the strategy as preliminary in the surrounding environment even if it was The organization has some strength and environmental impact, as the case in the prediction that does not guarantee the expected results. Specifically, the concept of the emergent strategy establishes (Torrington & Hill, 1998), the emergent strategy is a flexible strategy that moves to capitalize and seize strategic opportunities without caution and hesitation from subordination to the role. (McGree, et al, 2005) are responses to unforeseen opportunities and threats and often the formal, planned strategy depends on their structure. (Theeb, 2016) believes that it is an emergent or a new action that may emerge without a prior plan or a deliberate intention, but it grows like this from the reality of the organization.
to face urgent and difficult situation conditions that threaten the course of business and the organization's continuity. Consequently, the emergent strategy is understood and implemented (within the limits of this research) that is an organizational necessity to correct or replace a formal strategy in force with another to achieve the most part of the goals, mission and vision intended.

ii. The Importance of Emergent Strategy

Often organizations of their critical activities are subject to environmental coincidences of their calls them to activate the work with the emergent strategy, that the effective strategy is not only for what it is planned to do but rather what is actually being accomplished, and the actions and decisions that were not planned in advance merged in it, but they came to changing and changing reality, or facing new crises by overall picture that it is the strategic director of the external environment, as a volatile environment that is not commensurate with the linear thinking and intended or planned actions, (Jones & Hill, 2001) distinguishes the important differences between the strategic management process for both the planned strategy and the emergent strategy.

The importance of the emergent strategy derive from it depend on the effectiveness and efficiency of a number of factors that are interlinked with what is hoped to be achieved in a manner that facilitates the process of effective confrontation in the most appropriate period. And it is not unspecified or unknown risks. It should be noted that potential contingency plans to develop anticipate when things go wrong and be created to take advantage of available potential strategic opportunities, after setting priorities for all risks that constitute the greatest opportunity to cause business interruption, and arranging these risks in terms of impact and likelihood of occurrence, Finally, the goal of all these steps is to define what will do to resume work in the event of one of the destructive scenarios and define an emergent strategy and elaborate plan that outlines step by step each risk (Kears, 2015).

Methodology

The initial concepts of research variables and the start of its methodology are framed by the following paragraphs:

A- Research Problem

The research problem can be limited to the existence of clear ethical standards or principles for leadership practices and activities at organization, a weakness of understanding, awareness of the nature of ethics (in general) and leadership ethics in particular, are extent
of importance for improving the effectiveness the organization, that must know defining ethical aspects to influence features of leadership in which strategy required now, and how to formulate an emergent strategy to ward off problems and difficulties, so how it bears the work pressure and transfer organizations to safety and overcome challenges within the limits of job ethical codes of conduct. Accordingly, the research problem forms into the following questions:

1. Are there clear ethical standards for the leadership of the organization?
2. Is there sufficient knowledge and understanding of what leadership ethics are importance in improving the organization's effectiveness?
3. How can leadership ethics effect in the management of an emergent strategy to overcome crises in the organization?
4. How does an emergent strategy affect (positively or negatively) if it is placed within the limits of the organizational ethics code?

B- The Importance of Research

The research confirms its importance through the following items:

1. Directing the attention of leaders and directors to the importance of leadership ethics and its necessity in managing the organization.
2. Confirm leadership ethics and their coexistence with the problems and effective governance of organizations and how to overcome challenges.
3. Assist leaders by making more ethical decisions that reflect the reputation and success of the organization.
4. Opening horizons for conducting similar research and studies in this field in various sectors.
5. Findings and recommendations can contribute to developing training programs for leaders and managers in organizations.

C- Research Objectives

The main objectives of this research are defined in the following:

1. Determine the nature of leadership ethics and the most important principles and diagnosis of the research sample.
2. Exposing the ethical effect of strategic leadership and explaining their impact on the emergent strategy in which the organizations are located.
3. Guidance on how and methodology to formulate and implement a distinctive new strategy in an emergent manner to overcome the challenges.
4. Direct the management attention to the necessity of stating the leadership ethics required for business within its code of ethical behavior.
5. Preparing a scientific model that confirms the effectiveness of the interaction among research variables and trying to benefit in various business sectors.

