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The Role of Public Management in Dealing with Crises in the Public Sector in Israel

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Abstract

Effective public management is the most critical prerequisite for an organization amid a crisis. By providing answers to the research questions, this study gave Israel's public managers the knowledge they needed to be effective crisis leaders. The study demonstrated how each essential leadership characteristic influences how effectively the public sector in Israel manages crises by employing the SEM statistical analysis method. This study builds on prior research on how to manage crises in the public sector and how to provide perceived effective public management leadership during a crisis. Although previous studies investigated collaboration in crisis management, they did not concentrate on leadership in crisis management in the public sector. This study is anticipated to shed further light on how to network and collaborative leadership theories are applied to crisis management in Israel's public sector.
Keywords: Public Management, Crises, Public Sector, Israel

1. Introduction:

A crisis is a high-consequence event with low probability and can threaten organizational profitability, viability, and legitimacy. The enterprises associated with both the public and private sectors are significantly influenced due to the crisis. Some of these crises that significantly impact public management within the public sector include the availability of resources, market alliances, fluctuations in government regulations and corporate regulations (Abdoul-Azize & El Gamil, 2020). Public management and administration contribute to crisis management and incorporate different programmed activities to optimize the faces and procedures involved in the crisis in the public sector. It is comparatively challenging for the public sector organization to deal with the crisis and to regulate public administration operations. Victims of crisis challenges depend highly on the government's actions and public management (Wut et al., 2021).

Some categories of crises that the public sector or administration usually faces include political, economic, environmental, and leadership crises. These are the four crisis

contexts for which public management and administration are responsible. The public sector played its part in addressing these crises and supporting the enterprises associated with the public sector. Besides this categorization, the crisis also differentiates into three different contexts: accidents, incidents, and natural accidents (Leta & Chan, 2021). The differentiation of these incidents is considered by the parameters associated with public sector activity, and the public government organization contribute to handling the crisis based on the resources (Ahmed, 2006).

Some characteristics of the crisis include severe threats. This threat can impact the basic structure of the public sector, unexpected or inconceivable event nature, generation of extreme psychological stress, and other complex public sector challenges. Thus, scholars systematically analyze crisis management based on three domains: business, international politics, and public affairs (Roshan & Kumar, 2020).

The public sector business plays a part in ensuring crisis management by providing the sector with different survival opportunities that they can choose to deal with the sufferings. The basic aim of crisis management is to deal with the tension between different public sectors and to increase the response to prevent, react, and rehabilitate that crisis (Lai & Wong, 2020).

So based on this background, public sector crisis management is defined as using different management principles, including planning, organizing, coordinating, controlling, and decision-making to deal with the emergency. It involves incorporating different leadership and management principles to address the challenges associated with the crisis. It also plays a part in allowing the government to enjoy the effectiveness of public management and to take different aftermath actions in response to that emergency (Barton, 2004).

Crisis management by the public sector is based on a single intervention or management principle and a complex crisis management context. This complex crisis management context involves considering different management and leadership strategies that involve planning, preparedness, and mitigation. These principles and phases of crisis management involve the preventive aspect of the foremost importance.

This preventive aspect includes preparedness and planning by the public sector to prevent the probability of any event. Then comes the rehabilitation aspect, based on the prospects of relief, response, recovery, and aftermath actions. Coordination is the third phase of crisis management in which the public sector plays a major role in applying different strategies to respond to any crisis rapidly (Berbekova et al., 2021).

The public sector organization plays its part by intervening in different public organizations to incorporate different action approaches to address the crisis. The fundamental role of public management is to manage different programs and people that contribute to serving the public. Public management involves regulating industries, promoting public health, and providing public security in a crisis. The practical approach of public management suggests that it improves the efficiency and quality of services delivered by public organizations. The managers associated with the public well in the rights sector incorporate different policies and strategies to achieve the desired outcomes based on their interests related to the crisis (Wodak, 2021).

