



The Impact of Diplomatic Leadership on Crisis Management in Government Institutions in Bethlehem Governorate

Submitted in January 2026

Accepted in March 2026

Published Online in March 2026

<https://doi.org/10.64190/abj.2026.22>

<https://aradojournal.org/>

Creative Commons Attribution-NonCommercial 4.0 (CC-BY-NC)



Dr. Salah Sabri^(*)

Arwa Nasri Mousa

Faculty of Administrative & Economic Sciences

Al-Quds Open University - Palestine

Abstract

Purpose: This study aimed to examine the impact of diplomatic leadership-across its dimensions of culture development, cooperation, communication and clarity, and shared purpose-on crisis management, encompassing crisis detection, crisis preparedness, crisis containment, recovery and restoration of balance, and learning from crises, in government institutions in Bethlehem Governorate, Palestine.

Design/Methodology/Approach: The study adopted a correlational descriptive approach, employing a questionnaire as the primary data collection instrument. The study population comprised all 4,730 administrative employees at the lower and middle managerial levels in Palestinian government institutions in Bethlehem Governorate, from which 355 valid responses were retrieved for analysis. Data were analyzed using descriptive statistics (means and standard deviations) and simple linear regression analysis.

Findings: The results indicated a high level of diplomatic leadership practice, with a mean of 3.528 and a relative weight of 70.6%, while the level of crisis management was moderate, with a mean of 3.278 and a relative weight of 65.6%. Regression analysis revealed a statistically significant impact ($\alpha \leq 0.05$) of diplomatic leadership on all dimensions of crisis management, with adjusted coefficients of determination ranging from 0.513 for crisis containment to 0.736 for crisis detection, confirming the strong explanatory power of the model.

Originality/Value: This study is among the first to investigate diplomatic leadership in the context of crisis management within the Palestinian public sector-an envi-

* **Corresponding Author:** Salah Sabri, Associate Professor of Public Administration, Dean of Graduate Studies and Scientific Research, Department of Public Administration, Al-Quds Open University, Ramallah, Palestine, ssabri@qou.edu, <https://orcid.org/0000-0002-6001-3001>.

Citation: Sabri, Salah & Mousa, Arwa Nasri. (2026). The Impact of Diplomatic Leadership on Crisis Management in Government Institutions in Bethlehem Governorate. *ARADO Business Journal*, 3(1), 19 - 40. <https://doi.org/10.64190/abj.2026.22>.

ronment characterized by political and economic instability-thereby offering contextual specificity that enriches the underexplored Arabic-language literature in this field.

Practical Implications: The findings suggest that decision-makers in Palestinian government institutions should adopt leadership development programs focused on enhancing diplomatic leadership dimensions, establishing early warning systems for crises, and fostering an institutional culture of learning from past crises.

Keywords: Diplomatic Leadership, Crisis Management, Public Sector, Palestinian Government Institutions, Bethlehem Governorate.

Introduction

Leadership is considered one of the fundamental pillars upon which the effectiveness of work in organizations rests, particularly during times of crisis that require wise intervention. Especially in light of the rapid transformations the world is witnessing, the need has emerged for leadership styles characterized by flexibility and the ability to contain complex challenges, such as diplomatic leadership.

Diplomatic leadership requires demonstrating a direction that enhances individuals' ability to work in a spirit of cooperation and harmony to achieve shared objectives, such as promoting peace or mutual understanding among nations. The effectiveness of diplomatic leadership depends largely on the ability of individuals to perform their roles efficiently and successfully in achieving desired goals (Govand, 2021). Diplomatic leadership refers to the ability to employ diplomatic principles in managing individuals and organizations in a manner that achieves balance among different interests and promotes cooperation in complex environments. It can be regarded as a multidimensional approach encompassing science, art, law, history, and professionalism (Abu Amer, 2020).

Dawooda (2023) identified the dimensions of diplomatic leadership as: culture development, openness, cooperation, communication and clarity, and shared purpose. Certain studies have identified additional equally relevant attributes associated with diplomatic leadership, namely: centering, candor, consistency, and curiosity (Prestia, 2017).

Diplomatic leadership is also associated with a high level of commitment, which includes setting personal interests aside and assuming responsibility. Contrary to the traditional perception, diplomats can demonstrate significant leadership capabilities by prioritizing higher objectives and learning lessons from their mistakes (Feldman, 2022).

The role of leadership in crisis management is considered central to mitigating and containing the impact of crises. The crisis management process has been divided into two phases: the first is the immediate reactive response, in which the crisis is confronted and addressed urgently; the second is the phase of treatment and reputation rebuilding, which focuses on restoring trust and improving the image after the crisis (Saleem, 2023; Hallaq, 2020). It is also evident that the level of responsibility varies depending on the type of crisis; in cases of crises resulting from natural disasters or unintentional incidents, responsibility is limited, whereas it increases in cases of human error or poor

performance. In all phases of a crisis, it is important that relevant parties and stakeholders participate in the decision-making process (Al-Shamsi, 2021).

As for the term “crisis management,” it first appeared in international political relations during the Cuban Missile Crisis of 1962, which erupted between the United States and the Soviet Union. The crisis began when the Soviet Union deployed ballistic missiles carrying nuclear warheads in Cuba, in response to Cuban President Fidel Castro’s request to protect his country from a potential American invasion. The United States considered this move a direct threat to its national security, which prompted it to decide to invade Cuba. However, diplomatic intervention between the two parties led to a peaceful resolution of the crisis. After the crisis ended, the U.S. Secretary of Defense at the time declared: “A new era has begun, one that shall be called the era of crisis management” (Mustafa, 2024).