**D- Research Hypotheses**

The research hypotheses establish for scientific and applied testing of interaction among variables according to the foundations and special appropriate tests within the limits of the fields of research, and based on the above mentioned problem and objectives of the research, the hypotheses of this research are defined by the following:

**The first main hypothesis:** There is a significant relationship between leadership ethics and emergent strategy, and it is subdivided to:

The first sub-hypothesis: There is a significant relationship between personality traits and emergent strategy.

The second sub-hypothesis: There is a significant relationship between job ethics and emergent strategy.

**The second main hypothesis:** There is a significant effect of leadership ethics in the emergent strategy, and it is subdivided to:

The first sub-hypothesis: A significant effect of personality traits in the emergent strategy.

The second sub-hypothesis: There is a significant effect of job ethics in the emergent strategy.

**E- Research Model**

The research model expresses the interaction and effectiveness of the main and sub variables within the limits of the research problem and hypotheses, (Figure 2) and shows the default search model:
**F- Research Approach**

The descriptive analytical approach adopted a scientific approach to the uses and tests through review of preliminary analysis and extrapolation of specific concepts of research from previous studies and their applications in the contemporary business environment collect data and information that formed the basic material and derive expected results from it.

**G- Research Society**

i. **Random**

The idea of the research arose from the great responsibilities that the Iraqi health sector concerned since the beginning of the year (2020 AD), and the active role of this sector in saving the lives of people, especially those infected with Corona Various (covid19), which has afflicted most of the world since the end of 2019. It was incumbent upon the Iraqi Ministry of Health, and even all public and private business organizations, to prepare and formulate an immediately strategic choices (emergent), due to fears of a pandemic and its influence in the totality of life at word, even if no disease was recorded with the requirements and environmental analysis of this strategy, formulation and implementation. The steps of this scientific research have been determined for human and functional role of administrators in this emergent activity with an unprecedented and urgent stopping of most businesses and jobs, the research sample was chosen by means of intentional sample method (50) persons assigned to the rapid care of patients in hospitals, and the quarries to receive and care for them, were returned from the questionnaires distributed to each of them (42). Questionnaire was subjected to study and statistical analysis for the purposes of this research exclusively.

ii. **Research Questionnaire and Analysis**
Research questionnaire was designed after referring to the indicators for each variable, as follows:

- **Strategic Leadership Ethics**: (personality traits and job ethics): refer to the study (Lyse, et al. 2014): (Development and Validity of the Ethical Leadership Questionnaire).

- **Emergent Strategy**: refer to the study (Kopmann, et al: 2017): (The Role of Project Portfolio Management in Fostering both Deliberate and Emergent Strategy).

There are scientifically tested, technical measurement, justice evaluation, and some minor adjustments were made them appropriate to obtain the required data from the study sample, and the questionnaire was presented to a group of professors (College of Administration and Economics, Al-Mustansiriya University) to increase confidence in the honesty test of the content that came in it. The answers were designed according to the quintile (Likert) scale, which adopts the hypothetical mean (3) as a basis for comparison with the calculated arithmetic mean.

The stability test was conducted to verify the effectiveness of the content of the questionnaire, the ability to benefit from its data and the opinion of respondents in it, if it was presented to them later and obtain the same answer. The questionnaire and information provided by respondents. A set of appropriate statistical tools were used to analyze the questionnaire data within the (SPSS V.24) package including (arithmetic mean, standard deviation, correlation coefficient (r), regression coefficient (R²), test (t), (f)).

### The Methods and Applied Analysis

#### A- Description of the Research Sample

The research questionnaire was distributed by (50) questionnaires on an intentional sample that included medical and administrative staff from those charged with the tasks of administrative responsibility for the position of head of department or its equivalent at least at the time of distributing the questionnaires received and valid for statistical analysis were (42) questionnaires, i.e. (84%). Table (1) shows the characteristics of the research sample.