The following figure presents the conceptual framework of the public sector, including the factors that are considered in its macro environment:
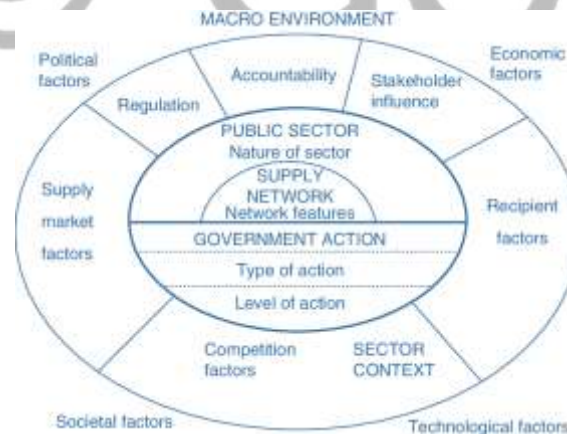

Figure: Conceptual framework of the macro environment of the public sector.

Moreover, public sector managers considered incorporating different skills to assist crisis management. These skills include leadership, negotiation and organization, communication, emotional intelligence, teamwork, and flexibility. Other than this, public

sector management considers the involvement of flexibility and decision-making to manage current affairs and policy issues (Christensen & Aars, 2004).

Both public administration and public management play a prominent role in applying different policies to highlight management practices and how organizations should act. Public management has a significant relationship with planning and taking action. Different professional leaders and managers are associated with public management that focuses on the strategies that must be followed within the organizational operations of public organizations. Many roles and responsibilities are associated with public management that involves the consideration of publicity, transparency, public control of administration, and accountability. The managers and leaders that associate with this sector contribute to developing country and sector-level policies that deal with the governance issues concerning government agencies (Zamoum & Gorpe, 2018).

The public management sector involves various administrative reforms that the federal governments introduce. These administrative reforms play a part in improving the productivity and efficiency of the public sector. Public management's strengths that contribute to crises include the proportion of administration confluence, private partnership, flexible model, decentralization of power, outward-looking orientation, and other tactics to improve operational functioning (Trachsler & Jong, 2020).

Likewise, public management also plays its role in addressing the crisis faced within the Israeli public sector. The responsibilities that are supposed to be considered by public management include the development of sector-level policies and strategies. Besides this, the managers and leaders also play their role in creating a dialogue with government officials regarding governance reforms and policies. Public management also considers leading and participating in exchanging experiences and focusing on continuous improvement of practices. They also contribute substantially to focus on the promotion of partnership strategies and macroeconomic analysis. The managers associated with public management also played a major role in communicating with major stakeholder groups along with the implementation and execution of the federal government (Choi et al., 2020).

The trend of effective crisis management has been significantly increasing universally, along with the increased demand of organizational stakeholders. The

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organizational stakeholders focus on incorporating different responsible actions to deal with crises and address the challenges faced by the public sector due to these crises. Multiple resources in crisis leadership are usually criticized due to the lack of specificity (Sylkin et al., 2019).

Moreover, crisis management directly relates to the public sector as it contributes to the careful anticipation and study of different risks that can contribute to controlling uncertainty and addressing necessary measures. These necessary measures include the actions and processes before and after the crisis. It plays a major part in protecting employees, the environment, and the financial position. Incorporating certainty within the financial position, business environment, and employees associated with the public sector assists in improving the business values and its overall infrastructure, as per Burhan et al. (2021).

A public body is considered in a state of crisis when the institutional status faces challenges threatening its structure, values, and principles. In the case of public administration, the crisis is usually concerned with the largest part of the population, due to which public management plays its part in controlling its aftereffects. The crisis reflects uncertainty, urgency, and severe threat (Ostaev et al., 2020).