Palestinian government institutions, like other institutions in countries experiencing complex political and economic challenges, face multiple crises that require effective leadership strategies to address them. Given the role that diplomatic leadership plays in determining how these crises are managed and how interaction with various parties—whether international or local—takes place, despite the difficult conditions imposed by the Israeli occupation and internal division, Palestinian leaders need to use their diplomatic skills to guide government institutions toward making well-considered strategic decisions that enhance stability and alleviate the severity of crises. From this standpoint, this study seeks to examine the impact of diplomatic leadership on crisis management in government institutions in Palestine.

Conceptual Framework and Literature Review

The study addresses various concepts, some of which are newly introduced in the administrative sciences. Therefore, the study examined the most important of these concepts as follows:

Diplomacy: A term originally derived from the Latin word “DIPLOMA,” meaning “the official document,” which is in turn derived from the Greek language, meaning “the folded document” that grants its holders special privileges by authorization of the authority. The Romans used folded and sealed documents for this purpose. Over time, the concept of “diploma” expanded to include official documents, papers, and treaties, which necessitated the appointment of officials to manage these documents and oversee correspondence. Thus, the term “diplomacy” remained associated with this meaning and transitioned from Greek to Latin, then to European languages, and finally to the Arabic language (Al-Saba’neh, 2022).

The study defines it operationally as: The ability to use communication and negotiation skills, along with peaceful and persuasive methods, by leaders in Palestinian government institutions during crises, with the aim of enhancing cooperation among relevant parties, whether internal or external, through strategies directed at conflict res-

olution, reducing tensions, and formulating consensual solutions that ensure the continuity of government institution operations and mitigate the repercussions of the crisis.

Diplomatic Leadership: The employment of the art and science of diplomacy within the leadership context inside business organizations, with the aim of mobilizing energies and efforts to execute required tasks and achieve satisfactory settlements during crises based on mutual understanding and satisfaction. This includes the use of “the possible” through a set of means and rules, while avoiding autocracy and seeking innovative solutions that combine concern for individuals with reaching satisfactory settlements for all parties involved in the conflict (Dawooda, 2023).

The study defines it operationally as: A set of methods and skills used by leaders in Palestinian government institutions to manage crises effectively, through building cooperative relationships with internal and external parties, communication, shared purpose, and organizing negotiation efforts among the various relevant entities.

Crisis Management: It is a set of procedures undertaken from the onset of a crisis, through the provision of sufficient information, evaluation of this information, followed by linking successive situations and events in an attempt at precise scientific prediction to arrive at the most suitable available alternatives through decision-making and formulating the final scenario for action. In other words, it is a process of employing all state resources to influence the course of the crisis. Crisis management, after a crisis has occurred, is also defined as a series of procedures and decisions aimed at controlling the crisis and preventing its escalation so that it does not spiral out of control, which could lead to the outbreak of war (Awn, 2024).

The study defines it operationally as: A set of procedures and measures taken by Palestinian government institutions to confront emergency situations that threaten the continuity of their operations and objectives, through analyzing the current situation, exploring possible crises, developing rapid and effective response plans, and coordinating efforts among various relevant parties (internal and external), with the aim of reducing the impact of the crisis on human and material resources, enhancing the capacity for recovery and restoration of balance, and adapting to the challenges arising from the crisis and learning from it.

Previous Studies that addressed leadership and crises:

Al-Sharif’s Study (2024): This study aimed to identify the role of effective strategic leadership in learning from past crises and preventing future crises among administrative leaders in Saudi telecommunications companies. The study adopted the descriptive analytical approach and used a questionnaire as its primary tool. The study population consisted of administrative leaders in Saudi telecommunications companies, from which a sample of 211 individuals sharing the characteristics of the population was drawn. The research reached several findings, the most important of which were: acceptance of the first main hypothesis, which states that there is a positive, statistically significant relationship between the role of strategic leadership and learning from past crises among

administrative leaders in Saudi telecommunications companies. The research also accepted the second main hypothesis, which states that there is a positive, statistically significant relationship between the role of strategic leadership and the prevention of future crises among administrative leaders in Saudi telecommunications companies.

Chiwisa's Study (2024): This study aimed to collect and analyze arguments and counterarguments related to the role of leadership in crisis management, with a focus on enhancing current knowledge in this field by examining and evaluating recent studies on the role of leadership in crisis management within organizational environments. The literature was analyzed to clarify the nature of crises and the leadership styles used in managing them, with the objective of developing a theoretical framework that could guide companies in their activities for effectively dealing with crises. The study relied on the descriptive analytical approach, where a literature review of the role played by leadership in crisis management was conducted. The study reached several findings, the most important of which were: that there is no single leadership style that can be considered universally effective. The choice of leadership style depends on several factors, including the competence and circumstances of followers, in addition to other variables. Consequently, leaders need to adapt their styles to suit individual circumstances influenced by internal and external forces. The study also concluded that academic theories such as leadership, transactional leadership, and charismatic leadership point to the importance of leadership in crisis management, especially with the increasing frequency and severity of crises faced by organizations today, such as natural disasters, economic recessions, global pandemics, and cybersecurity threats.

Gupta and Pandey's Study (2024): This study aimed to identify the role of effective leadership in crisis management. It adopted the descriptive analytical approach through content analysis as a tool. The study was conducted at Himgiri Zee University in India; however, it is a review study and therefore does not include a traditional field research population. The study reached several findings, the most important of which were: effective leadership is considered a crucial element in multiple areas, including crisis management. Competent leadership positively influences the improvement of service quality, the achievement of targeted outcomes, and effective crisis management. Studies have also shown the positive impact of effective leadership on risk reduction and the importance of leadership style in improving organizational performance, where transactional leadership showed a strong positive impact, while transformational leadership had a limited positive impact.

