






# “The influence of creative leadership dimensions on financial crisis management through the mediating role of conflict prevention and internal control: Case of SMEs in North Lebanon”

<b>AUTHORS</b>	Tamima Elhassan  Racha Saleh  Mahmoud Edelby  Mazen Massoud 
<b>ARTICLE INFO</b>	Tamima Elhassan, Racha Saleh, Mahmoud Edelby and Mazen Massoud (2025). The influence of creative leadership dimensions on financial crisis management through the mediating role of conflict prevention and internal control: Case of SMEs in North Lebanon. <i>Problems and Perspectives in Management</i> , 23(3), 597-613. doi: <a href="https://doi.org/10.21511/ppm.23(3).2025.43">10.21511/ppm.23(3).2025.43</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/ppm.23(3).2025.43">http://dx.doi.org/10.21511/ppm.23(3).2025.43</a>
<b>RELEASED ON</b>	Thursday, 18 September 2025
<b>RECEIVED ON</b>	Saturday, 10 May 2025
<b>ACCEPTED ON</b>	Monday, 25 August 2025
<b>LICENSE</b>	 This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>
<b>JOURNAL</b>	"Problems and Perspectives in Management"
<b>ISSN PRINT</b>	1727-7051
<b>ISSN ONLINE</b>	1810-5467
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

**58**



NUMBER OF FIGURES

**2**



NUMBER OF TABLES

**6**

© The author(s) 2025. This publication is an open access article.



## BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

Type of the article: Research Article

Received on: 10<sup>th</sup> of May, 2025

Accepted on: 25<sup>th</sup> of August, 2025

Published on: 18<sup>th</sup> of September, 2025

© Tamima Elhassan, Racha Saleh,  
Mahmoud Edelby, Mazen Massoud,  
2025

Tamima Elhassan, Ph.D., Assistant  
Professor, Department of Business  
Administration, Faculty of Business  
Management, Jinan University,  
Lebanon. (Corresponding author)

Racha Saleh, Ph.D., Assistant  
Professor, Department of Business  
Administration, Faculty of Business  
Management, Jinan University,  
Lebanon.

Mahmoud Edelby, Ph.D., Assistant  
Professor, Department of Business  
Administration, Faculty of Business  
Management, Jinan University,  
Lebanon.

Mazen Massoud, Ph.D., Associate  
Professor, Department of Business  
Administration, Faculty of Business  
Management, Jinan University,  
Lebanon.



This is an Open Access article,  
distributed under the terms of the  
[Creative Commons Attribution 4.0  
International license](https://creativecommons.org/licenses/by/4.0/), which permits  
unrestricted re-use, distribution, and  
reproduction in any medium, provided  
the original work is properly cited.

**Conflict of interest statement:**

Author(s) reported no conflict of interest

Tamima Elhassan (Lebanon), Racha Saleh (Lebanon), Mahmoud Edelby (Lebanon),  
Mazen Massoud (Lebanon)

# THE INFLUENCE OF CREATIVE LEADERSHIP DIMENSIONS ON FINANCIAL CRISIS MANAGEMENT THROUGH THE MEDIATING ROLE OF CONFLICT PREVENTION AND INTERNAL CONTROL: CASE OF SMEs IN NORTH LEBANON

**Abstract**

Creative leadership is vital for managing financial crises. Leaders with vision, motivation, and adaptability steer organizations toward stability and success. They anticipate potential crises by establishing conflict prevention mechanisms and internal controls, thereby ensuring resilience and enabling proactive, calm management during crises. Creative leadership is increasingly important for small and medium-sized enterprises in unstable regions like Lebanon. This paper examines how creative leadership dimensions impact financial crisis management through the mediating roles of conflict prevention and internal control. This 2024 study used a questionnaire completed by 157 employees at Lebanese SMEs. Principal component analysis (PCA) identified three creative leadership dimensions: inspiring vision, adaptability, and self-motivation. Results showed that inspiring vision and adaptability affect financial crisis management. Structural equation modeling (SEM) confirmed that inspiring vision and adaptability significantly influence crisis management, mainly through the mediating effects of conflict prevention and internal control. Conflict prevention had the strongest direct effect on crisis management, with internal control showing a similar impact. Therefore, conflict prevention and internal control mediate the relationship between inspiring vision, adaptability, and successful financial crisis management. Adaptability and internal control are key pillars for effectively responding to financial crises. Creative leaders utilize crisis management models and controls to address financial crises. To enhance financial resilience, organizations should implement controls and proactive conflict prevention.