It has also been dictated that a crisis is a dangerous phase that requires managers and leaders to incorporate different strategies to deal with their aftereffects. Dealing with this dangerous phase requires incorporating urgent intervention to control its harmful effects and allow organizations to return to normality. The crisis is a critical and decisive time for organizations that requires effective decision-making. A step towards a wrong decision can cause multiple challenges for the organization and even cause multiple financial challenges (Pearson & Mitroff, 2019).

The crisis also demands stakeholders' involvement, public security, and extensive media coverage. All that situation can have a significant impact on economic, legal, political, and governmental activities. The potential threat is one of the common elements within a crisis that requires the involvement of different resources. Optimizing and managing these resources improve the organization's problem-solving and decision-making ability. There is a need to understand the principles and approaches associated with

public sector crisis management. The involvement of these principles and approaches contributes to dealing with the expected effect of that event through the central government. Four distinct stages of crisis management include the pre-crisis phase, the acute phase of the crisis, the time course crisis, and the crisis resolution stage (Aldao et al., 2021).

The successful management of all these stages of crisis is of significant importance in the public management sector, and it effectively controls financial and other social or communal challenges. The theoretical background of crisis dictated that it presents an unstable and uncertain state of affairs that involves the impedance of the decision change. It also presents a distinct possibility that results in the emergence of an undesirable outcome. However, using different decisive strategies can contribute to ensuring a positive outcome and controlling the destructive side of a crisis (Coombs et al., 2016).

Moreover, the crisis can be differentiated between intentional and unintentional. The public administration and management respond differently to these crises to control the organization's harm. An intentional crisis is designed based on the intention to harm the organization by causing workplace violence, terrorism, and sabotage. It occurs due to poor employee relationships, risk management, and unethical leadership. The failure to keep a balance between all these principles and values can negatively impact intentional acts. However, unintentional crisis involves technical interactions, economic downturns, disease outbreaks, and product or technical failures. Public management also responds to these unintentional crises to focus on effective decision-making and improve the organizational infrastructure (Kovoor-Misra, 2019).

Another scholar also classifies crises into different types that include economic, physical, informational, human resources, reputational crises, and natural disasters. The scholars also dictated that public sector organization faces an economic crisis due to labour strikes, labour shortages, and unrest (Lee et al., 2020). Other than this, the decline in the stock price and the fluctuations within the market crash are other reasons due to which economic crisis gets to trigger. In contrast, the informational crisis occurs due to the loss of confidential information, presence of false information, loss of proprietorship, tampering with the computer records and loss of key. The same is the case with a physical

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crisis due to equipment breakdown and the loss of key facilities and material suppliers. The mismanagement of the organization's supply, demand and resources causes the physical crisis. The physical crisis demands incorporating different strategies to improve financial behaviour and control its aftereffects (Persson et al., 2017).

The theoretical conception suggests that there are four basic phases of crisis, and each phase demands different strategies to incorporate. Incorporating these strategies and making decisions based on each phase assists in controlling the chances of negative outcomes and improving the recovery process. These four stages include the pre-crisis phase, acute, response, and recovery phases. Effective management of this large-scale unpredictable event contributes to controlling the organisation's harm and making appropriate decisions (Hsiang et al., 2020).

The following figure presents the phases of the crisis:

Figure: Phases of crisis.

Different internal and external factors are involved in technical, economic and human organizational social factors. Controlling all these factors is one of the effective stages in preparedness for a crisis. The technical and economic factors within the internal domain include incomplete information, collapsing of the electronic system, and increased accidents due to industrial problems and defective products. However, the external factors involved under the technical and economic categories include environmental disasters, natural disasters sabotage by external factors, scams, social crises, and terrorist actions.