Willimek's Study (2024): This study aimed to identify leadership and to define and analyze diplomatic leadership in times of crisis. The study adopted the descriptive and comparative approach for the cases of the former and current Ukrainian ambassadors to Germany, Andrij Melnyk and Oleksii Makeiev. The first step involved placing both approaches in the context of existing theories on leadership and diplomatic agency. This was followed by an analytical methodology consisting of three steps: first, developing criteria that allow for the identification of diplomatic leadership; second,

applying these criteria to the cases of Melnyk and Makeiev in the context of the current Russian war on Ukraine; and third, using their personal profiles to interpret the differences in their diplomatic styles and thus the emergence of leadership. The study reached several findings, the most important of which were: that under conditions of routine disruption and increased public visibility, political figures as well as diplomats working abroad can exercise a form of leadership.

Dawooda’s Study (2023): This is one of the Arabic studies that addressed diplomatic leadership. It aimed to identify the levels of the dimensions of diplomatic leadership and to analyze their impact on job embeddedness among individuals working in public hospitals in Duhok Governorate. The research derives its importance from its examination of one of the most significant concepts in the field of organizational behavior, in addition to diagnosing the levels of indicators that reflect the diplomatic style among administrative leaders in public hospitals in Duhok Governorate and the levels of job embeddedness among individuals. A hypothetical model was formulated to test the role of diplomatic leadership in job embeddedness, which can enhance the individual’s stability in the organization and ensure their engagement in activities at high levels of performance, especially in healthcare institutions. The research adopted the descriptive analytical approach as its research methodology, and the questionnaire was the primary tool for collecting field data. The research sample included 110 individuals working in public hospitals who were selected randomly. Statistical testing of the correlation and impact hypotheses was conducted using SPSS V.24 to analyze the correlation relationships between the study variables and the impact of diplomatic leadership on job embeddedness among individuals working in public hospitals in Duhok Governorate. The research found that there were moderate levels of diplomatic leadership indicators among administrative leaders and moderate levels of job embeddedness among individuals in public hospitals in Duhok Governorate. The dimensions of diplomatic leadership-cooperation, shared purpose, and culture development-had an impact on job embeddedness, while the two dimensions of openness and communication and clarity did not show a significant impact on job embeddedness.

Researcher / Year	Study Objective	Methodology	Study Tool	Sample / Study Field
Al-Sharif (2024)	Identifying the role of strategic leadership in learning from past crises and preventing future crises	Descriptive analytical	Questionnaire	211 administrative leaders in Saudi telecommunications companies
Chiwisa (2024)	Analyzing the role of leadership in crisis management and building a theoretical framework to guide organizations	Descriptive analytical	Analysis of previous studies (literature review)	Recent studies in various organizational environments
Gupta & Pandey (2024)	Highlighting the role of effective leadership in crisis management and improving organizational performance	Descriptive analytical	Content analysis (review)	Literature review (Himgiri Zee University - India)

Researcher / Year	Study Objective	Methodology	Study Tool	Sample / Study Field
Willimek (2024)	Analyzing the concept of diplomatic leadership in times of crisis	Descriptive comparative (case study)	Comparative and criterion-based analysis	Cases of the two Ukrainian ambassadors to Germany
Dawooda (2023)	Measuring the impact of diplomatic leadership on job embeddedness	Descriptive analytical	Questionnaire	110 workers in public hospitals in Duhok

Accordingly, this study differs from previous studies in terms of its application context, as it was conducted in the Palestinian society-specifically Bethlehem-in a turbulent environment facing both internal and external challenges. It employed a correlational descriptive approach focusing on testing the correlation between diplomatic leadership and crisis management. Al-Sharif's study (2024) and Dawooda's study (2023) focused on diplomatic leadership as an influential variable in job embeddedness or organizational behavior, without testing its role in crisis phases (crisis detection, crisis preparedness, crisis containment, learning from the crisis). As for Willimek's study (2024), it used the comparative approach between individual leadership behaviors rather than collective perception of this pattern, which is what the present study attempts to undertake.

Problem Statement and Research Questions

Contemporary organizations face a fundamental problem represented by the absence of a single leadership style that can be considered effective in all organizational circumstances and potential crises, as the level of leadership effectiveness is determined according to a range of contextual factors, foremost among which are the nature of the crisis, its degree of complexity, and the competence and readiness of followers to assume responsibility (Chiwisa, 2024). Despite the research consensus on the pivotal role of administrative leadership in directing organizational behavior and achieving institutional stability, studies point to a clear variance in the outcomes of applying different leadership styles, particularly in crisis contexts (Gupta & Pandey, 2024).

While the democratic leadership style contributes to activating communication channels in all directions and enhances group cohesion and high morale, its effectiveness may decline in crises that require decisiveness and speed in decision-making. Conversely, the laissez-faire (anarchic) leadership style tends to raise employees' morale at the expense of productivity, in addition to its limitations in developing their skills and expertise, making it unsuitable for managing complex crises (Saleem, 2023). The consultative (shura-based) leadership style is distinguished by its ability to read risks and opportunities associated with crises, and it encourages initiative, teamwork, and creative thinking in finding alternatives, thereby enhancing the efficiency of crisis management (Al-Rishi, 2020).

In contrast, lax or extreme leadership practices reveal serious negative effects, as the absence of responsibility, delayed decision-making, or disregard for vital data leads to the escalation of crises and increased material, human, and moral losses. Furthermore, exaggerating the magnitude of a crisis and viewing it as an existential threat to the organization drives some leaders to monopolize decision-making and act under pressure, which raises the probability of managerial failure and multiplies future risks (Boudoucha, 2017). These variations confirm that leadership represents a decisive factor in building a motivating organizational climate that enhances loyalty and belonging, or conversely, in producing a repellent organizational environment that generates crises.