**Keywords**

leadership, resilience, risk mitigation, operational crises, change management

**JEL Classification**

M12, G32, D22, L26

**INTRODUCTION**

Organizations worldwide face economic, health-related, and technological crises that significantly impact their operations and undermine even the most resilient structures. Managers have diligently addressed the repercussions of recent health and economic crises on their organizational performance. They adopt crisis management and recovery strategies to safeguard their personnel and assets and reallocate resources toward higher-priority and mission-critical areas to guarantee business continuity (Dobrowolski, 2020).

Crisis management encompasses reaction, preparation, and ongoing adaptation. By proactively anticipating risks, adjusting to evolving circumstances, and implementing decisive measures, leaders demon-

strate their value and ensure the long-term sustainability of their organization. Creative leaders consistently oversee the internal control environment to manage risks associated with financial reporting, demonstrating resilience effectively. They foster a sense of security and trust among employees during periods of crisis (Fasth et al., 2022). This process includes actively listening to and addressing individual concerns, which is vital for sustaining motivation and engagement within the team. Nonetheless, a prevalent error among leaders is the exclusive focus on immediate crisis management at the expense of their long-term vision.

Some leaders neglect to delegate operational responsibilities, instead attempting to exert control over all aspects during a crisis. This approach can hinder the organization's responsiveness and create procedural bottlenecks (Çobanoğlu & Demir, 2022). Bhaduri (2019) contended that standard performance metrics are inadequate to address this evolving landscape, thus compelling institutions to enhance and elevate their performance, enabling them to outperform competitors and foster innovative work. This constitutes an unavoidable reality. Leadership and creativity are fundamentally interconnected for any organization aiming to adapt to change. A leader or executive who is neither responsive nor receptive to innovation risks compounding failures. According to Alkhodary (2025) and Mandiyasa et al. (2022), they argue that limited employee innovation occurs when routine and low confidence hinder the development of new ideas. They validated that creative leadership enhances innovation both directly and indirectly through knowledge sharing, which in turn boosts creative self-efficacy and leads to increased innovation. Wang and Wang (2022) noted that deficiencies in creative leadership and a lack of robust financial structure exacerbate these challenges.

Previous research has focused on transformational leadership styles, their effects on follower performance (Andres & Heo, 2023), and strategic outcomes. Peters (2023) examined leader-follower interactions and adaptive leadership characterized by learning agility (Aziz, 2021). These earlier studies did not comprehensively review the existing literature pertaining to the influence on crisis management.

As a result, a research gap persists in identifying the factors that motivate individuals to assume leadership roles, particularly those crucial to managing financial crises. Furthermore, an examination of conflict prevention and internal control helps elucidate the relationship between these constructs and provides a rationale for selecting this topic. This study could benefit the Lebanese SMEs, which currently play a dominant role in the country's economy. The proposed model would enable decision makers to identify specific factors, such as creative leadership, that can promote the adoption of innovative behaviors among employees, thereby enhancing the quality of financial services and ensuring sustainability amid increasing competition.

---

## 1. LITERATURE REVIEW AND HYPOTHESES

Creative leaders guarantee organizational resilience, enabling them to navigate and anticipate crises with serenity. They establish and maintain robust and adaptable internal control systems, thereby ensuring organizational stability and resilience. Leaders overcome crises and emerge stronger by acquiring three fundamental skills: anticipating, adapting, and acting (Nwachukwu & Hieu, 2020). Indeed, creative leaders strive to mitigate the impact of crises by implementing effective operational crisis management models.

Organizations need leaders who can adapt, inspire, and motivate their teams by giving meaning to their work and involving them in achieving their goals. The transformational approach to creative leadership integrates staff into the decision-making process to generate new ideas (Xia et al., 2022). Creative leadership becomes collaborative when employees' visions and recommendations are considered to propel the company forward. A leader who anticipates crises understands the challenges ahead and identifies potential risks to their organization. This ability is based on good data analysis, market trends, and careful observation of changes in the organization's external and

internal environment (Sukhumpong et al., 2023). Creative leadership dimensions embrace, namely, inspiring vision, self-motivation, and adaptability.