<table>
<thead>
<tr>
<th>Table 1 characteristics of the research sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>--------</td>
</tr>
</tbody>
</table>

http://www.webology.org
It is clear from the classification and analysis of the characteristics of the research sample that the health administration encourages male work in its emergent work, and this may be compatible with the nature and requirements of the characteristics of the field health workload.

The majority of the sample is young people under (40) years, which confirms the administration's keenness to inject the energies of young people into its tasks and focus on high experiences with a small number, and this often achieves training and qualification cases for medical staff, as well as the readiness of this age bracket in the field presence of hospital sites And different therapeutic units, as the educational qualification confirms the presence of the largest percentage of primary certificate holders in the corridors of remedial work in the sites that were subject to research.

B- Description and Analysis of Variables

For this statistical analysis, the study sample data was used for a group of accepted questionnaires (42). A questionnaire for the tools (arithmetic mean, standard deviation, difference coefficient, and relative importance) to indicate the opinions of the sample on the studied variables, which will be based on the estimation of subsequent statistical analyzes.

i. Personal Traits of Strategic Leadership

Table (2) below shows that the research sample is well aware of the ethical content of the personality of the manager or superior, and that the sample views are sufficiently agreed that the manager’s ethical behavior pays to positive performance situations, especially in times of crisis or emergent cases, so the arithmetic mean of this sub variable is reached. (3.90) and a standard deviation appropriate to the nature of the research of (0.89), and this was confirmed by an acceptable dispersion rate of (0.23) and a relative importance for the overall sub-variable, very good (80%). In an analysis of the best response cases, we notice paragraph (3) that indicates that the leaders are in a state of keenness to spread learning and awareness of the job and profession imperatives for all employees, while the sample views in the case of the lowest agreement between those views indicate in the manager's
expectations of errors that can be obtained as a result of the increase in workload accumulations for one reason or another.

Table 2 Describe the leaders personality traits

<table>
<thead>
<tr>
<th>No.</th>
<th>Clarification: The personality traits of the leader are specified below:</th>
<th>Arithmetic medium</th>
<th>Standard deviation</th>
<th>Difference factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Deals full trust with others.</td>
<td>3.85</td>
<td>0.93</td>
<td>0.24</td>
<td>78%</td>
</tr>
<tr>
<td>2</td>
<td>Tries to achieve harmony among the workers.</td>
<td>3.79</td>
<td>0.98</td>
<td>0.26</td>
<td>74%</td>
</tr>
<tr>
<td>3</td>
<td>Spreading awareness among the working group.</td>
<td>4.11</td>
<td>0.94</td>
<td>0.02</td>
<td>80%</td>
</tr>
<tr>
<td>4</td>
<td>Rejects cases of corruption and failure to act.</td>
<td>3.95</td>
<td>0.91</td>
<td>0.23</td>
<td>76%</td>
</tr>
<tr>
<td>5</td>
<td>He takes care and respects the dignity of his employees.</td>
<td>4.08</td>
<td>0.96</td>
<td>0.24</td>
<td>80%</td>
</tr>
<tr>
<td>6</td>
<td>Forgives for unintentional errors.</td>
<td>3.92</td>
<td>1.09</td>
<td>0.28</td>
<td>78%</td>
</tr>
<tr>
<td>7</td>
<td>Defends workers and prevents their injustice.</td>
<td>3.69</td>
<td>0.91</td>
<td>0.23</td>
<td>79%</td>
</tr>
<tr>
<td>8</td>
<td>Tries to achieve safety and well-being for all.</td>
<td>3.95</td>
<td>0.95</td>
<td>0.24</td>
<td>78%</td>
</tr>
<tr>
<td>9</td>
<td>The error is expected as a result of the increased workload.</td>
<td>3.72</td>
<td>0.95</td>
<td>0.26</td>
<td>78%</td>
</tr>
<tr>
<td>10</td>
<td>Respects the specificity work and compare the objectives with performance.</td>
<td>3.96</td>
<td>0.82</td>
<td>0.21</td>
<td>77%</td>
</tr>
</tbody>
</table>