Accordingly, a research dilemma emerges regarding which leadership style most effectively influences crisis management, especially given the limited number of studies that have addressed contemporary leadership styles that have not received adequate attention. Foremost among these styles is the diplomatic leadership style, which is distinguished by continuous communication skills, the ability to empathize and understand individuals' needs, and building relationships based on trust and containment, thereby contributing to enhancing employee engagement and retention within the organization. It is likely to play an effective role in improving the efficiency of crisis management (Dawooda, 2023). Hence arises the pressing need to study the relationship between diplomatic leadership and crisis management, and to reveal the extent of its ability to mitigate the effects of crises and achieve organizational stability. At the Palestinian level, Palestinian government institutions face significant challenges resulting from the intersection of political, economic, and social crises, in addition to the unstable environment that casts its shadow over their daily operations. Dealing with these crises requires highly competent leadership capable of adopting innovative and effective approaches to managing them and alleviating their negative impacts. This makes the diplomatic leadership style one of the patterns worthy of study in the Palestinian context and a style that may be compatible with the nature of the challenges facing Palestinian reality, given the leadership behaviors inherent in this style that may be influential and effective in a turbulent environment facing various internal and external challenges. Based on the foregoing, the study problem is represented by the following main question:

What is the impact of diplomatic leadership on crisis management in government institutions in Bethlehem Governorate?

The following sub-questions branch from the main question:

- 1- What is the level of practice of diplomatic leadership in its dimensions (culture development, cooperation, communication and clarity, shared purpose) in government institutions in Bethlehem Governorate?
- 2- What is the level of crisis management in its dimensions (crisis detection, crisis preparedness, crisis containment, recovery and restoration of balance, learning from the crisis) in government institutions in Bethlehem Governorate?
- 3- Is there a relationship between diplomatic leadership and crisis management in government institutions in Bethlehem Governorate?

Significance of the Study

Theoretical Significance: The study acquires importance through the topic it addresses, namely diplomatic leadership, particularly given the scarcity of Arabic studies that have examined it within the scope of the researchers' knowledge. This constitutes a scientific contribution and an attempt to fill the scientific gaps related to the topic of diplomatic leadership and its role in crisis management, especially in Palestine.

Practical Significance: The study may contribute to providing insights into how diplomatic leadership can be used to confront crises in government institutions. Through analyzing effective diplomatic leadership methods, institutions can improve their strategies in dealing with crises, which may help reduce the effects of crises on operational continuity and develop effective policies for confronting future crises. The study may also offer recommendations to decision-makers that could contribute to improving crisis management and enhancing the diplomatic leadership style in the organizations under study.

Study Objectives

The study objectives are as follows:

1. To identify the level of practice of diplomatic leadership in its dimensions (culture development, cooperation, communication and clarity, shared purpose) in government institutions in Bethlehem Governorate.
2. To identify the level of crisis management in its dimensions (crisis detection, crisis preparedness, crisis containment, learning from the crisis) in government institutions in Bethlehem Governorate.
3. To reveal the existence of a relationship between diplomatic leadership and crisis management in government institutions in Bethlehem Governorate.
4. To determine the impact of diplomatic leadership on crisis management in government institutions in Bethlehem Governorate.

Study Hypotheses

The study hypotheses are as follows:

First Main Hypothesis: It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership in its dimensions (culture development, cooperation, communication and clarity, shared purpose) on crisis management in its dimensions (crisis detection, crisis preparedness, crisis containment, recovery and restoration of balance, learning from the crisis) in government institutions in Bethlehem Governorate.

The following sub-hypotheses branch from it:

- **Sub-hypothesis 1:** It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on crisis detection in government institutions in Bethlehem Governorate.

- **Sub-hypothesis 2:** It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on crisis preparedness in government institutions in Bethlehem Governorate.
- **Sub-hypothesis 3:** It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on crisis containment in government institutions in Bethlehem Governorate.
- **Sub-hypothesis 4:** It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on learning from the crisis in government institutions in Bethlehem Governorate.

Second Main Hypothesis: It is expected that there is no statistically significant relationship at the significance level ($\alpha \leq 0.05$) between diplomatic leadership and crisis management.

Study Design

Study Methodology

Given the nature of the study and the objectives it seeks to achieve, the study employed the correlational descriptive approach.

Study Population and Sample

The study population consisted of all administrative employees at the lower and middle managerial levels in Palestinian government institutions in Bethlehem Governorate, totaling 4,730 male and female employees according to the General Personnel Council, 2025. The researcher used the available random sampling method, and the sample size was calculated according to the Steven Thompson formula:

$$n = \frac{N \times p(1 - p)}{[N - 1 \times (d^2 \div z^2)] + p(1 - p)}$$

The optimal sample size was 355. A total of 425 questionnaires were distributed electronically to employees at those levels, of which 355 questionnaires were retrieved, yielding a response rate of 83%, which achieves the optimal sample size.

Characteristics of the Study Sample

Frequencies and percentages were calculated for the study sample members according to the following variables: gender, job title, and years of experience.

Table (1): Distribution of Sample Members by Gender

Variable	Category	Frequency	Percentage
Gender	Male	159	44.8%
	Female	196	55.2%
	Total	355	100%

It is evident from Table (1) that 44.8% of the sample members were male, while 55.2% were female.

Table (2): Distribution of Sample Members by Job Title

Variable	Category	Frequency	Percentage
Job Title	Employee	98	27.6%
	Division Head	55	15.5%
	Department Head	119	33.5%
	Director and Above	83	23.4%
	Total	355	100%

It is evident from Table (2) that 27.6% of the sample members held the job title of "Employee," 15.5% held the title of "Division Head," 33.5% held the title of "Department Head," and 23.4% held the title of "Director and Above."

Table (3): Distribution of Sample Members by Years of Experience

Variable	Category	Frequency	Percentage
Years of Experience	Less than 5 years	65	18.3%
	5 - Less than 10 years	78	22%
	10 - Less than 15 years	67	18.9%
	15 years and above	145	40.8%
	Total	355	100%

It is evident from Table (3) that 18.3% of the sample members had experience of less than 5 years, 22% had experience ranging from 5 to less than 10 years, 18.9% had experience ranging from 10 to less than 15 years, and 40.8% had experience of 15 years and above.