A leader's capacity for inspiring vision is compatible with Hersey and Blanchard's suggestions (Kreyenberg & Seriki, 2023). According to their model, a leader possesses four competencies: situation identification, adaptability, modification according to potential, and collaboration. Consequently, Feuls et al. (2021) identified three roles of a vision. First, a vision is to inspire. This should serve as a foundation for supporting, enabling, empowering, and growing any organization's workforce, and is an absolute necessity for all activities. Second, it serves as a foundation for policymaking. Third, it enables the workforce to identify common areas for directing energy to achieve long-term steep-slope quality improvement (Mallillin, 2022). Effective leadership characterized by an inspiring vision enhances employee cohesion, diminishes uncertainty, and facilitates strategic decision-making during crises. It enables the anticipation and mitigation of conflicts, thereby promoting stability (Shi et al., 2023). Preventing internal conflicts, which may lead to financial mismanagement and hasty decisions, fosters improved collaboration and resource management (Chandolia & Anastasiou, 2020). An inspiring vision directly motivates teams amidst crises, while conflict prevention indirectly contributes to this motivation, thereby establishing a climate conducive to the realization of strategic goals. An inspiring vision often helps leaders unite teams around a shared goal, reducing conflict risk. It positively influences conflict prevention by motivating actions and decisions, which minimizes misunderstandings and disagreements (Zakariya & Naqvi, 2022; Anastasiou, 2020). Moreover, it fosters alignment and decreases divergences of interests, directly supporting conflict prevention (Xia et al., 2022). An inspirational vision is linked to a leader's ability to unite resources and achieve goals. Visionary leaders establish internal controls to align activities with their strategy (Restuputri et al., 2024). Clear vision helps monitor performance, improve governance, and boost transparency, reducing opportunism. Leaders who communicate well foster better integration of internal controls. However, overly visionary leaders may overlook technical control details (Iqbal et al., 2021). An

inspiring vision aligns behaviors and reinforces a culture of compliance (Restuputri et al., 2024).

Leaders motivate employees using psychologically empowering techniques (Khan, 2022). Xie et al. (2020) posited that empowering leadership is congruent with self-determination theory (SDT), which emphasizes the fulfillment of fundamental psychological needs, autonomy, competence, and relatedness, through traditional accountability measures, thereby promoting autonomous motivation. The domain of motivation research encompasses a variety of theories, including SDT, which underscores autonomy, social belongingness, and competence. Moreover, there are motivation drivers such as positive supervisory influence on employee performance (Nguyen et al., 2024), motivation to lead (MTL) factors (Fateh et al., 2020), and frameworks involving self-monitoring, evaluation, and reactions (Nabi & Akter, 2023), all influencing individual behavior. Additional motivation theories include Locke's goal-setting theory, as referenced by Sumanth et al. (2023), which asserts that establishing specific and challenging goals enhances performance. Furthermore, self-regulation theory informs motivation theory through self-efficacy beliefs, which enhance individual performance via feedback mechanisms (Constantin & Florea, 2023). Self-motivation is a key trait of resilient leaders who inspire teams and create positive work environments. Sumanth et al. (2023) show that motivated leaders are more resilient, less conflict-prone, and maintain positivity. They foster cooperation and reduce conflict risk (Constantin & Florea, 2023). Self-motivation encourages collaboration and trust, improving organizational climate (Juliana et al., 2024; Mandiyasa et al., 2022). Nwachukwu and Hieu (2020) found that these skills help leaders overcome crises and build team cohesion, even virtually.

Research shows that self-motivated leaders are more likely to implement rigorous internal control systems to prevent errors and fraud (Kavak & Akyürek, 2023). Self-motivated leaders utilize internal control systems to maintain the integrity and transparency of their operations (Blaskova & Trskova, 2017). Self-motivation reduces operational and financial risks and strengthens the conscientiousness in implementing internal control procedures (Sumanth et al., 2023). Self-motivated

leaders manage financial crises with optimism and proactivity (Nguyen et al., 2024). Effective conflict management improves resource use and response speed; nevertheless, too much control can hinder innovation (Khan, 2022; Xie et al., 2020). Self-motivation boosts crisis management by encouraging initiative, while conflict prevention fosters collaboration and stability (Barba-Sánchez & Atienza-Sahuquillo, 2017). It maintains resilience by helping leaders persevere and inspire teams. Conflict prevention reduces distractions and internal tensions, enabling leadership focus during crises (Mefi & Asoba, 2020).