The following figure presents a summary of factors involved in the crisis in both internal and external sectors:

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Technical-economic factors	Human-organizational-social factors
Internal factors	
• Incomplete information	• Inability to adapt to changes
• Collapse of electronic systems	• Organization's communication crash
• Accidents due to defective products	• Intentional damage (i.e., a product of sabotage from internal factors)
• Industrial accidents	• Occupational issues
External factors	
• Environmental disaster	• Sabotage by external factors
• Sabotage by external factors	• Terrorist actions
• Natural disasters	• Scams
• Terrorism actions	
• Mergers and acquisitions	
• Scams	
• Social crises	

Figure: External and internal factors in the crisis.

In contrast, the internal factors that fall under the human organizational social factors include the inability to adapt to change, the communication crash in organizations, intentional damage, and other occupational issues. While the external factors include scams, terrorist actions, and sabotage by external factors. These crisis factors demand incorporating different strategies based on public management practices. Incorporating different strategies within public management practices helps deal with the crisis and allows the organization to withdraw from it (McNamara, 2021).

Other than internal and external factors that lead to cause crises, many other causes have also been associated that result in causing crises within the organizations. The five broad causes that are involved in causing crises include external economic attacks, information attacks, breakdowns, psychopathology, and human resource factors. Controlling these broad factors' impact is essential to manage the business's internal operations and reducing the severity (Yulasheva, 2019).

An external economic attack is defined as one that can threaten the financial and economic well-being of the public sector organization. The presence of this crisis can lead to financial challenges for the organization. Some examples involved in the external economic attack include bribery, boycotts, hostile takeovers, and extortion. All these crisis attacks can impact the finances of the organizations and can even lead to a recession. Then the external information crisis is another situation that can lead back to the organization's

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confidentiality (Al Thani & Obeidat, 2020). This crisis can damage the organization's reputation, potentially targeting its proprietary and confidential information. Then comes the breakdown, which is another case of crisis. It includes a breakdown of the equipment and facilities of the public sector organization that can also cause a crisis. It can also cause a human error and security breaches (Lee & Kwon, 2021).

The human resource factors include the poor morale of the employees, executive succession and occupational hazards. These human resource factors are also reasons why a crisis occurs within the organization. These major causes require public managers to incorporate different strategies to address the challenges. Incorporating public management strategies and approaches contributes to controlling the possibility of crisis and enhancing the organization's overall value (Mitroff II et al., 2004). To control the influence of these factors on public organizations. Many of the management strategies are considered by the leaders and managers. The basic phases considered within strategic management include formulation, implementation, evaluation, and modification. All these management strategies contribute to improving the functioning of public management operations and controlling the chances of crisis and severity. Many managers are associated with public management, which contributes to controlling the challenging impact of these crises. These include budget director, community engagement and economic development manager, government relations, higher education administrator, public affair director and public policy analyst (Abbas Zaher et al., 2021). All these public management experts play their role in strategizing the public organizational environment and controlling its influence on the crisis. The managers and leaders associated with public management contribute to strategizing the business environment and strengthening the entire business's operational efficiency. The presence of leadership attributes and skills within these leaders also contributes to increasing the effectiveness of public organization management and controlling the chances of the severity of risks. Both the nonprofit sector and the government are associated with public management, which involves providing different management approaches to optimize efficiency and effectiveness and ensure the crisis's successful management (La et al., 2020)

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The current research aims to analyze the role of public management in dealing with the crisis in Israel. Based on all these discussions, the thesis will focus on the role of public management in dealing with crises within the public sector in Israel by focusing on different thesis statements and assumptions. A detailed investigation will examine its role and effectiveness in addressing the crisis.

1.1 Statement of the problem:

Different characteristics are associated with a crisis that involves escalation in tension and a higher sense of danger and insecurity. The crisis can have a significant impact on the organizational structure and can damage its overall image. Public management plays a major role in addressing the crisis and in making improvements within the public sector. The empirical literature dictated that a crisis can majorly impact organizations and cause a malfunction in operational activity (Seba et al., 2019). These are unforeseen events that can have a major impact on maintaining security. A crisis is a product that emerges due to opportunities or risks involving external and internal issues. It can also cause multiple massive issues that demand the involvement of public management interventions. The principles associated with public management contributed to introducing interventions for dealing with crises and focusing on effective emergency management. It demands that public sector managers create a productive atmosphere and make decisions (Shirzad et al., 2020).