Study Instrument: The Questionnaire

The questionnaire was distributed manually according to the random sample selected using the Random Between function.

Validity and Reliability of the Instrument

Questionnaire Validity

A pilot sample of 30 questionnaires was distributed to test internal consistency, construct validity, and questionnaire reliability. The study verified the validity of the questionnaire through two methods:

1- Face Validity (Expert Judgment):

The questionnaire was presented to a panel of 10 experts specializing in administration. The study responded to the experts' opinions and made the necessary deletions and modifications in light of the suggestions provided. Accordingly, the questionnaire list was finalized in its final form.

2- Scale Validity - Internal Consistency:

The study calculated the internal consistency of the questionnaire by computing the correlation coefficients between each item of the questionnaire domains and the

total score of the respective domain; this was performed on the pilot sample of 30 respondents. The following presents the internal consistency results for the study instrument.

3- Internal Consistency Validity for Diplomatic Leadership:

Table (4): Internal Consistency Validity for the Items of “Diplomatic Leadership”

No.	Item	Pearson Correlation Coefficient	Sig. Value
1	Dimension 1: Culture Development	.792**	0.000
2	Dimension 2: Cooperation	.858**	0.003
3	Dimension 3: Communication and Clarity	.933**	0.000
4	Dimension 4: Shared Purpose	.925**	0.000

** Statistically significant at the 0.01 level for Pearson’s correlation coefficient

* Statistically significant at the 0.05 level for Pearson’s correlation coefficient

It is evident from Table (4) that the statistical significance values for the independent variable (diplomatic leadership) were all less than 0.05 and were all statistically significant. Thus, the items are considered valid for what they were designed to measure, and accordingly the items fulfill the purposes of the study.

4- Internal Consistency Validity for Crisis Management:

Table (5): Internal Consistency Validity for the Items and Dimensions of Crisis Management

No.	Item	Pearson Correlation Coefficient	Sig. Value
1	Dimension 1: Crisis Detection	.935**	0.000
2	Dimension 2: Crisis Preparedness	.884**	0.000
3	Dimension 3: Crisis Containment	.859**	0.000
4	Dimension 4: Recovery and Restoration of Balance	.905**	0.000
5	Dimension 5: Learning from the Crisis	.904**	0.000

** Statistically significant at the 0.01 level for Pearson’s correlation coefficient

* Statistically significant at the 0.05 level for Pearson’s correlation coefficient

It is evident from Table (5) that the statistical significance values for the dependent variable (crisis management) were all less than 0.05 and were all statistically significant. Thus, the items are considered valid for what they were designed to measure, and accordingly the items fulfill the purposes of the study.

Reliability of the Study Instrument

Reliability of the study instrument means ensuring that the responses would be consistent, meaning that the instrument would yield the same results if redistributed under the same conditions and circumstances.

The study verified the reliability of the study instrument using Cronbach’s Alpha coefficient, and the results were as shown in Table (6).

It is evident from Table (6) that the reliability coefficient values for the questionnaire dimensions were high, with the overall reliability coefficient reaching 0.989.

These reliability coefficient values indicate that the questionnaire is suitable for application and that its results can be relied upon and trusted.

Table (6): Reliability Coefficients Using Cronbach's Alpha Method

Dimensions	Number of Items	Cronbach's Alpha
Independent Variable: Diplomatic Leadership	30	0.982
Dimension 1: Culture Development	7	0.938
Dimension 2: Cooperation	7	0.958
Dimension 3: Communication and Clarity	7	0.950
Dimension 4: Shared Purpose	9	0.968
Dependent Variable: Crisis Management	29	0.982
Dimension 1: Crisis Detection	6	0.899
Dimension 2: Crisis Preparedness	6	0.945
Dimension 3: Crisis Containment	5	0.942
Dimension 4: Recovery and Restoration of Balance	6	0.936
Dimension 5: Learning from the Crisis	6	0.954
Overall Questionnaire Score	59	0.989

Results and Discussion

Results Related to the First Question: What is the level of practice of diplomatic leadership in its dimensions (culture development, cooperation, communication and clarity, shared purpose) in government institutions in Bethlehem Governorate?

To answer this question, the study calculated the means, standard deviations, percentages, and levels of agreement.

Table (7): Means, Standard Deviations, and Percentages for the Dimensions of Diplomatic Leadership in Government Institutions in Bethlehem Governorate

No.	Dimensions	Mean	Standard Deviation	Percentage	Level of Agreement
	Overall score for the independent variable: Diplomatic Leadership	3.528	.767	70.6%	High
	Overall score for Culture Development	3.549	.803	71.0%	High
	Overall score for Cooperation	3.619	.860	72.4%	High
	Overall score for Communication and Clarity	3.452	.834	69.0%	High
	Overall score for Shared Purpose	3.493	.822	69.9%	High

It is evident from Table (7) that the respondents' responses related to the state of diplomatic leadership in government institutions in Bethlehem Governorate were at a high level across most dimensions, with percentages ranging from 68% to 84%. The overall mean was approximately 3.528 with a percentage of 69.9%. The study found that the highest mean was for the second dimension, "Cooperation," with a value of 3.619 and a percentage of 72.4%, indicating a high level of agreement among respondents on this dimension. This was followed by the first dimension (Culture Development), with

a value of 3.549 and a percentage of 71.0%, also indicating a high level of agreement. Next was the fourth dimension (Shared Purpose) with a value of 3.493 and a percentage of 69.9%, also at a high level of agreement. Finally, the third dimension (Communication and Clarity) had a value of 3.452 and a percentage of 69.0%, also indicating a high level of agreement. Overall, the total mean for the state of diplomatic leadership in government institutions in Bethlehem Governorate was 3.528 with a percentage of 70.6%, meaning that there was a high level of agreement among respondents on each dimension of diplomatic leadership in government institutions in Bethlehem Governorate.

