The Degree Availability Of Proactive Leadership Dimensions For Faculty Members, From The Point Of View Of Postgraduate Students, In Light Of The COVID-19 Virus Crisis.

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1. Introduction

New types of modern leadership theories have recently emerged, which explains the behaviors of individuals in different fields, in order to show the leader more clearly to start processes of change. The educational system in all countries helped by introducing and including this specialization in higher education institutions, in order to change teachers' behaviors. This will have a positive impact on future generations.

"We need leading teachers to support our society with a promising, thoughtful, critical, and influential generation, with the leadership traits that set him to meet future challenges. " Al-Saud said (2013).

through the pre-crisis stages, this usually includes a great media sensation among many countries all over the world.

This shows the importance of the role of the leadership of faculty members in crises and emergencies to effectively address these events and the continuity of education.

The Abeer Akbar Study (2012), suggests that dealing with crises requires effective leadership, because of the dimensions of the crisis situation, such as the surprise of the impact of the shock. Moreover, the reactionsto crises are greatly influenced by the personal and behavioral features of an effective leader in crisis management with the scientific methodology for the continuation of education.

The continuity of education during the crisis period will commit faculty members to take quick initiative in the decision-making process towards

Leadership is the most important process for success in study, work and management as the individual achieves, through leadership, the desired impact and interaction in order to achieve the desired objectives of professional and academic processes.

One of the reasons that deserves attentionin this field is effectiveness and efficiency for faculty members, and the extent to which they are able to succeed in leading the crises they face in the educational system.

Leadership during a crisis is to seek good planning to prevent or minimize its damage and predicting these crises before they occur is a phasethat comes before developing alternative plans, to be able to respond quickly in decision-making and flexibility in dealing with the crisis effectively, in situations such as the current COVID-19crisis.

Unexpected crises are rare, crises could be predictable to reduce their risks by being prepared for them

build a graduate high level of scientific and applied abilities.

Therefore, the importance of establishing a knowledge base for the faculty member, through training for the basics of e-learning and applying it professionally helps the university move towards achieving a competitive advantage between universities.

In light of the competitiveness between universities, the need to train and develop faculty members brings positive results towards the university'sglobal leadership.

Dora (2012), explained that the specialists in training and development

confirmed the existence of a learning school which they called adult learning school, as the characteristics of adults such as managers and leaders are different. They are more mature and tend to be independent in behavior and use critical thinking, considering learning as a relative change in behavior that occurs as a result of exercise. Moreover, the researcher points out that it is necessary to exercise during the training period for faculty members to provide the skills needed for professional educational leadership.

"Educational leadership is a social phenomenon thataffects all the activities of educational institutions to achieve their goals", said Al-Saud (p. 12).

Proactive leadership has emerged as a behavioral phenomenon that seeks to influence the behaviors of followers to face and respond to crises and sudden change quickly, by making a proactive decision in a creative method.

changing the methods used in teaching processes. One of these methods is modern technological strategies that are related to distance education. These include online educational platforms to continue education to achieve efficiency and continuity.

The Al-Juhani study (2019), suggests that the electronic platform is "an electronic learning platform that combines the features of electronic content management systems and the features of social media sites, through which you can create groups, a digital library with digital educational materials of different formats, give assignments with scheduled deadlines, set grades, and send notes and alerts..." (p. 171).

All of the above is useless if the university doesn't have the e-university resources related to the delivery of the electronic content to be more effective with various uses for digital, multimedia,which help to constantly update information and curricula to conform to scientific and academic developments, as the developments of the academic system at the university are based on the importance of the faculty member as an effective element in achieving teaching quality and project success. Fatima Juma (2010), pointed out that the university in order to be able to provide excellent educational services and achieve quality should focus on the competence of the faculty member as a prerequisite requirement through his performance evaluation from time to time, as the faculty member is able to

This virus began to spread from Wuhan City in the People's Republic of China in 2019

Governments at that time did not know the fate of this epidemic. This was through the consensus of the leadership in China, America, Europe, Britain and the Arab world.Theimpact of this virus has contributed to the confusion of decisions for all countries, the appearance of signs of anxiety and stress among these people, and caused the suspension of educational systems as a result of that situation. This has also led to families being quarantined in their homes in some countries. However, some countries have not made a decision to suspend their studies, they went to their alternative plans to manage crises, using modern technological methods to activate communication procedures for the continuation of education.

Hamdan and Bartel (2020), noted that communication skills, good command of Arabic, English, computer skills and applications play a good role in reflecting a good impression of the organization to satisfy stakeholders and other clients of the organization.

The use of electronic applications is one of the methods adopted in strategic planning at the university. The need for planning to communicate the means and procedures to achieve the goals set in advance, or in case of suffering from crises, they will need to move towards pre-planned alternative plans.

Proactive leadership is considered to be one of the main entry points for achieving the University's goals towards global leadership. It also highlights the innovation and creativity factor of a faculty member and the initiative in proactive decision-making. Therefore, the university must prepare and plan for such sudden crises and develop a training program for proactive leadership to respond to future crises.

This indicates that there is a need to identify the questions of this research to identify the degree availabilityof proactive leadershipdimensions of faculty members are available, from the point of view of postgraduate students, in light of the COVID-19 virus crisis. To answer this question, we will review some of the literature and previous studies, although they are rare in this kind of leadership ("proactive leadership") which is a new term that is not used much in current research. I ask God to help me to make this proposal a considered a scientific addition in the field of educational leadership.

1.2 The problem of the study and its questions

Despite the tireless efforts of all countries in general, and the Arab world and the Hashemite Kingdom of Jordan in particular, it is difficult to meet all requirements of all the needed systems of the country. During the current crisis, this problem has emerged from real situations experienced by all nations in the world, due to the spread of the emerging Corona Virus (COVID 19).

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(internal environment), and some community indicators (external environment). The results indicated that there was a high statistically significant correlation among the indicators of the occurrence of educational crises from within and outside the university. The researcher derives that there are crises in different universities in general, but each country has different ways and disparities in the rate of deterrence and reduction of these crises in order to keep their education system going.