Creative leadership constitutes a progressive strategic approach that underscores resilience and adaptability (Quy et al., 2024). Organizations that demonstrate adaptability and succeed in the marketplace are equipped to respond to evolving circumstances effectively. Adaptive leadership cultivates an ethos of continuous learning and swift responsiveness. It pertains to the capacity to adjust to changing demands and to respond flexibly and innovatively to unforeseen events. This enables managers to identify and address both individual and collective team needs, promote collaboration and innovation, and develop resilient capabilities to manage change (Öngel et al., 2024). Adaptive leaders seek compromise to prevent conflicts. Adaptability serves as a strategic response to the evolving needs of teams and facilitates issue resolution before they escalate into conflicts (Saputra et al., 2022). It directly influences conflict prevention by enabling flexible and prompt responses to challenges, thereby mitigating tensions (Shabeer et al., 2023). Adaptive leadership assists organizations in the continuous improvement of their control processes, thereby enhancing overall organizational effectiveness (Schulze & Pinkow, 2020). Nonetheless, excessive adaptability may undermine internal controls by rendering internal regulations overly flexible and susceptible to frequent modifications (Constantin & Florea, 2023). Additional studies indicate that rigidity in internal controls may conflict with the agility required for innovation and crisis response. Adaptability permits the dynamic adjustment of internal controls, consequently decreasing the likelihood of conflicts (Kallapadee et al., 2017; Loughlin & Priyadarshini, 2021).

Organizational disputes concerning conflict can take numerous forms, including power, supply, capital, technical advancements, competitive advantage, insolvency, human resources, and disaster (Johnstone & Walton, 2021). Analyzing the many theoretical approaches to conflict leads to one of this work's most fundamental conclusions: Conflicts can have negative and positive results. Conflict may be harmful or profoundly dysfunctional, while it also might provide ideal conditions for organizational development. Conflict prevention diminishes tensions and enhances the resilience of small and medium-sized enterprises. An inspiring vision, self-motivation, and adaptability are essential components of creative leadership and crisis management (Chandolia & Anastasiou, 2020). Their indirect influence through conflict mitigation reduces tensions, thereby improving decision-making and resilience. It is vital to balance these elements, as overly ambitious visions, excessive motivation, or rapid adaptability may lead to conflict. Consequently, strategic conflict prevention is imperative for effective crisis resolution. Conflict prevention reduces distractions and internal tensions, thereby enabling leaders to concentrate on crisis management (Mefi & Asoba, 2020). Research indicates that small and medium-sized enterprises (SMEs) that invest in conflict prevention sustain stable environments, which in turn enhances self-motivation and improves crisis management through sustained engagement. Moreover, conflict prevention indirectly contributes to improved focus and productivity. It is noteworthy that "conflict" remains a contentious issue that necessitates effective internal control (Johnstone & Walton, 2021).

Internal control encompasses the company's strategy and all systematic procedures aimed at safeguarding assets, verifying the accuracy of financial information, enhancing operational efficiency, and ensuring compliance with management policies (Zhang & Su, 2023). It is also defined as the process that ensures an organization's operational effectiveness, efficiency, and the reliability of financial reporting through accounting and auditing practices. Internal control has five key components: monitoring, environmental control, implementation methods, risk assessment, and communication (Henk, 2020). Environmental control is a primary predictor of effective regulation. The sys-

tem relies on written policies defining behaviors and activities to manage operations, hazards, and resource use. It includes administrative and accounting procedures, a control framework, information sharing, and compliance checks (Chang et al., 2019). Its purpose is to verify (1) compliance with laws, (2) effectiveness and efficiency, and (3) data accessibility and reliability (Bchennaty et al., 2024). The objectives encompass fostering a culture of risk control, provisioning employees with the necessary tools to identify and evaluate risks (including models) and ensuring that an organization delineates control and operational responsibilities (Kupec et al., 2021). Internal control responsibilities are vital for the regulation of risk management following global standards. Research focusing on SMEs indicates that effective internal controls facilitate the translation of leadership vision into sound operational strategies during crises (Bchennaty et al., 2024). Furthermore, it is suggested that innovative leadership can reduce reliance on internal controls, thereby promoting autonomy and flexibility. Additionally, studies have demonstrated that the impact of inspirational leadership is contingent upon the organizational culture and the maturity of processes (Hayuning Adi & Sukmawati, 2020).