Based on this context, the problem statement of the research is to fill the gap in empirical literature to increase awareness regarding the role of public management in dealing with crises in the public sector. The research will provide detailed awareness regarding public management's involvement in addressing the crisis and improving organizations' effectiveness. The problem statement of the research will focus on investigating the role of public organizations in managing crises and depicting the impact of effective management in addressing disasters.

It will also highlight the role of leadership involved in public administration management traits to enhance the effectiveness of crisis management. The research will also highlight the role of public personal perception in managing crises and influencing crisis leadership effectiveness. The leadership behaviours, including people, organization-

oriented behaviours and tasks, will also be a part of the research. The research findings will present the relationship between leadership traits that need to be practised within public organization management to address the crisis and improve the effectiveness of crisis management (Saide & Sheng, 2021).

1.2 Significance of the study:

Crisis management is important as it plays a part in ensuring the safety and well-being of different professional sectors. The goal of crisis management is to prevent damage that can harm the organizational reputation and to focus on restoring stability and calm. Managers and leaders play a differential role in introducing organizational stability and focusing on bringing back normal operations by increasing effectiveness. The incorporation of different elements of crisis management is of significant importance as it plays a part in minimizing threats.

The basic crisis management elements include prevention, planning, practice, and performance. All these elements, along with leadership and management traits, play a major role in increasing the effectiveness of addressing crises and developing different crisis plans. Developing and rephrasing the crisis plan assists in executing interventions to address possible threats and challenges (Padovani & Iacuzzi, 2021).

The significance of the research falls within the public management sector as this sector plays a part in crisis management. The research findings will help reveal the theoretical assumptions considered within public management to minimize the damage and restore business operations. It will also highlight the importance of leaders' decisiveness, honesty and forthright communication, and proactive action to ensure crisis management. Other than this, the significance of the study relates to increasing awareness within the public management sector to address issues within Israel. The research findings will reveal how public management can help address crisis management in Israel and manage the unforeseeable consequences of Israel's public sector (Khanna, 2020).

The research will bring new insights related to improving the public management structure and providing valuable information to solve problems and crises in the public sector. The research findings will also bring multiple possibilities for further research as

the students can take assistance from the findings of this study and utilize different variables to enhance the scope of the study and bring insights. The research is significant in social, public management, professional, communal, and academic settings.

2. Materials and Methods

The research approach is demonstrated in this chapter. Three types of research methodology were described by Creswell (2019): mixed, qualitative, and quantitative. This study used quantitative research techniques to gather and analyze data to understand better the role of public management in addressing crises in the public sector in Israel. For a limited set of variables, quantitative studies rely on acquiring significant data from representative samples of a large population (Black, 2019).

3. Results:

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The only endogenous latent construct in the investigation is the efficiency of crisis leadership. There are eleven indicators in the general measuring model. The significant level of the factor loading was first determined using the critical ratio in standardized regression weight as the criterion. The CFA results showed that, for the assessment model of the Israeli public sector's effectiveness in managing crises, all indicators had significant factor loadings at $p < .05$.

Also, for each indicator, the critical ratio levels of the standardized regression weights exceeded +1.96. The factor loading strength was looked at as the following stage. The relationship between the indicator and its latent variable must be established in this essential stage. Each factor loading value was higher than the set threshold (0.40). All indicators were maintained since they were all significant and substantially correlated with the effectiveness of crisis leadership among public management in the Israeli public sector latent construct. The factor loading for each indication is statistically significant at $p < .05$ (CR > 1.96), according to critical ratios for all indicators. Figure 19 displays the

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preliminary CFA analysis findings for the general measuring model of the Israeli public