To reduce and deter these crises, modern methods have emerged to continue the educational process through e-learning platforms.

"There are a lot of problems and disabilities facing university education," said BishriAwad (2006). These problems are due to this forced increase in the number of students with a lack of resources and infrastructure. There is no doubt that the development of educational technology is continuous and this development is tangible to all countries in the world in all their fields to join e-learning platforms free of charge on the Internet, but the question here is: Is the e-learning process the one that achieves effectiveness or the faculty member?

The researcher sees that the element of introducing technology is only a means to improve the educational process, but the teacher and faculty member are the main focus of this process in full and in detail. The teacher needs training in proactive leadership in the teaching

Hence the importance of strategic planning as the mind of the educational institution. Strategic planning consists of two important processes: planning and strategy. Planning is an organized and informed process of scientific thinking in exploring the methods for achieving the goals set by the university. Strategy is a plan concerned with shaping the future and paths through a complete vision of the goal to be achieved, in addition to the alternative plans proposed and previously agreed upon within the strategic planning of crisis management at the university.

Under the current situation, alternative plans have been addressed, namely online e-learning during the first week of the disruption of study in the Hashemite Kingdom of Jordan. The Ministry of Higher Education has begun activating remote e-learning for all universities during this crisis.

Rafida Hariri (2012), noted that the crisis in education arises primarily from within the educational organization, it is a state of malaise and disorganization characterized by the teacher's ability to face a particular situation using traditional methods of dealing with situations, which often leads to unwanted results, especially if it is not prepared in advance and causes a crisis.

Al-Zoubi and Saeed study (2014), for indicators of educational crises in Jordanian universities, focused on measuring indicators for two types: regulatory and administrative

0.05) for proactive leadership dimensions attributed to variables (Faculty: humanity, scientific, health - sex: male, female - program level: Master, professorial)?

1.3 study objectives

The study aims to identify the degree availabilityproactive leadership dimensions are available to faculty members, from the point of view of postgraduate students, in light of the COVID-19 virus crisis, and the effect of (sex, faculty, type of program) variables.

1.4 The importance of the study

The importance of current research comes from a scientific and practical point of view, and is divided as follows:

1.4.1 Scientific point of view:

1. Highlight the dimensions of proactive leadership.
2. The research contributes to enriching the theoretical aspect of postgraduate students and researchers.
3. The study falls under the theories of modern leadership as a key anchor for this species.
4. He adds knowledge about one type of modern leadership theory: proactive leadership.

1.4.2 Applied/Practical point of view

1. Contributes to the construction of a proposed training program for proactive leadership after the results appear.
2. It makes profits for non-profit organizations when applying proactive leadership.

process to show his own imprint through personality traits and acquired skills with innovative ways to develop electronic applications and interactive creative methods

which he proposes during the educational process proactively.

Hamid and Mazloum's Study (2019), also indicated that proactive personality serves as a prelude to proactive behavior, due to its skills in improving and developing the social and organizational environment and engagement in an effective change in the environment surrounding the individual. The researcher here has many questions in mind: Despite the interest in educational processes and supporting methods, is there a proactive leadership dimension for faculty members that help overcome educational crises? or reduce, prevent it in various colleges of the University of Jordan?

To answer this question, the researcher has prepared a six-dimensional questionnaire for proactive leadership, in reference to theoretical literature and previous research, despite its scarcity. The scarcity of this kind of modern leadership is "proactive leadership."

To achieve the objectives of the study, the following questions should be answered:

- How far are the dimensions of proactive leadership available for faculty members from the point of view of postgraduate students?
- Are there any differences with statistical connotations (α =

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or in educational situations or activities seen by his peers or superiors or students. He's trying to make desirable changes in the personality of his students, in light of the objectives and expectations of his university and society." (p. 316).

The crisis is defined as:

"A turning point or a sudden situation leading to unstable situations, causing unwanted results, in a short time, and requires a specific decision to confront, at a time when the parties concerned are not ready or able to confront". Sarhan,2018, p.116).

1.6 Study limits

This research is limited to identifying how proactive leadership factors are available for the faculty members from the point of view of postgraduate students. The research is determined by the following limits:

- **Human boundaries:** Limited to postgraduate students at the University of Jordan.
- **Spatial boundaries:** limited to all colleges (human, scientific and health), at the University of Jordan in the Hashemite Kingdom of Jordan.
- **Temporal boundaries:** Data inventory through the search tool (proactive leadership meter) was limited to the second course for the academic year 2019-2020
- **Objectivelimits:** limited to identifying the degree of availability of proactive leadership dimensions among faculty members, from the point of view of postgraduate students in light of the COVID-19 virus crisis.

3. University leaders are able to make a proactive decision.
4. Helps to respond quickly from university leaders in processes of change.
5. Initiative in unprecedented development processes through innovation and innovation processes.
6. Empowering workers to apply proactive leadership to achieve productive universities and global leadership.

1.5 Terminology of study

The concept of proactive leadership isdefined as:

"The leader's ability to shift from dealing with a real crisis to predict and initiate immunization and develop strategic solutions to prevent or contain a potential crisis". (Abdul-Jader, 2015, p.39).

The researcher, procedurally, defines proactive leadership as:

The individual's initiative to intuition about potential crises, work on innovative solutions and make a decision in advance to immunize the organization from crises and problems that may occur in the future.

The researcher, procedurally, defines the faculty member as:

The faculty member is the member who joins the faculty in higher education institutions, they are: (professors, participating professors, assistant professors, teachers, lecturers).

Saleh (2010), also defines the faculty member as:

" Faculty member tasks and responsibilities within lecture venues,

Through previous definitions, I emphasize that proactive leadership has factors that help to apply it professionally, resulting in quick and innovative decisions, unprecedented. That would protect the educational facility moving on to alternative plans in crises and problems they may face in the future.

The term proactive leadership began in the United States of America in the present millennium era, through groups of American researchers, professors and specialized trainers when the Proactive Leadership Group was established. It was founded by (MICHAEL MIRAU) in 2019.

Companies that have implemented the most important instructions of the Proactive Leadership Group, that group that seeks to empower and inspire business leaders, to achieve the leadership that managers aspire to, and ultimately achieve their goal with passion and excellence.