Research on SMEs shows that flexible internal control systems enable leaders to respond effectively to crises while minimizing risks (Papík & Papíková, 2023). Adaptive leaders make effective strategic decisions during periods of economic turbulence (Quy et al., 2024). Internal control provides a framework that helps adaptive leaders structure their decisions and minimize crises associated with risks. Internal control mediates by transforming the leader's self-motivation into rigorous management practices (Dovey et al., 2017). For example, studies show that SMEs with strong internal control systems can better translate the leader's motivation into concrete actions to stabilize finances. Managers' motivation can compensate for the absence of a formal internal control framework and avoid a crisis (Islam et al., 2023).

A crisis is a stressful and unstable situation that can lead to adverse consequences. Crisis management involves addressing unforeseen future challenges and adapting to complex changes that may arise. Crises are considered critical periods of

organizational development (Ciekanowski et al., 2023). Crisis management pertains to the strategies employed by businesses to overcome crises, mitigate their negative effects, and capitalize on positive opportunities. A financial crisis occurs when an organization cannot fulfill its financial obligations, such as settling bills or salaries for employees, often because of a lockdown that has severely disrupted global economic activities, resulting in debtors' failure to repay their debts. Specifically, a financial crisis is characterized by a bank panic followed by financial institution failures and a reduction in financial intervention, which in turn causes a downturn in economic activity (Mamatzakis et al., 2023). Five primary factors contribute to a financial crisis: elevated interest rates, declines in the stock market, heightened uncertainty, panic, and unexpected reductions in the overall price level. Additionally, the financial crisis has been associated with phenomena such as fluctuations in credit and asset prices, significant variations in financial intermediation, and alterations in the availability of foreign capital to various economic agents (Oskouei & Sureshjani, 2021).

This paper aims to investigate the influence of creative leadership dimensions, specifically, inspiring vision, self-motivation, and adaptability, on financial crisis management through the mediating role of conflict prevention and internal control. Creative leadership encompasses three key dimensions: inspiring a vision, fostering self-motivation, and promoting adaptability. First, an inspirational vision strengthens strategic alignment and compliance with internal processes. Second, self-motivation improves discipline and rigor in implementing internal control. Third, adaptability enables the effective adjustment of control mechanisms to changes in the external environment. These results suggest that creative leadership is not limited to innovation and talent management but also plays a determining role in structuring and effectively implementing internal control in SMEs.

Based on Locke's goal-setting theory, creative leadership encourages clarity of vision, intrinsic motivation, and adaptability, the latter of which are critical elements for steering organizations through challenges and harmonizing individual

endeavors with collective objectives. By linking leadership behaviors to conflict prevention and internal control, the model underscores how intentional goal-setting enhances organizational stability and resilience. The proposed hypotheses, as evidenced in the existing literature, are illustrated in Figure 1.

- H1: Creative leadership has a statistically significant direct effect on financial crisis management, with a p-value of less than 0.05.
- H2a-c: Creative leadership dimensions have a statistically significant direct effect on conflict prevention, with a p-value of less than 0.05.
- H2a: Inspiring vision has a statistically significant direct effect on conflict prevention, with a p-value of less than 0.05.
- H2b: Self-motivation has a statistically significant direct effect on conflict prevention, with a p-value of less than 0.05.
- H2c: Adaptability has a statistically significant direct effect on conflict prevention, with a p-value of less than 0.05.
- H3a-c: Creative leadership dimensions have a statistically significant direct effect on internal control, with a p-value of less than 0.05.