Based on the above, the study interprets these results as indicating the existence of an advanced awareness among government leaders in Bethlehem Governorate regarding the importance of applying diplomatic leadership concepts in the work environment, as the results suggest an actual trend toward enhancing cooperation among employees. This finding differed from Dawooda's study (2023), which concluded that there were moderate levels of diplomatic leadership indicators among administrative leaders in public hospitals in Duhok Governorate.

Answer to the Second Question: What is the level of crisis management in its dimensions (crisis detection, crisis preparedness, crisis containment, recovery and restoration of balance, learning from the crisis) in government institutions in Bethlehem Governorate?

To answer this question, the study calculated the means, standard deviations, percentages, and levels of agreement.

Table (8): Means, Standard Deviations, and Percentages for the Dimensions of Crisis Management in Government Institutions in Bethlehem Governorate

No.	Item	Mean	Standard Deviation	Percentage	Level of Agreement
	Overall score for the dependent variable: Crisis Management	3.278	.803	65.6%	Moderate
	Overall score for Crisis Detection	3.370	.807	67.4%	Moderate
	Overall score for Crisis Preparedness	3.287	.873	65.7%	Moderate
	Overall score for Crisis Containment	3.214	.917	64.3%	Moderate
	Overall score for Recovery and Restoration of Balance	3.309	.816	66.2%	Moderate
	Overall score for Learning from the Crisis	3.210	.866	64.2%	Moderate

It is evident from Table (8) that the respondents' responses related to the level of crisis management in government institutions in Bethlehem Governorate were at a moderate level across all dimensions, with percentages ranging from 62% to 68%. The overall mean was approximately 3.278 with a percentage of 65.6%. The study found that the highest mean was for the dimension "Crisis Detection," with a value of 3.370 and a percentage of 67.4%, indicating a moderate level of agreement among respon-

dents on this dimension. This was followed by “Recovery and Restoration of Balance” with a value of 3.309 and a percentage of 66.2%, also indicating a moderate level of agreement. Next was “Crisis Preparedness” with a value of 3.287 and a percentage of 65.7%, also at a moderate level of agreement. This was followed by “Crisis Containment” with a value of 3.214 and a percentage of 64.3%, at a moderate level. Finally, “Learning from the Crisis” had a value of 3.210 and a percentage of 64.2%, indicating a moderate level of agreement. Overall, the total mean for the level of crisis management in government institutions in Bethlehem Governorate was 3.278 with a percentage of 65.6%, meaning that there was a moderate level of agreement among respondents on each dimension of crisis management in government institutions in Bethlehem Governorate.

To Answer the Third Question (What is the impact of diplomatic leadership on crisis management in government institutions in Bethlehem Governorate?), the study formulated the main and sub-hypotheses for analysis as follows:

Hypothesis Testing

First Main Hypothesis:

It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership in its dimensions (culture development, cooperation, communication and clarity, shared purpose) on crisis management in its dimensions (crisis detection, crisis preparedness, crisis containment, recovery and restoration of balance, learning from the crisis) in government institutions in Bethlehem Governorate.

The following sub-hypotheses branch from it:

Sub-hypothesis 1: It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on crisis detection in government institutions in Bethlehem Governorate.

To test this hypothesis, simple linear regression analysis was used, and the results were as follows:

Table (9): Simple Linear Regression Analysis for the Impact of Diplomatic Leadership on Crisis Detection

Independent Variables	Regression Coefficient	T-test Value	Sig. Value
Constant	0.186	1.796	0.073
Diplomatic Leadership	0.904	31.451	0.000

Correlation coefficient = 0.858, Coefficient of determination = 0.737, Adjusted coefficient of determination = 0.736

It is evident from Table (9) that:

The coefficient of determination was 0.737, and the adjusted coefficient of determination was 0.736, meaning that 73.6% of crisis detection is attributable to diplomatic leadership in government institutions in Bethlehem Governorate, while the remaining 26.4% is attributable to other factors.

The impact equation is: $\text{Crisis Detection} = 0.186 + 0.904 \times (\text{Diplomatic Leadership in government institutions in Bethlehem Governorate})$. This equation means that the independent variable explains the changes occurring in the dependent variable by a certain proportion.

The regression coefficient for diplomatic leadership was 0.904, and its p-value was 0.001, which is less than the significance level of 0.05. Accordingly, there is an impact of diplomatic leadership in government institutions in Bethlehem Governorate on crisis detection. This means that when diplomatic leadership in government institutions in Bethlehem Governorate increases by one unit, crisis detection will increase by 0.904. The impact equation illustrates that diplomatic leadership has been a strongly influential factor in the ability of government institutions in Bethlehem Governorate to detect crises. The equation indicates that the level of crisis detection does not occur randomly but is clearly influenced by the level of diplomatic leadership practiced within these institutions.

The high regression coefficient (0.904) reflects the strength of the relationship between the two variables, meaning that every slight improvement in the level of diplomatic leadership is met with a significant and direct improvement in the institution's ability to detect crises. In simplified terms, the more diplomatically a leader behaves—in terms of dialogue, listening, containing employees, and building trust—the greater the institution's ability to notice early signs of a crisis and understand its dimensions before it escalates.

The p-value of 0.001, which is less than the significance level of 0.05, confirms that this impact is highly statistically significant, meaning it is a genuine effect and not the result of statistical coincidence. This provides scientific confidence that diplomatic leadership represents one of the essential factors that contribute to improving crisis detection within government institutions.

The constant (0.186) indicates the existence of a basic level of ability to detect crises even in cases of weak diplomatic leadership; however, this level remains limited and cannot be relied upon alone in work environments characterized by complexity and uncertainty. From this, it becomes clear that strengthening diplomatic leadership is not a secondary organizational choice but a practical necessity for raising the efficiency of institutions in proactively dealing with crises.