It is a combination of experience and education to help people get bigger results to perform better personally and with their institutions in general.

The founder Mike divided the group into two teams to start this kind of leadership professionally, which in turn helps the U.S. economy rise through proactive leadership strategies' training to increase production and excellence, towards the global leadership of organizations and companies.

The teams were deployed in two states in United States of America:
1- North Attleboro, Massachusetts.
2- Dallas, Texas.

Study parameters
1- Failure to respond from postgraduate students by answering the electronic questionnaire which led to the heterogeneity of the study sample with the study community required to start the process of statistics and extract results.
2- The researcher distributed the questionnaire paper to postgraduate students. In view of the precautionary measures taken by the Kingdom of Jordan in the curfew to prevent the spread of Coronavirus. The researcher was unable to compile a large number of students' answers because the Board of Deans has acknowledged on student permanence that integrated education(traditional learning with distance learning)should be adopted due to the prevailing circumstances of 2019/2020.
3- The researcher only distributed the questionnaire paper to the human colleges where she is present for the purpose of studying,
However, she encountered some students from scientific colleges who were willing to fill out the questionnaire paper.

2. Theoretical framework of the study

This framework looks around theoretical literature for proactive leadership, previous studies in this field and then about the faculty member.

2.1 Theoretical Literature

Strong communication skills are essential to effective leadership. Employees need to feel that their opinions, feedback, and ideas are both heard and evaluated. In addition, clear communication is valuable because it causes less uncertainty.

4. **They are highly organized**

Leaders who plan ahead have an inherent need to keep on top of everything, rather than wait for a crisis to happen. Outstanding organization skills are necessary to keep on top of both long-term goals and daily needs.

5. **They have great problem-solving skills**

Leaders deal with problems all day long – anyone in management should know that problem-solving is part of the job description. Leaders who plan ahead are in a better position to tackle problems before they occur instead of reactively when they pop up unexpectedly. Thinking outside of the box can come in handy – because most problems don't come with instruction manuals.

6. **They seek advice and help when required**

They are knowledgeable and educated on their organizations, but no one can know everything. Effective leaders don't arrogantly try to force their way into projects or areas they don't understand. Instead, they seek advice and help from colleagues

Proactive leadership has made a significant contribution to non-profit organizations through their experiences in the field. Organizations helped to obtain mental health for workers and scalable management through leadership processes to achieve better cash flow, higher profits and increased market share.

Kara Ong notedin an article published on the website in 2014 that there are top 10 characteristics of proactive leaders, summarized as follows:

1. **They think long term**

They have strategic thinking for a long-term vision. They should be able to plan more than a few months ahead of time, and see the trajectory they wish to take their organization in the years to come. A strong vision and plan for the long-term will help guide the direction of short-term projects.

2. **They inspire others**

There are all sorts of reasons people perform their jobs well – pay incentives, accountability, the satisfaction of a job well done. Inspirational leaders are another strong incentive. Leaders who are enthusiastic, work hard, and communicate their vision to employees are much more likely to have a strong, dedicated staff than leaders who lack these qualities.

3. **They are great listeners and communicators**

employees should never try anything new, or learn a skill that was previously foreign to them. However, when a quick turnaround time is needed, effective leaders should already know the right person who can be trusted to get the job done quickly and correctly.

10. **They take criticism well**

Effective leaders are always willing to build their skill set and learn from mistakes. A crucial part of this practice is the ability to take constructive criticism. Feedback, both positive and negative, is an extremely important tool in improving future processes. Leaders should be thick-skinned, but able to learn from criticism of their work and leadership tactics.

We conclude from the above that the secret of proactive leadership is its connection with personal characteristics, which is related to the behavioral field of individuals, and that proactive leadership, thanks to the training and development programs that have appeared recently, has become a major contributor to aligning departments with the goals set correctly.

It also helps to modify the behaviors of individuals working within the organization, through their proactive leaders, to achieve the highest percentage of profits, especially in non-profit organizations.

One of the most important steps to start proactive leadership which is

and staff to increase their knowledge and get projects done.

7. **They are compassionate, loyal, and integrity-filled**

Employees will find it difficult to work hard for someone they don't respect. Leaders can earn that respect by backing up their subordinates when needed, making decisions that are ethically and morally responsible, and being kind and compassionate toward others in the work place. Leaders can't expect others to exhibit these qualities if they don't lead by example.

8. **They have a calm demeanor**

Great leaders don't panic at the onset of trouble. Instead, they make calm and rational decisions that align with the strategy of their business. Keeping cool under pressure isn't just a born personality trait. The behavior can be learned and built through "trial by fire" scenarios. However, this characteristic is gained, it's important, because action through deliberation is more likely to find success than emotional decision-making.

9. **They know how to utilize team strengths**

By necessity, effective leaders should know the strengths and weaknesses of their team members, so they can quickly delegate tasks to the right person. This is not to say that

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urgent necessity to achieve global leadership.

Dimensions of proactive leadership, which is learned from previous readings, would help individuals, especially in educational institutions, to apply proactive leadership such as institutions of higher education in the Arab world. The researcher suggests some these dimensions as follows:

1- Intuition

It is a dimension characterized by a high sense of things and deep thinking. Owners of this dimension are endowed with high intelligence, which is a characteristic of the individual, and he is called an "innovative person".Najm (2015), defines intuition as the dimension associated with the generation of the new in the stage of brilliance, flicker of innovation, or inspiration whose appearance or timing cannot be controlled, and often unpredictable.Predictionis the process of making estimates for the future, based on past and current data, and its impact on the analysis of results, and can be included in planning processes.

As for intuition, it is a different thing, and the researcher has adopted the use of the term intuition instead of the term prediction, for the dimensions of proactive leadership, as that intuition in philosophy refers to a kind of knowledge base, which is formed in the individual, through training and development in crisis management, regardless of his academic specialization.

Intuition will not use logic in analyzing sudden disasters and crises,

considered as a basic work in organizations (profit/non-profit), that the researcher extracted from previous readings, and suggests as follows:

1- **Preliminary assessment:** Evaluation is a powerful tool for detecting the imbalance in the reality of current education institutions of organizational work and procedures as well as individual or personal assessments.