- H3a: Inspiring vision has a statistically significant direct effect on internal control, with a p-value of less than 0.05.
- H3b: Self-motivation has a statistically significant direct effect on internal control, with a p-value of less than 0.05.
- H3c: Adaptability has a statistically significant direct effect on internal control, with a p-value of less than 0.05.
- H4: Conflict prevention mediates the relationship between inspiring vision and financial crisis management.
- H5: Conflict prevention mediates the relationship between self-motivation and financial crisis management.
- H6: Conflict prevention mediates the relationship between adaptability and financial crisis management.
- H7: Internal control mediates the relationship between inspiring vision and financial crisis management.
- H8: Internal control mediates the relationship between self-motivation and financial crisis management.

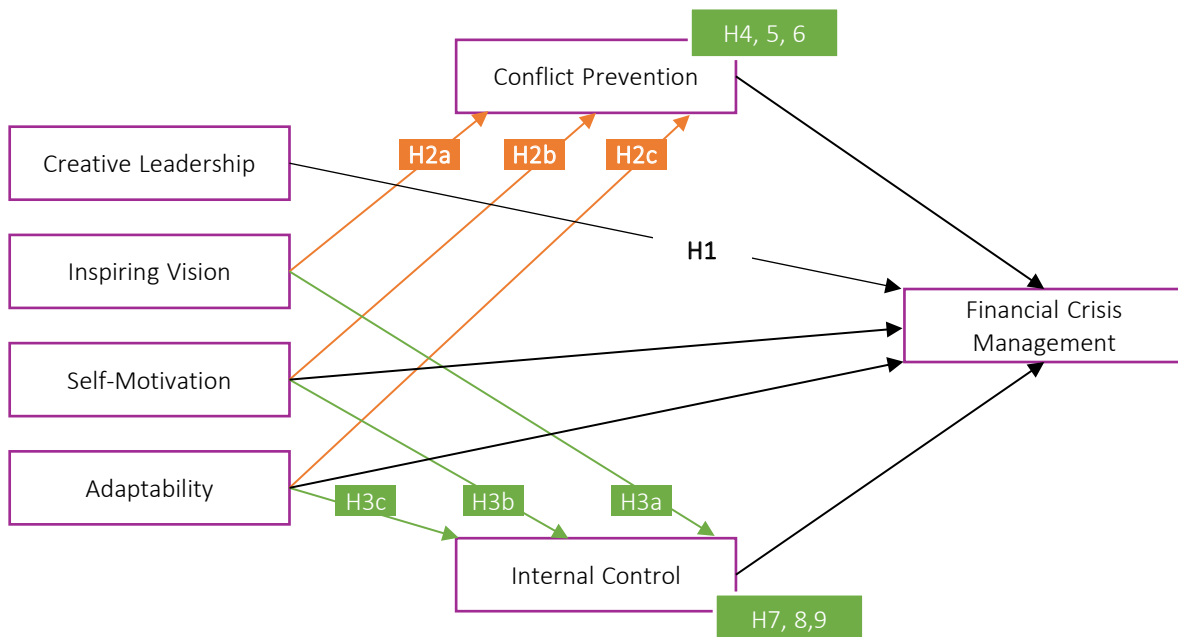


Figure 1. Conceptual framework

*H9: Internal control mediates the relationship between adaptability and financial crisis management.*

This theoretical perspective underpins the formulation of the proposed hypotheses, which are depicted within the conceptual framework illustrated in Figure 1.

## 2. METHODS

The epistemological orientation of the study uses the positivist method., which is suitable for explaining these relationships more effectively. The study employs an action research design grounded in a positive epistemological stance. The objective is to examine the impact of leadership style on organizational performance at Lebanese SMEs. The research approach envisioned is hypothetico-deductive, as it involves deriving hypotheses from existing knowledge, theories, and concepts, which are then tested against the facts.

The research team opted to administer an online questionnaire. This method allows us to verify hypotheses using quantifiable data, determine the relationships between the variables under study, and meet the research objective. The questionnaire was first pre-tested with ten financial controllers in Lebanese SMEs, who were subsequently excluded from the final study. The pre-test aims to contextualize and finalize the questionnaire. Hence, the concepts were operationalized to transport abstract (constructed) concepts into an observable and measurable phenomenon. The questionnaire comprises statements relating to the measured concepts.

Creative leadership was measured using the scale developed by Antonakis et al. (2003), which comprises 22 items. However, after contextualizing and pre-testing the questionnaire, we retained only 15 items. Each item was measured using a 5-point scale ranging from (1) “not at all” to (5) “frequently, if not always.” Regarding the financial performance scale, we used the one developed by Mamatzakis et al. (2023).