Based on the above, it can be said that diplomatic leadership effectively contributes to enabling government institutions to transition from reaction to proactive action in crisis management, through enhancing communication, exchanging information, and creating an organizational climate that allows for early detection of potential risks.

Sub-hypothesis 2: It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on crisis preparedness in government institutions in Bethlehem Governorate.

To test this hypothesis, simple linear regression analysis was used, and the results were as follows:

Table (10): Simple Linear Regression Analysis for the Impact of Diplomatic Leadership on Crisis Preparedness

Independent Variables	Regression Coefficient	T-test Value	Sig. Value
Constant	0.215	1.527	0.128
Diplomatic Leadership	0.871	22.345	0.000

Correlation coefficient = 0.765, Coefficient of determination = 0.586, Adjusted coefficient of determination = 0.585

It is evident from Table (10) that:

The coefficient of determination was 0.586, and the adjusted coefficient of determination was 0.585, meaning that 58.5% of crisis preparedness is attributable to diplomatic leadership in government institutions in Bethlehem Governorate, while the remaining 41.5% is attributable to other factors.

The impact equation is: Crisis Preparedness = $0.215 + 0.871 \times$ (Diplomatic Leadership in government institutions in Bethlehem Governorate). This equation means that the independent variable explains the changes occurring in the dependent variable by a certain proportion.

The regression coefficient for diplomatic leadership in government institutions in Bethlehem Governorate was 0.871, and its p-value was 0.000, which is less than the significance level of 0.05. Accordingly, there is an impact of diplomatic leadership in government institutions in Bethlehem Governorate on crisis preparedness. This means that when diplomatic leadership in government institutions in Bethlehem Governorate increases by one unit, crisis preparedness will increase by 0.871.

The study interprets this finding as reflecting the effective role that diplomatic leadership plays in enhancing the readiness of government institutions to confront crises before they occur, as the diplomatic leader's skills contribute to building a proactive vision, activating preventive plans, and motivating employees to take the necessary measures to reduce potential risks.

Sub-hypothesis 3: It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on crisis containment in government institutions in Bethlehem Governorate.

To test this hypothesis, the study used simple linear regression analysis, and the results were as follows:

Table (11): Simple Linear Regression Analysis for the Impact of Diplomatic Leadership on Crisis Containment

Independent Variables	Regression Coefficient	T-test Value	Sig. Value
Constant	0.192	1.197	0.232
Diplomatic Leadership	0.857	19.317	0.000

Correlation coefficient = 0.717, Coefficient of determination = 0.514, Adjusted coefficient of determination = 0.513

It is evident from Table (11) that:

The coefficient of determination was 0.514, and the adjusted coefficient of determination was 0.513, meaning that 51.3% of crisis containment is attributable to diplomatic leadership in government institutions in Bethlehem Governorate, while the remaining 48.7% is attributable to other factors.

The impact equation is: Crisis Containment = 0.192 + 0.857 × (Diplomatic Leadership in government institutions in Bethlehem Governorate). This equation means that the independent variable explains the changes occurring in the dependent variable by a certain proportion.

The regression coefficient for diplomatic leadership in government institutions in Bethlehem Governorate was 0.857, and its p-value was 0.001, which is less than the significance level of 0.05. Accordingly, there is an impact of diplomatic leadership in government institutions in Bethlehem Governorate on crisis containment. This means that when diplomatic leadership in government institutions in Bethlehem Governorate increases by one unit, crisis containment will increase by 0.857.

The study interprets this finding as indicating that this positive impact is attributable to the ability of diplomatic leadership to manage critical situations with flexibility and wisdom. Effective communication skills, calm decision-making, and building trust within work teams contribute to enhancing the institution's ability to contain the crisis and limit the spread of its repercussions. This impact suggests that diplomatic leadership, through its adoption of a participatory and interactive approach in dealing with crises, helps in organizing resources, coordinating responses, and containing the situation before it escalates. Therefore, the study believes that investing in developing leaders with a diplomatic approach directly contributes to enhancing the ability of government institutions to contain crises and control their effects effectively.

Sub-hypothesis 4 (Recovery and Restoration of Balance): It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on recovery and restoration of balance in government institutions in Bethlehem Governorate.

To test this hypothesis, simple linear regression analysis was used, and the results were as follows:

Table (12): Simple Linear Regression Analysis for the Impact of Diplomatic Leadership on Recovery and Restoration of Balance

Independent Variables	Regression Coefficient	T-test Value	Sig. Value
Constant	0.293	2.416	0.016
Diplomatic Leadership	0.855	25.417	0.000

Correlation coefficient = 0.804, Coefficient of determination = 0.647, Adjusted coefficient of determination = 0.646

It is evident from Table (12) that:

The coefficient of determination was 0.647, and the adjusted coefficient of determination was 0.646, meaning that 64.6% of recovery and restoration of balance is attributable to diplomatic leadership in government institutions in Bethlehem Governorate, while the remaining 35.4% is attributable to other factors.

The impact equation is: Recovery and Restoration of Balance = $0.293 + 0.855 \times$ (Diplomatic Leadership in government institutions in Bethlehem Governorate). This equation means that the independent variable explains the changes occurring in the dependent variable by a certain proportion.

The regression coefficient for diplomatic leadership in government institutions in Bethlehem Governorate was 0.855, and its p-value was 0.001, which is less than the significance level of 0.05. Accordingly, there is an impact of diplomatic leadership in government institutions in Bethlehem Governorate on recovery and restoration of balance. This means that when diplomatic leadership in government institutions in Bethlehem Governorate increases by one unit, recovery and restoration of balance will increase by 0.855.

Sub-hypothesis 5 (Learning from the Crisis): It is expected that there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of diplomatic leadership on learning from the crisis in government institutions in Bethlehem Governorate.