2- **Develop an evolutionary development strategy:** After the evaluation, the development of the strategy will help to know the current location of the educational institution, and determine the step that we want to stand on, within a schedule prepared by experts in leadership and organizational behavior, based on the initial reading of the preliminary assessment, in addition to assisting these processes in developing training and development plans For the leaders of the organization, to develop their leadership skills to reach the level required for business and for the organization in general.

3- **Training and skills development for leaders:**This step is part of the training processes for leaders in non-profit organizations, as the old leadership is not effective at the moment, as the succession of electronic developments requireshighly skilled leaders to use all methods to upgrade higher education institutions.

So, the need to develop the necessary leadership skills has become a very

considered an initiator if he does something before referring to it.

4- Creativity

It is the psychological effectiveness that stems from the person himself, and his ability to link the elements of the experience, through creative thinking and the behavioral act that comes from it, usually related to psychological tension, to bring this idea out of feeling into reality, to begin the application. (Hariri, 2012)

The researcher points out that the creativity of proactive leadership is one of the expressive behaviors, which is the use of skills with the data of the current situation, and interaction with it, which produces a professional creative approach, so that leaders become effective in the organization. The creativity of proactive leadership arises in the individual, through the use of thinking skills, that modify behavior in psychology.

5- Decision-making

This step is one of the important steps for leaders, which brings all the theoretical sciences to reality, and is an essential element that leaders should look for.

Yaghi (2013) defines decision making as "the process of selecting a particular solution from two or more solutions available in the business environment" (p. 17).

Sakarna (2019) defines the decision-making process as "the process of selecting an alternative from two or more alternatives, or choosing an action plan from among several options available to the manager, with

in addition to the fact that intuition does not include the individual's specialization in the crisis.Intuition is a form of knowledge, usually comes in a sudden way, as needed in reality lived.Emmanuel defined intuition as a cognitive method and divided it into:

- "Sensitive intuition", i.e., passive knowledge, that comes through the senses.
- "Intellectual intuition", the centerpiece of idealistic philosophies(Wikipedia, 2020).

2- Flexibility

In the sense of the ability of the individual to move quickly between topics, not to harden and cling to his specific point of view. Flexibility is one of the most prominent features of creative preparations.

Al-Maani et al. (2016), noted that flexibility is the diversity and quality of ideas, including their forms:

a. Traditional flexibility: a torrent of atypical types of ideas
b. Formal flexibility: the diversity of new solutions.

3- Initiative

It means "a new plan or process to achieve something or solve a problem" (Cambridge, 2020).

It is the most important characteristic of people who enjoy a position in entrepreneurship, they take initiative and quick action, to put forward ideas without demand, and initiators carry the speed of intuition in quick understanding, and in the language of the Arabs, a person is

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The studies were divided as follows:
3.1 studies on proactive leadership

Al-Qarawi (2018), the aim of the research is to identify the adoption of the pillars of proactive leadership, according to the theory of planned behavior of employees: a model applied study for managers of Asiacell divisions for mobile services.

Knowing the nature of the relationship between the pillars of proactive leadership, as the main variable to be investigated (independent), and the characteristics of the theory of planned behavior as the main variable to be researched (dependent).

The field research is being conducted in the Asiacell Company for Mobile Communications Services in Iraq, through a descriptive questionnaire form, which was prepared to include the managers of the companies that were searched, and (115) forms were distributed, and after collecting the forms it appeared that there are (7) incorrect forms, Thus, the number of appropriate forms for analysis is (108), related to the topic of the research, and using statistical means and programs (SPSS) and (LISREL), in order to reach results that benefit the research and contribute to achieving its objectives. The research reached a set of conclusions, the most prominent of which is that the planned behavior is concerned with achieving the goal of excellence in its competitive environment, through the company's possession of the foundations of proactive leadership, and the research sets a set of scientific

the aim of solving a problem…" (p. 269).

The researcher explains the stages of theproactivedecision-making process and can be summarized as follows:
1- Intuition in the expected crisis.
2- Searching for intellectual solutions from the knowledge available to the individual.
3- Flexibility in choosing appropriate alternatives according to reality.
4- Rapid initiative in implementation and decision-making in a creative sense.
  6- Feedback and try to develop methods next time.

6. Development
It is defined as a long-term systematic activity, based on a framework of concepts emanating from the behavioral sciences, and used to create studied purposes with the aim of improvement, modification, renewal, updating and response, based on a vision of the future based on the general level of the organization, with the aim of increasing the organizational performance of stakeholders within the organization (Al-Ghalebi , Saleh, 2010).

3. Previous studies
In Arabic studies, this field of "proactive leadership" has resulted in only one research, Al-Karaawi (2018), due to the novelty of the term, and because it is not in circulation in Arabic studies.
This research is the second in Arabic that generalizes the term as far as the researcher knows.
Arabic studies

management, and the study relied on the comprehensive survey method, where the researcher through this approach applied the field study to the audience of the study community, because of the small size of the audience, and the study used a main tool: "Awareness Scale in Crisis Management", the study is divided into five parts, applied to a sample of two hundred and ten (210) academic leaders (Dean of the College, Deputy Dean, Head of Department), and distributed to five universities (University of Tabuk, Taibah, King Saud, King Khalid, King Abdul-Aziz), and the researcher used statistical processes. The study concluded with a number of results that, in total, show the presence of full awareness among university leaders in Saudi universities, and how to manage these crises, through many important roles and interventions, and the role of intermediate variables such as the nature of work, its location, experiences and gender, and years of experience in the awareness of individuals of the study sample with the concept of crises and their management, and important recommendations that help in crisis management and awareness, were put forward by university leaders in Saudi universities.

Al Madawi's study (2016),the study aimed to identify the role of strategic planning in managing environmental crises at King Khalid University, with the aim of developing suggested recommendations, in order to practice strategic planning in

recommendations, most notably: - The company has information cadres capable of implementing an integrated program, for the pillars of proactive leadership, which qualifies the company to become a planner by its behavior, for its industry and for the environment surrounding.