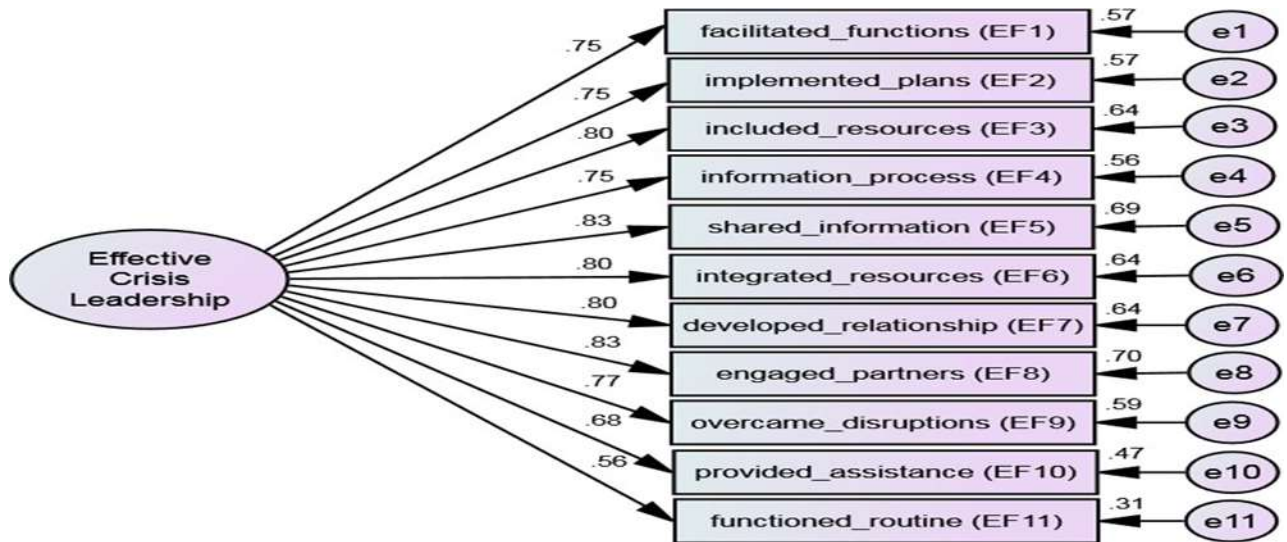sector's ability to lead during times of crisis.

Figure. Generic Measurement Model for the Effectiveness of Crisis Leadership

The parameter estimates for both the generic and updated measurement models are

shown in the table below.

Table 1 Parameter Estimates of the Effectiveness of Public Management in dealing with crises

in the public sector in Israel

Indicator	Generic Model					Revised Model				
	Unstandardized Regression Weights	Standardized Regression Weights	Standard Error	Critical Ratio	P Value	Unstandardized Regression Weights	Standardized Regression Weights	Standard Error	Critical Ratio	P Value
EF1	1.000	.753				1.000	.733			***
EF2	.962	.753	.071	13.536	***	.964	.736	.061	15.692	***
EF3	.996	.797	.069	14.444	***	1.022	.796	.074	13.884	***
EF4	.897	.750	.067	13.467	***	.924	.752	.071	13.065	***
EF5	.962	.832	.063	15.184	***	.995	.839	.068	14.685	***
EF6	.980	.797	.068	14.442	***	1.011	.801	.072	13.982	***
EF7	.951	.799	.066	14.493	***	.987	.808	.070	14.107	***
EF8	.990	.835	.065	15.235	***	1.019	.837	.070	14.656	***
EF9	.872	.766	.063	13.804	***	.894	.766	.067	13.317	***
EF10	.829	.684	.068	12.146	***	.838	.673	.072	11.613	***
EF11	.704	.557	.073	9.699	***	.703	.541	.076	9.242	***

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The following table demonstrates that the RMSEA statistic, with a value of.095, is the only one of the chosen goodness-of-fit statistics indices that should be disregarded (should be under .80). The error terms of two sets of indicators were correlated with one another based on the MI to raise the goodness-of-fit scores of this model. Table 23 provides the updated measurement model for the efficiency of crisis leadership.