n=42

ii. The Job Ethics of Strategic Leadership

Table (3) below shows that the research sample has a good awareness of the ethical content at position of leaders or supreme president, that the sample views on a sufficient agreement that the managerial ethical behavior of the manager pays to positive performance situations,
especially in times of crises or emergent cases, so the mathematical mean of this sub variable has reached (3.89) and a standard deviation appropriate to the nature of the research of (0.88). This was confirmed by an acceptable dispersion rate of (0.23) and relative importance for the overall sub-variable was good about (77%).

In an analysis of the best response cases, we note paragraph (3) that indicates that the director and the leader are in a state of keenness to use a method of purposeful dialogue to solve and override work problems and direct them to lofty goals related to human life and health care, while the sample views indicate in the lowest agreement between those views in Achieving a state of justice among his employees, and this opinion may be relative in many cases when opinion mixes with the employee's personal benefit.

Table 3 Describe the job ethics

<table>
<thead>
<tr>
<th>No.</th>
<th>Clarification: The job and administrative behavior of the leader:</th>
<th>Arithmetic medium</th>
<th>Standard deviation</th>
<th>Difference factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Check the administrative orders before they are executed.</td>
<td>4.07</td>
<td>0.83</td>
<td>0.20</td>
<td>76%</td>
</tr>
<tr>
<td>2</td>
<td>Maintains administrative relations among employees and the organization.</td>
<td>3.92</td>
<td>0.91</td>
<td>0.22</td>
<td>76%</td>
</tr>
<tr>
<td>3</td>
<td>Using meaningful dialogue to solve business problems.</td>
<td>4.12</td>
<td>0.94</td>
<td>0.23</td>
<td>74%</td>
</tr>
<tr>
<td>4</td>
<td>Keening to carry out justice among his staff.</td>
<td>3.58</td>
<td>0.89</td>
<td>0.25</td>
<td>75%</td>
</tr>
<tr>
<td>5</td>
<td>Performs the duties strictly within legal and administrative framework.</td>
<td>3.76</td>
<td>1.01</td>
<td>0.27</td>
<td>77%</td>
</tr>
<tr>
<td>6</td>
<td>Uses penalties in case of error within the limits of the law and labor rules.</td>
<td>3.75</td>
<td>0.93</td>
<td>0.25</td>
<td>72%</td>
</tr>
<tr>
<td>7</td>
<td>Gives employees the time allotted for the completion of their work.</td>
<td>3.65</td>
<td>1.08</td>
<td>0.29</td>
<td>75%</td>
</tr>
<tr>
<td>8</td>
<td>The required investigation of the work errors is being investigated.</td>
<td>3.67</td>
<td>0.92</td>
<td>0.25</td>
<td>76%</td>
</tr>
</tbody>
</table>
Listens carefully to the workers suggestions about the pros and cons of work.  

<table>
<thead>
<tr>
<th>No.</th>
<th>Clarification: The organization's emergent strategy achieves the following features:</th>
<th>Arithmetic medium</th>
<th>Standard deviation</th>
<th>Difference factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>A sense of functions and scientific value of functional performance.</td>
<td>3.61</td>
<td>0.96</td>
<td>0.27</td>
<td>72%</td>
</tr>
<tr>
<td>10</td>
<td>Emphasizes official speeches and written orders.</td>
<td>3.78</td>
<td>0.86</td>
<td>0.23</td>
<td>73%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>3.89</strong></td>
<td><strong>0.88</strong></td>
<td><strong>0.23</strong></td>
<td><strong>77%</strong></td>
</tr>
</tbody>
</table>

n=42

The analysis above confirmed through the above analysis that the research sample is sufficiently aware of the two sub-variables to distinguish leadership behavior and its commitment with job ethics imposed by laws and business rules.