Hamid and Mazloum's Study (2019) aimed to Determine the level of proactive personality of postgraduate students, and use the quantitative descriptive approach. The 45-item Proactive Personality Scale was designed in three domains, and its validity and stability were extracted. The study found that there were statistically significant differences at the level ($\alpha = 0.05$), indicating that postgraduate students have a proactive personality. One of the most important conclusions is that postgraduate students have a proactive personality due to the nature of their work, which requires that their personalities be more aware of the type of their interactions and social relationships. One of the most important recommendations of the research is to work on developing the correct aspect of the proactive personality of postgraduate students, when joining educational services, through psychological development counseling programs.

3.2 studies related to strategic planning and crisis management

Al-Ghamdi, Ayed study (2015), the study aimed to identify and analyze the nature of the awareness of academic leaders in the colleges of education in Saudi universities in crisis

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managing environmental crises with its four dimensions, attributed to the job variable.

4. Researcher methodology

The researcher follows the descriptive survey method, because it is appropriate for the nature of current research objectives.

4.1 Study community

The study community is made up of the 7,478 postgraduate students at the Faculty of Educational Sciences at the University of Jordan.

4.2 Study sample

The sample was chosen in a simple random way representing this community of all postgraduate students in the College of Educational Sciences - for the academic year 2019/2020 - at the University of Jordan in the Hashemite Kingdom of Jordan.

According to the latest statistics of the Ministry of Higher Education and Scientific Research, the annual statistical report for the year 2017/2018, the number of the study community was (7,478) postgraduate students. The questionnaire was published electronically on social networking sites, and (182) electronic and paper questionnaires were retrieved in addition to their publication on paper, and Table No. (1) shows the distribution of the study sample.

managing environmental crises at the university, to avoid negative effects in the future. The study used the descriptive analytical approach, and the study sample consisted of (71) member of the deans, assistants and heads of departments, and a sample of the administrative staff amounted to (29) administrative employees, and a questionnaire was designed to know the role of strategic planning in managing environmental crises from the point of view of the study sample.

The study reached the following results: The responses of the study sample to the level of strategic planning indicate the absence of an appropriate level of strategic planning at King Khalid University.

The results also showed that the sample members did not agree with the requirements of strategic planning appropriate for managing environmental crises, and the results showed that the majority of the sample members agreed that there are obstacles to strategic planning in crisis management, and that the vast majority of the sample members agreed on ways to overcome obstacles to strategic planning in managing environmental crises, and that there are statistically significant differences at the level of significance (0.01) between the average responses of the sample members to strategic planning in

Table (1) The sample of the study is distributed by gender, faculty and level of program

Variable	Categories	Number	Percentages	Total
Gender	Males	63	34.6%	182
	Female	119	65.6%	
Faculty type	Humanity	165	90.7%	182
	Scientific	17	9.3%	
Type of program	Master	79	43.4%	182
	PhD	103	56.6%	

Three degrees for the answer "sometimes".

And four degrees for the answer "mostly".

Five points for the "always" answer.

To get acquainted with the degree of estimation, the researcher adopted the mathematical averages of the answers of the sample members, to be an indicator of the degree of estimation, based on the following criterion in judgment for estimating arithmetic averages, by dividing degrees: estimation into three levels (high, medium, low), depending on the following equation, which is the correction standard.

Maximum alternatives - minimum alternatives / number of levels

$= 5-1/3 = 1.33$

First range: (1 - 2.33)

Second range: (2.34 - 3.67)

Third Range: (3.68 - 5)

Then the estimates are as follows:

From 1 - 2.33 low index

From 2.34 - 3.67 intermediate index

From 3.68 - 5 low index

4.4 The validity and stability of the tool

Arbitration of the scale was extracted from "the sincerity of the

4.3 Study tool

The researcher designed the proactive leadership scale, after referring to previous studies: such as the Al-Karaawi study (2018), the Hamid and Mazloum study (2019), and extracted the most important dimensions that helped define proactive leadership, and the scale consists of six dimensions of proactive leadership, namely (intuition, flexibility, initiative Creativity, decision-making, development), and the tool consisted of two parts:

The first part: included the demographic variables necessary for the respondent:

(Gender - College - Program Type)

Part Two: Dimensions of Proactive Leadership:

(Intuition, flexibility, initiative, creativity, decision-making, development)

Note that the answers to the search tool paragraphs were classified according to the five-point Likert scale, and five answers were determined according to the weight given to them, depending on the approval of the answer, and the grades / marks were distributed as follows:

One score for the "never" answer.

And two degrees to answer "rarely".

The stability of the instrument was measured to be sure, as the ratio of the stability factor Alpha Cronbach was adopted to extract the stability for the study instrument.

For clarity, we review Table (2) which shows the values of stability coefficients for the instrument domains.

arbitrators", and the number of arbitrators (6) from specialists in educational administration and leadership in the College of Educational Sciences in Jordanian universities.

The observations were taken and the percentage of agreement (80%) and above was approved by the arbitrators, on the articles and paragraphs of the instrument.

Table 2: Internal consistency coefficient (Cronbach Alpha) for resolution areas

Domain	Number of paragraphs	Paragraph numbers for each field	Internal consistency
Intuition	7	1-7	91%
Flexibility	8	8-15	92%
Initiative	8	16-23	82%
Creativity	8	24-31	88%
Decision Making	9	32-40	86%
Development	8	41-48	90%

The researcher uses the SPSS program statistical package for social sciences to extract the results of the study and the necessary calculations after collecting data electronically and on paper.

- To answer the first question, averages and standard deviations were used.
- To answer the second question, MNOVA multi-contrast analysis was used.

5. Study results

This section included a presentation of the results of the study, after analyzing the data obtained from the study sample members, and the following is a presentation of these

4.5 Application procedures

The study tool was distributed electronically, due to the current situation of the country and "quarantine", and was published in WhatsApp groups among postgraduate students, and put Hashtag on the tension, in addition to pasting it on various Facebook pages, as well as posting it on social media to collect data electronically.

Then start converting data into statistical programs, for processing and extracting ratios, averages and data, to start processing results analysis.