Table 2 Goodness-of-Fit Statistics of the Effectiveness of Public Management in dealing with crises in the public sector

Fit Index	Acronym	Threshold	Generic Model	Revised Model
Chi-square	X2	Smaller the Better	161.901	105.851
Chi-square/Degree of Freedom	X2 / df	< 4	3.680	2.520
Root Mean Square Error of Approximation	RMSEA	< .08	.095	.071
Tucker-Lewis Index	TLI	> .90	.933	.962
Comparative Fit Index	CFI	> .90	.946	.971
Hoelter's Critical N	Hoelter Index	75<value< 200	113	165

The goodness-of-fit statistics for the generic and updated measurement models are shown in the table above. The updated model revealed superior goodness-of-fit ratings and produced significant improvements, particularly for RMSEA, which dropped from .095 to.071. Table 23 shows that all other values are within the suggested ranges. For instance, the TLI and CFI values in the new model went from .933 and.962 to.946 and.971, respectively.

Hoelter's statistics also went up, from 113 to 165. The figure below shows the updated measurement model for how well Israel's public management handles crises in the public sector.
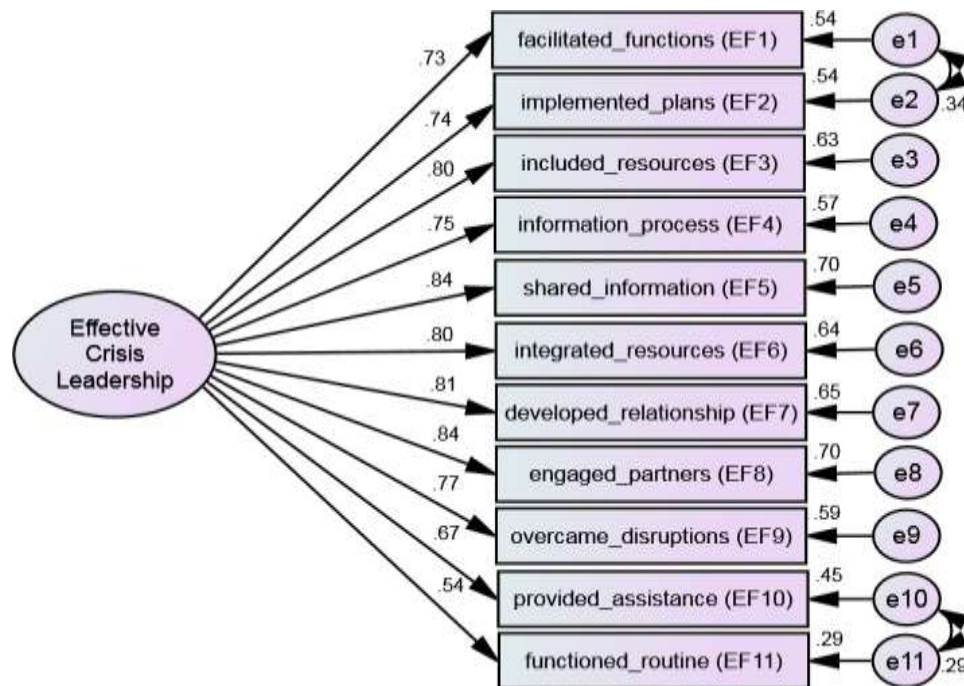
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Figure. Revised Measurement Model for the Effectiveness of Public Management in Dealing with Crises in the Public Sector in Israel

4. Discussion

In recent years, crisis frameworks have become more intricate. Societies have dealt with many crises and catastrophes, including natural disasters, terrorist attacks, and accidents. Organizations or societies cannot adequately respond to those severe, intricate, and widespread calamities independently. As a result, greater cooperation between public, business, non-governmental, and individual individuals is also necessary for crisis management. In order to manage complex crises that include numerous individuals, organizations, and resources, all these facts forced governments and communities to increase the number of component leaders in public administration systems.