### iii. Emergent Strategy

Table (4) below shows that the research sample has a good awareness of the administrative and professional content of emergent strategy, health and technical procedures and activities required, especially at the time of crises or emergencies, since the sample views indicate sufficient awareness of the conditions and requirements of work, so the mean of this sub variable is (3.81) with a standard deviation It is appropriate for the nature of the research (0.80) and this was confirmed by an acceptable dispersion ratio of (0.21) and a relative importance for the overall independent sub-variable is very good (81%).

In an analysis of the best response cases, we notice paragraph (1) indicating that the emergent strategy raises a sense of pride and self-esteem among workers in the health sector for the nature of the work provided at the time of need for the beneficiary more valuable than the same service provided in normal circumstances. While the opinions of the sample indicate in the case of the slightest agreement among those views in determining the practical justifications for the role of strategic oversight of the emergent strategy, and it is one of the familiar cases in all business sectors, as workers express unjustified fears from all types of control.

<table>
<thead>
<tr>
<th>No.</th>
<th>Clarification: The organization's emergent strategy achieves the following features:</th>
<th>Arithmetic medium</th>
<th>Standard deviation</th>
<th>Difference factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A sense of functions and scientific value of functional performance.</td>
<td>3.98</td>
<td>0.80</td>
<td>0.20</td>
<td>78%</td>
</tr>
</tbody>
</table>

http://www.webology.org
<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Discover new opportunities for the required processes.</td>
<td>3.95</td>
<td>0.83</td>
<td>0.21</td>
<td>77%</td>
</tr>
<tr>
<td>3</td>
<td>The need for continuous development and gain additional skills.</td>
<td>3.84</td>
<td>0.81</td>
<td>0.21</td>
<td>76%</td>
</tr>
<tr>
<td>4</td>
<td>Analysis of business relations and performance advances.</td>
<td>3.92</td>
<td>0.83</td>
<td>0.21</td>
<td>74%</td>
</tr>
<tr>
<td>5</td>
<td>Indicate needs to coordinate and invest the resources.</td>
<td>3.80</td>
<td>0.86</td>
<td>0.23</td>
<td>76%</td>
</tr>
<tr>
<td>6</td>
<td>Sufficient flexibility and structure to suit the workload.</td>
<td>3.72</td>
<td>0.89</td>
<td>0.24</td>
<td>73%</td>
</tr>
<tr>
<td>7</td>
<td>There are sufficient justifications for the emergent strategy at work.</td>
<td>3.90</td>
<td>0.97</td>
<td>0.25</td>
<td>79%</td>
</tr>
<tr>
<td>8</td>
<td>Availability of accurate information at need time.</td>
<td>3.83</td>
<td>0.92</td>
<td>0.24</td>
<td>78%</td>
</tr>
<tr>
<td>9</td>
<td>Efficient Implementation and effective programs, plans, and budgets.</td>
<td>3.78</td>
<td>0.95</td>
<td>0.25</td>
<td>73%</td>
</tr>
<tr>
<td>10</td>
<td>The existence of control methods to trace the strategic action.</td>
<td>3.59</td>
<td>0.81</td>
<td>0.23</td>
<td>76%</td>
</tr>
</tbody>
</table>

In this research field, it is confirmed that the emergent strategy impacts environmental changes that depart from the traditional job and administrative work contexts or periodically.

**C- Analyzing the Relationship among Variables**

The analysis of the relationship according to the first main hypothesis and the sub-hypotheses among the main and sub-variables of leadership ethics (personal traits and job ethics) as an independent variables with dependent variable (emergent strategy), on the other hand was done based on the analysis of the Spearman coefficient (rank correlation coefficient) of statistic. The results of the analysis, as presented in table (5) showed a
statistically significant relationship between each of the leader's personality traits and his job ethics with the emergent strategy.