Lebanon’s population is predominantly comprised of large-scale miners and small to medium-

sized businesses. The sample is acquired using a random sampling method, which allows the selection of all large-scale enterprises as the research sample. Stephen Thompson’s approach yields 250 accountants, financial managers, and administrative managers. With a 5% margin of error, there are around 157 samples. The research population comprises accountants, financial and administrative managers from the North Lebanon region, as well as representatives from commercial entities in the region.

$$n = \frac{N}{1 + N^{(e^2)}} \quad (1)$$

$$= 151.6836187 \pm 152 \text{ samples (minimum),}$$

where  $n$  – sample size,  $N$  – total population size,  $e$  – margin sampling error (5%).

Data processing was carried out in three stages. First, an exploratory factor analysis was conducted according to Churchill’s (1979) recommendations, followed by a principal component analysis (PCA) using SPSS 25 software to refine the measurement scales. The PCA method was employed to ensure the quality of measuring instruments. To study the measurement scales, we used a principal component analysis to eliminate the least relevant elements and verify the one-dimensionality of the measurement instrument. We then tested whether the factor analysis allows for good results using SPSS 25.

Thus, sampling adequacy is measured using the Kaiser-Meyer-Olkin (KMO) index, which is considered significant if it exceeds 0.5. Additionally, Bartlett’s test of sphericity is implemented, with a  $p$ -value of less than 1%. Cronbach’s alpha was employed to evaluate the reliability of the scales. Subsequently, a confirmatory factor analysis was conducted utilizing AMOS 26 software to assess the construct validity. The Structural Equation Modeling (SEM) approach was favored for testing research hypotheses (Febriani et al., 2024). To improve interpretation and analyze the mediating effect, following the methodology of Maaliky et al. (2025), an interaction term was generated by multiplying the independent variable (creative leadership dimensions) with the mediating variables (conflict management and internal control).

### 3. RESULTS AND DISCUSSION

The results show a mainly experienced and male workforce, with a high proportion of employees in administrative roles. Most participants are in the 36–45 age group (31.8%), followed closely by those in the 46–55 age group (30.6%). The workforce is primarily comprised of experienced and mid-career professionals. Young adults (18–25) represent only 5.7%, indicating a relatively low level of integration among this population. Participants in the 56–64 age group (9.6%) represent a smaller proportion of employees. The low proportion is for 18–25-year-olds (5.7%) and 56–64-year-olds (9.6%).

Men comprise 62.4% of the workforce, while women make up 37.6% (54.1%). Of the respondents, 80% have more than 16 years of experience, reflecting a highly experienced employee base. Those with less than 5 years of experience constitute only 12.1%. Administrative roles dominate 60.5%, followed by accountants (22.9%) and financial managers (16.6%).

Table 1 exhibits descriptive statistics. Inspiring vision is among the highest means. Respondents perceive leadership as oriented toward inspiration. However, the relatively high standard deviation (1.08) reveals significant perception disparities. Self-motivation is perceived positively but with a

lower variance than inspiring vision, reflecting a relatively homogeneous capacity among individuals to motivate themselves.

Adaptability is perceived as moderate, with one of the lowest standard deviations, suggesting consistency among respondents in their perception of this skill. Adaptability-focused training, such as change management, could improve perceived levels. Conflict prevention is perceived as slightly lower than the others, with moderate response variance. Clear conflict resolution mechanisms, such as active listening and mediation policies, could strengthen this skill. Internal control is generally well perceived, although there are significant differences in responses.

Table 2 highlights the need for targeted conflict and financial crisis management programs, given the diversity of participants' perceptions (skewness). Kurtosis close to zero stipulates normal distributions, confirming the reliability of the results for further analysis.