4.6 Statistical processing

To answer this question, averages and standard deviations have been calculated to the extent that the dimensions of proactive leadership are available to faculty members, from the point of view of postgraduate students, for each field and for each paragraph, and table 3 shows the results as follows:

results, according to the study questions.

5.1 First: Results on the first question:
How far are the dimensions of proactive leadership available to faculty members, from the point of view of postgraduate students?

Table (3) Arithmetic averages and standard deviations to the degree of availability of proactive leadership dimensions among faculty members, from the point of view of postgraduate students

figure	Domain	Arithmetic average	Standard deviation	Rank	Grade
1	Intuition	4.27	0.751	1	High
2	Flexibility	4.12	0.771	2	High
5	Decision	4.11	0.802	3	High
6	Development	4.01	0.766	4	High
4	Creativity	3.96	0.795	5	High
3	Initiative	3.93	0.796	6	High
Total		4.16	0.701	__	High

Table (3) shows that the calculation averages of areas ranged from (4.27-3.93), and the calculation averages and standard deviations of the study sample members were calculated on individual area-by-area paragraphs, as follows:

Area 1: Intuition
To indicate the degree to which paragraphs in this area are estimated, calculation averages and standard deviations have been used, and table 4 shows this.

Table (4) Calculation averages and standard deviations of intuition-related paragraphs, ranked downwards by calculation averages

figure	Paragraphs	Arithmetic average	Standard deviation	Order	Grade
1	Sudden problems arise.	4.27	0.841	1	High

7	Professor reacts emotionally to the surrounding environment strongly	4.26	0.850	2	High
4	In his discussions, the professor links reality with what is hoped,to develop future solutions	4.17	0.794	3	High
5	The professor prepares for alternatives when he feels the crisis	4.12	0.889	4	High
6	The professor is preparing for warning signs of a possible crisis, and does not neglect it.	4.10	0.888	5	High
2	The professor follows the variables consciously with students.	4.04	0.785	6	High
3	The professor has a high sense of the variables affecting the expected crisis.	4.02	0.897	7	High
Total domain		4.27	0.751	__	High

of 4.02, and a standard deviation (0.897).

The arithmetic average for the intuition area as a whole (4.27) was a standard deviation of (0.751).

Area 2: Flexibility:

To indicate the degree of estimate of paragraphs in this area, calculation averages, standard deviations, and table 5 show this:

Table (4) shows that the calculation averages ranged from (4.27-4.02); paragraph 1, which states that "sudden problems arise" are found in the first place, with an average calculation of (4.27) and a standard deviation (0.841).

Paragraph 3, which states: "The professor has a high sense of the variables affecting the expected crisis," came last, with an average calculation

Table (5) Calculation averages and standard deviations of paragraphs related to the area of flexibility, ranked downwards by calculation averages

figure	Paragraphs	Arithmetic average	Standard deviation	Order	Grade
1	Contact with the professor is easy	4.19	0.859	1	High
2	The professor provides an educational environment that allows freedom of expression	4.19	0.878	1	High

4	Students discuss different points of view positively	4.14	0.792	3	High
3	The professor gives his students enough time to answer his questions.	4.13	0.810	4	High
6	The professor responds to crises very quickly, by moving to the pre-set alternative plan	4.10	0.898	5	High
5	The professor has the skill to negotiate.	4.07	0.814	6	High
8	Contact is directly with theProfessor	4.05	0.947	7	High
7	The professor understands unintended mistakes.	4.03	0.939	8	High
Total domain		4.19	0.771	__	High

average calculation of4.03, and a standard deviation (0.939).

The arithmetic average for the area of flexibility as a whole (0.939) with a standard deviation of (0.771).

Area 3: Initiative:
To indicate the degree to which paragraphs in this area are estimated, calculation averages and standard deviations have been used, and table 6 shows this:

Table 5 shows that the calculation averages ranged from (4.19-4.03); paragraphs 1 and (2) states: "Contact with the Professor is easy".

" The professor provides an educational environment that allows freedom of expression " in the first place, with an average calculation of (4.19).

Paragraph 7, which states: "The professor understands unintended errors", came in last place, with an

Table (6) Arithmetic averages and standard deviations of paragraphs related to the area of initiative, ranked downwards by calculation averages

figure	Paragraphs	Arithmetic average	Standard deviation	Order	Grade
4	Professor encourages Researchers to Upgrade Modern Methods and Applications in Scientific Research	4.10	0.873	1	High
6	The professor helps any student in trouble without hesitation.	4.08	0.885	2	High

2	Invests diverse modern technical media that promote technological education	4.02	0.910	3	High
3	The professor initiates new ideas to improve teaching	4.02	0.960	3	High
8	The professor is boldly moving towards change.	3.96	0.971	5	High
7	The professor agrees to participate in associations that serve the common good	3.92	0.974	6	High
1	The professor has the ability to anticipate future obstacles and crises.	3.90	0.873	7	High
5	Diversify into new, unique methods to achieve the objectives of the university's educational process	3.89	0.972	8	High
Total domain		3.93	0.796	__	High

calculationof3.89, and a standard deviation (0.972).

The average calculation of the area of the initiative as a whole (3.93) with a standard deviation was (0.796).

Area 4: creativity:

To indicate the degree of appreciation of the paragraphs in this area, calculation averages and standard deviations were used, and table (7) shows this:

Table (6) shows that the calculation averages ranged from (4.10-3.89); paragraph 4 states: "Professor encourages researchers to upgrade modernmethods and applications in scientific research" inthe first place, with an average of(4.10) andastandard deviation (0.873).