Table 5 The Relationship among Search Variables

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Personality Traits</th>
<th>Job Ethics</th>
<th>Leadership Ethics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>t</td>
<td>Sig</td>
</tr>
<tr>
<td>Emergent strategy</td>
<td>0.67</td>
<td>7.32</td>
<td>0.00</td>
</tr>
</tbody>
</table>

It is clear from the study and analysis of the relationship among research variables that the personality traits of the leader or director reflect an ethical behavior that has a greater relationship with the emergent strategy and its management than the ethics imposed by the job and the administrative position that the same manager enjoys, with the statement that both the personality traits and the job ethics discussed are related to the emergent strategy in terms of test significance (t) to demonstrate the morale of the relationship that appeared within the error ratio less than (0.01), which is a high degree of confidence more than (99%) and the ability to indicate reliability and dependence on the strategic side on the characteristics of good morals in the nature of jobs during the occurrence and implementation of a suitable strategy for emergent environmental conditions.

D– Effect Analysis

An analysis of the second main hypothesis and its sub-hypotheses, including the effect of independent sub-variables (personal traits, and job ethics) in the emergent strategy was tested using regression analysis and estimating the value of \( R^2 \), which indicates the percentage of the contribution of the independent variable in the dependent variable, and in terms of the test \( f \) which measures the morale The effect of variables on the proposed model for research, and the results are as presented in Table (6) as follows:

Table 6 Statement Effect of Search Variables

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Emergent strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>( R^2 )</td>
</tr>
<tr>
<td>Personality traits</td>
<td>0.21</td>
</tr>
<tr>
<td>job ethics</td>
<td>0.19</td>
</tr>
<tr>
<td>General Index</td>
<td>0.29</td>
</tr>
</tbody>
</table>

n = 42
The table above shows that the effect of personality traits in the managing of the emergent strategy was (0.21) according to the test of coefficient of determination ($R^2$), which expresses the contribution of the independent variable in the dependent variable, thus the personality traits have this percentage of the contribution to the emergent strategy as well as the influence of the functional ethics variable. In the urgent strategy of (19%) according to the determination of the determination factor, and the degree of the total effect of leadership ethics amounted to (29%) and the percentage remains (71%) due to changes in other factors not included in the research model. These results were significant in terms of the test of (f) and at the limits of an error of no more than (0.01), i.e. with a confidence rate (99%), then, analysis also shows the effectiveness of independent research variables (personality traits and job ethics) in the dependent variable (emergent strategy).

Results

The most important conclusions and recommendations reached are discussed as a follows:

A- Conclusions

1. Needing business organization to an emergent strategy is confirmed in the event of rapid environmental changes, that have an impact on the flow of traditional business, which exceeds the settings of the alternative strategy that the organization sometimes sets.
2. The moral traits of managers (in general) is no less influential in subordinate workers than administrative and functional orders that regulate unit actions in natural or emergent conditions.
3. Environmental changes make it imperative for business organizations to adopt distinct methods, approaches and strategies appropriate to the reality of the events taking place and allow the organization to continue the achievement with minimal losses and sacrifices.
4. Business organizations need more environmental analysis tools, as well as additional expertise and skills to avoid negative impacts on the nature and sustainability of organizational performance.
5. The necessity of thinking about the strategic alternative and the possibility of using it as an efficient and effective alternative at the time of need and at a speed that prevents the occurrence of organizational gaps in the quantitative and qualitative performance breaks.

B- Recommendations
1. Confirm preparedness to formulate and implement a new implemented strategy in the event of environmental changes requiring it.
2. Attention to strengthening leadership ethics and adopting ethical practices is an integral part of assessing manager’s performance.
3. Include training programs for the public organizations and leaders to focus on enhancing the practice of job ethics and profession.
4. Focusing on the effectiveness of an organizational information system that is sensitive to environmental changes that may push the work of the organization into an emergent crisis for one reason or another.
5. Strengthening the capabilities of workers, in particular cases, to prepare for business and environmental emergencies within the limits of their respective job specialization.
6. Deepening awareness among the organization’s manages those are origin of overcoming competition and sustainability lies in the ability to overcome emergent situations.
7. Conducting further studies in leadership ethics, the level of strategic practice and its relationships with other variables.

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