To test this hypothesis, simple linear regression analysis was used, and the results were as follows:

Table (13): Simple Linear Regression Analysis for the Impact of Diplomatic Leadership on Learning from the Crisis

Independent Variables	Regression Coefficient	T-test Value	Sig. Value
Constant	0.019	0.147	0.883
Diplomatic Leadership	0.905	25.159	0.000

Correlation coefficient = 0.801, Coefficient of determination = 0.642, Adjusted coefficient of determination = 0.641

It is evident from Table (13) that:

The coefficient of determination was 0.642, and the adjusted coefficient of determination was 0.641, meaning that 64.1% of learning from the crisis is attributable to diplomatic leadership in government institutions in Bethlehem Governorate, while the remaining 35.9% is attributable to other factors.

The impact equation is: Learning from the Crisis = $0.019 + 0.905 \times$ (Diplomatic Leadership in government institutions in Bethlehem Governorate). This equation means that the independent variable explains the changes occurring in the dependent variable by a certain proportion.

The regression coefficient for diplomatic leadership in government institutions in Bethlehem Governorate was 0.905, and its p-value was 0.001, which is less than the significance level of 0.05. Accordingly, there is an impact of diplomatic leadership in government institutions in Bethlehem Governorate on learning from the crisis. This

means that when diplomatic leadership in government institutions in Bethlehem Governorate increases by one unit, learning from the crisis will increase by 0.905.

This finding is consistent with Al-Sharif's study (2024), which concluded that there is a positive, statistically significant relationship between the role of strategic leadership and learning from past crises among administrative leaders in Saudi telecommunications companies.

Recommendations

Based on the above results, the study recommends the following:

- 1- Paying attention to enhancing culture development, cooperation, communication and clarity, and directing employees toward the shared purpose in order to promote the diplomatic style. This necessitates holding training courses for leaders in institutions on strengthening the dimensions of diplomatic leadership, organizing periodic meetings and interactive workshops between leadership and employees through which practices aligned with this style can be reinforced, given its role in crisis management.
- 2- Adopting leadership policies supportive of building strong professional relationships among employees by enhancing a culture of continuous cooperation and teamwork within the institution, such as implementing team-building activities, holding monthly informal events (such as sports days or social gatherings), and integrating group performance evaluation into incentive systems.
- 3- Working on developing leadership communication skills to enable leaders to positively influence employees' behavior and direct them toward achieving desired institutional performance, such as holding specialized training courses in administrative and leadership communication.

References

Arabic References:

- Abu Amer, A. M. (2020). *International Relations: The Phenomenon, the Science, the Methods, the Theories, Diplomacy, Strategy*. Cairo: Dar Al-Shorouk for Publishing and Distribution.
- Al-Rishi, A. (2021). The impact of leadership styles on crisis management: A case study at Umm Al-Qura University. *Pioneers Journal*, 4(13), 15-35.
- Al-Saba'neh, A. (2022). *Digital Diplomacy in War: A Comparative Study of the Performance of the Palestinian and Israeli Ministries of Foreign Affairs and Their Embassies in the Permanent Member States of the Security Council during the 2021 War on the Gaza Strip* (Unpublished master's thesis). Arab American University, Palestine.
- Al-Shamsi, F. (2021). School leadership styles and their role in strengthening parent relationships. *Comprehensive Electronic Journal*, (37), 1-32.
- Al-Sharif, M. (2024). The role of effective strategic leadership in crisis management: An applied study on administrative leaders in Saudi telecommunications companies. *Arab Journal of Arts and Humanities Studies*, (32), 451-498.
- Al-Sabbagh, M. (2021). *Crisis Management: An Integrated Economic and Administrative Approach to Crisis Resolution*. 2nd ed. Cairo: Madbouli Library.
- Boudoucha, M. (2017). *The Role of Leadership in Crisis Management within the Organization: A Field Study at the Port Institution of Skikda* (Unpublished master's thesis). University of Larbi Ben M'hidi, Oum El Bouaghi, Algeria.
- Hallaq, B. (2020). *Administrative Leadership*. Damascus: Syrian Virtual University Publications.
- Dawooda, R. M. (2023). The role of diplomatic leadership dimensions in enhancing job embeddedness: An exploratory study of the opinions of a sample of individuals working in public hospitals in Duhok Governorate. *Zarqa Journal for Research and Humanities Studies*, 23(2), 536-556.
- Saleem, N. (2023). Prevailing leadership styles in confronting crises in government hospitals during the COVID-19 pandemic: Applied to hospitals in Cairo Governorate. *Scientific Journal of Financial and Administrative Studies and Research*, 15(4), 315-348.
- Awn, N. (2024). The international crisis and its interactions: A theoretical study. *Journal of Bani Walid University for Humanities and Applied Sciences*, 9(1), 252-272.
- Mustafa, M. (2024). *Crisis Management*. Mansoura: Mansoura University.

English References:

- Bjola, C. (2016). Diplomacy as world disclosure: A fractal theory of crisis management. *The British Journal of Politics and International Relations*, 18(2), 335-350.
- Chiwisa, C. (2024). The role of leadership in crisis management: A literature review. *Journal of Human Resource and Leadership*, 9(3), 48-65. <https://doi.org/10.47604/jhrl.2844>
- Govand, A. (2021). Administrative crisis: The role of effective leadership styles in crisis management. *International Journal of Advanced Engineering, Management and Science*, 7(6), 31-41.
- Gupta, P., & Pandey, A. (2024). Review article on the role of effective leadership in crisis management. Vol. 6, Issue 1, January-February 2024, Himgiri Zee University, India. ResearchGate.
- Prestia, A. (2017). The art of leadership diplomacy. *Nursing Management*, 48(4), 52-55. <https://doi.org/10.1097/01.NUMA.0000514068.76314.4d>
- Willimek, F. (2024). When diplomats become leaders: Conceptualising diplomatic leadership in crisis from a psychological angle. *European Review of International Studies*, 11(2), 195-226. <https://doi.org/10.1163/21967415-11020002>.