Paragraph 5, which states: "It is diversified by unique new methods to achieve the objectives of the university's educational process" came in last place, with an average

Table (7) arithmetic averages and standard deviations of paragraphs related to the field of creativity, ranked downwards by calculation averages

figure	Paragraphs	Arithmetic average	Standard deviation	Order	Grade
5	Encourages creative ideas from postgraduate students.	4.16	0.886	1	High
3	Introduces new methods that help develop students' research performance.	4.01	0.873	2	High
4	Contributes innovative ideas to help researchers understand the course	4.00	0.885	3	High
7	Uses advanced technology in his teaching methods	3.98	0.913	4	High
1	The professor has qualities that enable him to innovate in order to reach good educational outcomes.	3.97	0.900	5	High
8	Contributes to the creative dissemination of scientific additions	3.94	0.852	6	High
6	Creates ways to help it organize the educational environment to avoid future crises.	3.93	0.827	7	High
2	Integrates old programs with modern programs, to work on interpreting them in creative ways	3.89	0.933	8	High
Total domain		3.96	0.795	__	High

standard deviation (0.933). The arithmetic average for the field of creativity as a whole (3.96) with a standard deviation was (0.795).

Area 5: Decision-making:

To indicate the degree of appreciation of the paragraphs in this area, calculation averages and standard deviations were used, and table (8) shows this:

Table 7 shows that arithmetic averages ranged from (4.16-3.89); paragraph 5 states: "Creative ideas are encouraged by postgraduate students." In the first place, with an average calculation of 4.16 and a standard deviation of (0.886).

Paragraph2, which states: "Integrates old programs with modern programs, to work on interpreting them in creative ways", in the last place, with an average calculation of 3.89, and a

Table (8) Arithmetic averages and standard deviations of decision-making paragraphs, ranked downwards by calculation averages

figure	Paragraphs	Arithmetic average	Standard deviation	Order	Grade
9	He's responsible for making his decisions.	4.19	0.846	1	High
4	The decision is made in due course.	4.09	0.832	2	High
7	Makes realistic and viable decisions	4.09	0.798	2	High
2	He's brave in implementing the decision.	4.07	0.821	4	High
5	He has a holistic mentality of extensive experience to account for information for rational decision-making.	4.07	0.827	4	High
1	The decision is made objectively without neutrality	4.03	0.954	6	High
3	Diagnoses the expected crisis by making advance decisions	4.03	0.930	6	High
8	He innovates in making decisions.	4.00	0.827	8	High
6	His decision has a strategic dimension.	3.95	0.822	9	High
Total domain		4.11	0.802	__	High

The arithmetic average for the decision-making area as a whole (4.11) was a standard deviation of (0.802).

Area 6: Development:
To indicate the degree of appreciation of the paragraphs in this area, calculation averages and standard deviations were used, and table (9) shows this:

Table(8)shows that the calculation averages ranged from (4.19-3.95); paragraph 9 states:"He is responsible for making his decisions" in the first place, with an average calculation of (4.19) and a standard deviation (0.846).

Paragraph 6, which states that his decision has a strategic dimension, came in last place, with an average calculation of 3.95, and a standard deviation (0.822).

Table (9) Calculation averages and standard deviations of development-related paragraphs, ranked downwards by calculation averages

figure	Paragraphs	Arithmetic average	Standard deviation	Order	Grade
7	The professor contributes to conveying his expertise to others in order to improve.	4.13	0.837	1	High
8	Helps develop training programs through the results of his research	4.05	0.829	2	High
3	Ensures continued improvement of learning quality	4.04	0.859	3	High
4	He is interested in continuous training by adopting the philosophy of development	4.03	0.846	4	High
2	Contributes to providing the necessary potential in the event of a real crisis in order to continue education	4.02	0.840	5	High
6	The professor makes suggestions to researchers to develop their traditional methods.	4.02	0.844	5	High
1	He proposes to senior management alternative plans that help complement the university's path to leadership without deteriorating from crises.	3.98	0.897	7	High
5	The professor changes the course plan according to recent scientific studies on an ongoing basis.	3.97	0.933	8	High
Total domain		4.01	0.766	__	High

Table 9 shows that the calculation averages ranged from (4.13-3.97); paragraph 7 states: " The professor contributes to conveying his expertise to others in order to improve. "In first place, with an average calculation of 4.13and a standard deviation (0.837).

Paragraph 5, which states:"According to recent scientific studies of science, the professor continuously changes his

attributed to variables (Faculty: humanity, scientific, health - sex: male, female - program level: Master, Professorial)?

To answer this question, calculation averages and standard deviations were calculated and statistical differences between mathematical averages were shown, MNOVA multi-contrast analysis was used as follows:

decisions" in the last place, with an average calculation of 3.97, and a standard deviation (0.933). The average calculation of the development area as a whole (4.01) with a standard deviation was (0.766).

5.2 Second: The results of the second question, which read:

Are there any differences with statistical connotations ($\alpha = 0.05$) for proactive leadership dimensions

Variable	Categories	Number	Arithmetic average and standard deviation	Area 1	Domain 2	Third field	Fourth field	Area 5	Sixth field
Sex	male	63	Arithmetic average	4.483	4.249	4.134	4.169	4.145	4.218
			Standard deviation	.149	.151	.157	.156	.158	.150
	female	119	Arithmetic average	4.433	4.332	4.195	4.155	4.335	4.144
			Standard deviation	.131	.133	.138	.137	.139	.132
Program level	Master	79	Arithmetic average	4.367	4.031	4.033	4.015	4.010	3.936
			Standard deviation	.132	.133	.138	.138	.140	.133
	Professor	103	Arithmetic average	4.549	4.549	4.296	4.309	4.470	4.425
			Standard deviation	.149	.151	.156	.156	.158	.150
Faculty type	humanism	165	Arithmetic average	4.229	4.081	3.864	3.866	4.027	3.985
			Standard deviation	.068	.069	.072	.072	.073	.069
	Scientifi	17	Arithmetic average	4.688	4.500	4.465	4.458	4.452	4.377

c		Standard deviation	.187	.189	.196	.195	.198	.188

Table (10): Averages and standard deviations, for areas of proactive leadership that attribute to variables (sex, program level, college type)

Table (10) shows that there are apparent differences between the average differences between the responses of the study sample members, about areas of proactive leadership dimensions measurement that attribute variables (sex, program level, college type), and to determine whether these differences are apparent or statistically significant at the indication level ($\alpha = 0.05$), MNOVA multiple contrast analysis was used, as shown in table (11).