In the Israeli public administrative system, the local crisis management services are organized and run primarily by public management. Since they are in charge of the most effective system for crisis management at the local and provincial levels, Israel's public management team serves as the primary coordinator of response activities during emergencies. In Israel, public management coordinates crises in the public sector and their other duties.

When a crisis scenario arises, public management unites organizations from all fields and levels of expertise under their direction for the common goal of managing the crisis and reducing danger and harm to lives and property in respective communities.

The leadership qualities and skills variable was created to measure the extent to which these traits and abilities are viewed as influencing elements in Israel's public management's ability to manage crises in the public sector effectively. In this study, there was expected to be a correlation between the perceived efficacy of public management in dealing with crises in the Israeli public sector and the characteristics and abilities of public management. The following traits and abilities were chosen as indicators for the latent construct of public management traits and skills: clarity and precision in decision-making, self-confidence in decision-making, self-control under stress, making decisions independently, using initiative, reacting with distinctive methods to different situational necessities, adapting to different needs, diagnosing the situation quickly, communicating with stakeholders regularly. Although one indicator (removing obstacles to listening to workers and other stakeholders) was deleted due to its strong link with the fifteenth criterion, the general measuring model of leadership traits and competencies now only comprises fourteen indicators (involving all stakeholders in crisis communication plans). The decisiveness, adaptability, and communication abilities of governors are generally the areas where these indicators are concentrated.

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The endogenous latent variable of this study is how well public management handles crises in the public sector. Eleven indicators were used to assess this variable, including facilitating crisis management functions, implementing crisis management plans, including emerging resources, having adequate information processes, sharing information with other stakeholders, integrating resources, developing relationships with other stakeholders, and engaging partners for collaboration. These indicators show how Israeli public management perceives how traits and abilities in public management affect the perceived efficacy of public management when task-, people-, and organization-oriented leadership behaviors are used.

Using CFA techniques, the measurement model for this construct was evaluated. RMSEA was greater (.095) than the permitted amount. However, four of the five chosen goodness-of-fit statistic values suited the data for the generic model (.80). As a result, the model was updated based on modification indices, and all chosen standards were met.

The results of CFA demonstrated that the model was valid for this measurement model because each indicator had positive significant factor loadings at the.05 level. The range of factor loading for indicators was between .54 and.84, which suggests that all indicator factor loading was higher than the.40 criterion. As a result, there was no exclusion of any indicators from the measuring model of crisis leadership effectiveness. The indicators of EF5 (sharing information with other stakeholders) and EF7 (building relationships with other stakeholders) showed significant factor loadings, with high values of.84 and.81, respectively. The indication with the lowest factor loading, EF11 (doing everyday duties while assisting victims), has a .54 factor loading.

Also, the reliability was noteworthy because Cronbach's Alpha was higher than the chosen threshold (.90) for this investigation, at.936. In light of the CFA findings, it is safe to claim that this measuring model for the efficiency of crisis leadership has been found to have good model fit, validity, and reliability.

5. Conclusion:

Effective public management is the most critical prerequisite for an organization amid a crisis. By providing answers to the research questions, this study gave Israel's public managers the knowledge they needed to be effective crisis leaders. The study demonstrated how each essential leadership characteristic influences how effectively the public sector in Israel manages crises by employing the SEM statistical analysis method. This study builds on prior research on how to manage crises in the public sector and how to provide perceived effective public management leadership during a crisis. Although previous studies investigated collaboration in crisis management, they did not concentrate on leadership in crisis management in the public sector. This study is anticipated to shed further light on how to network and collaborative leadership theories are applied to crisis management in Israel's public sector.

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