Table (11)MNOVAMulti-Contrast Analysis Test Results for Differences between Study Sample Individual Responses, on Areas of Proactive Leadership Dimensions Measurement, which attribute to variables (gender, program level, college type)

Variables		Total squares	Degrees of freedom	Average squares	F value	Statistical significance Sig
Sex Hotling= .023 P= .652[b] Function =.688	Domain 1	.036	1	.036	.064	.801
	Domain 2	.098	1	.098	.169	.681
	Domain 3	.054	1	.054	.086	.770
	Domain 4	.003	1	.003	.005	.943
	Domain 5	.517	1	.517	.811	.369
	Domain 6	.079	1	.079	.138	.711
Program level Hotling = .069 P = 1.952[b] Function = .075	Domain 1	.476	1	.476	.837	.361
	Domain 2	3.845	1	3.845	6.608	.011
	Domain 3	.995	1	.995	1.595	.208
	Domain 4	1.238	1	1.238	1.995	.160
	Domain 5	3.030	1	3.030	4.752	.031
	Domain 6	3.431	1	3.431	5.963	.016
Faculty type Hotling = .057 P = 1.605[b] Function = .149	Domain 1	3.019	1	3.019	5.317	.022
	Domain 2	2.521	1	2.521	4.332	.039
	Domain 3	5.172	1	5.172	8.289	.004
	Domain 4	5.038	1	5.038	8.118	.005
	Domain 5	2.587	1	2.587	4.058	.046
	Domain 6	2.208	1	2.208	3.837	.052
Error	Domain 1	98.812	174	.568		
	Domain 2	101.250	174	.582		
	Domain 3	108.564	174	.624		

Variables		Total squares	Degrees of freedom	Average squares	F value	Statistical significance Sig
	Domain 4	107.992	174	.621		
	Domain 5	110.952	174	.638		
	Domain 6	100.124	174	.575		
Total	Domain 1	3415.250	182			
	Domain 2	3194.250	182			
	Domain 3	2927.750	182			
	Domain 4	2966.750	182			
	Domain 5	3186.750	182			
	Domain 6	3038.250	182			
Total corrected	Domain 1	102.326	181			
	Domain 2	107.710	181			
	Domain 3	114.891	181			
	Domain 4	114.441	181			
	Domain 5	116.661	181			
	Domain 6	106.216	181			

the sixth field (development) and was for the benefit of the students of the professorial program.

- The existence of statistically significant differences in the areas of measuring the dimensions of proactive leadership, from the point of view of postgraduate students, due to the variable type of college on all fields, except the sixth field (development), were all for the benefit of scientific colleges.

6. Discussion of results

After presenting the findings of the research on the degree of availability of proactive leadership dimensions among faculty members, from the point of

The results shown in table (11) show that there are no statistically significant differences attributable to the sex change across all areas, and that there are differences between average responses of sample members at the indication level ($\alpha = 0.05$), on the responses of the study sample members, to the areas of measuring the dimensions of proactive leadership, from the point of view of postgraduate students, as follows:

- There are statistically significant differences in the areas of measuring the dimensions of proactive leadership, from the point of view of postgraduate students attributable to the variable level of the program on the second field (flexibility), the fifth field (decision-making) and

professional technical management manner.

Discussion of the results related to the second question: Are there differences with statistical connotations ($\alpha = 0.05$), for the dimensions ofproactive leadership attributable to variables (faculty type: humanity, scientific, health - sex: male, female- program level: Master, Professorial)?

The results of the previous table 11 reveal that there are statistically significant differences, areas of dimensional measurement of proactive leadership, from the point of view of postgraduate students, attributable to the variable level of the program on the second field (flexibility), the fifth field (decision-making) and the sixth field (development) and were in favor of the students of the Professorial Program. This explains that the skills possessed by professorial students are advanced and highly dedicated, which indicates that the graduate programs at the University of Jordan select their distinguished students from all countries, especially that the programs that teach the postgraduate degree, help to develop students for higher-order thinking skills, including analysis and interpretation of the results, and then to be refined by professors with various experiences, contributed to the development of students in acquiring the process of thinking outside the box, creatively

As evidenced by the results, there are statistically significant differences, areas of dimensional measurement of

view of postgraduate students, in light of the COVID-19 virus crisis, in light of this, the research makes a number of recommendations and suggestions.

Discussion of the results related to the first question: How far are the dimensions of proactive leadership among faculty members from the point of view of postgraduate students?

The results of the first question showed that the degree of availability of proactive leadership dimensions among faculty members, from the point of view of postgraduate students, in light of theCOVID-19 virus crisis, was high.

The result may explain that the faculty members at the University of Jordan have high competence and full readiness to deal with the crises that are occurring at the university, and this was reflected in the crisis that swept the wholeworld, namely the emergence of the virus that required professors to switch to distance e-learning. In addition, when researching the level of faculty members in Jordanian universities, we find that the majority of them are graduates of prestigious universities from America, Britain and Arab universities, which indicates the diversity of their cultural environment, and their acquisition ofdiverse experiences, and different languages, and this has helped their qualification to develop the methods used in crisis leadership.

In particular, they have experience in various fields of work in the official bodies of the Hashemite Kingdom of Jordan, which in turn helped enable them to master their work in a

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proactive leadership, from the point of view of postgraduate students, attributable to the change in the type of college in all areas except the sixth field (development), all for the benefit of scientific colleges.

This can be interpreted by the fact that the University of Jordan pays attention to scientific colleges, in providing the right environment that helps them in the processes of creativity, innovation and inventors, and this in turn helped the country in this current crisis faced, some students in cooperation with factories, to think about the manufacture of oxygen devices that helps save some costs on the country, compared to importing them from abroad, which costs thousands of dollars.

7. Recommendations and proposals

Based on the findings of the research, the researcher recommends taking care of faculty members, working on their training on an ongoing basis, providing them with new skills to lead future crises, and solving problems in all areas of the university of Jordan, and provide all universities with devices and computers to keep up with the latest developments. And suggesting creating micro-electronic incubators on campus, to attract and contain ideas from creators and inventors.Then start creating data, then information systems that gradually create a huge knowledge economy, which in turn helps to advance the economic development of the Hashemite Kingdom of Jordan.

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