Skewness designates that most respondents have a positive perception of this construct. Kurtosis close to zero indicates a normal distribution without excessive concentration around the mean. A positive perception of an inspiring vision is an asset. Self-motivation (Skew: 0.742; Kurtosis: 0.359) shows that most responses tend toward high

**Table 1.** Descriptive statistics

Descriptive indices	Inspiring vision	Self-motivation	Adaptability	Conflict Prevention	Internal Control	Financial crisis management
N	Valid 157 Missing 0	157 0	157 0	157 0	157 0	157 0
Mean	3.57	3.44	3.33	3.28	3.43	3.36
Median	3.83	3.50	3.33	3.33	3.60	3.60
Std. Deviation	1.081	.958	.890	.971	1.067	1.050
Variance	1.17	.919	.794	.944	1.139	1.104

**Table 2.** Normal distribution

Dimensions/ variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Inspiring vision	157	.856	.194	.053	.385
Self-motivation	157	-.742	.194	.359	.385
Adaptability	157	-.439	.194	.081	.385
Conflict Prevention	157	-.410	.194	.193	.385
Internal Control	157	-.665	.194	.124	.385
Financial crisis management	157	-.504	.194	.297	.385
Valid N (listwise)	157				

scores. Positive kurtosis remains close to a normal distribution. Conflict prevention and internal control have a relatively symmetrical distribution.

Factor analysis revealed key dimensions that contribute to the context of financial crisis management. Table 3 denotes an integrated approach that combines inspiring leadership, robust control systems, and a culture of adaptability.

Table 3 presents the underlying factors that explain the retained creative leadership dimensions, accounting for a total variance explained (TVE) of 77.8%. The PCA verified that creative leadership embraces inspiring vision, adaptability, and self-motivation. Inspiring vision has high loadings (IV1

to IV4, ranging from .785 to .879). Items have high correlations with the factor, validating its consistency. Conflict prevention indices are a very good fit for the data. The TVE (74.2%) accounts for a substantial proportion of the variance explained. Internal control loadings (between 0.908 and 0.943) are high, demonstrating outstanding item consistency. The correlation coefficients between the variables are significant at the 0.01 level, validating strong positive relationships between financial crisis management (FCM) and other variables, especially internal control (IC), highlighting its importance in a strategic management framework.

The strong correlation between self-motivation and adaptability ( $r = 0.745$ ) indicates that motivat-

**Table 3.** Factor analysis (Discriminant validity)

Retained items per dimension	Loadings	Extraction	KMO	Cronbach's Alpha	TVE
<b>Inspiring vision</b>					
IV1. Leaders have a clear and inspiring vision for the future.	0.879	0.822	.888	0.918	77.8
IV3. Leaders provide clear meaning and direction for work.	0.855	0.852			
IV6. Leaders connect our work to a larger, inspiring vision.	0.823	0.829			
IV4. Leaders inspire others to achieve ambitious goals.	0.785	0.737			
<b>Adaptability</b>					
AD6. I see changes as opportunities rather than obstacles.	0.852	0.749	0.783	0.877	77.8
AD5. I continually strive to enhance my skills and adapt to new challenges.	0.843	0.828			
AD2. I am open to new ways of doing things.	0.775	0.758			
AD3. I can adjust my priorities according to changing demands.	0.591	0.703			
<b>Self-motivation</b>					
SM1. I regularly set ambitious personal goals.	0.894	0.860	0.714	0.806	77.8
SM6. I reward myself when I achieve my personal goals.	0.735	0.698			
SM2. I take the initiative to improve my work performance.	0.631	0.727			
<b>Conflict prevention</b>					
CP6. The organization values collaboration to resolve disputes.	0.894	0.800	0.810	0.884	74.2
CP2. The organization's policies help minimize conflict.	0.876	0.767			
CP5. Conflict resolution processes are clear and well-defined.	0.862	0.744			
CP1. SME managers promote practices to prevent conflict.	0.811	0.657			
<b>Internal control</b>					
IC5. We have implemented controls to prevent fraud and financial misconduct.	0.943	0.890	0.849	0.921	86.4
IC2. There are procedures in place for verifying and validating significant financial transactions.	0.938	0.879			
IC4. The owner has established protocols for managing liquidity during financial crises.	0.908	0.824			
<b>Financial crisis management</b>					
FCM2. The organization has a dedicated team for managing financial crises.	0.912	0.832	0.747	0.889	81.9
FCM1. The organization has a documented financial crisis management plan in place.	0.907	0.823			
FCM4. Managers have clear guidelines for internal and external communication during a financial crisis.	0.895	0.802			

Note: TVE: Total Variance Explained.

**Table 4.** Correlation and collinearity statistics

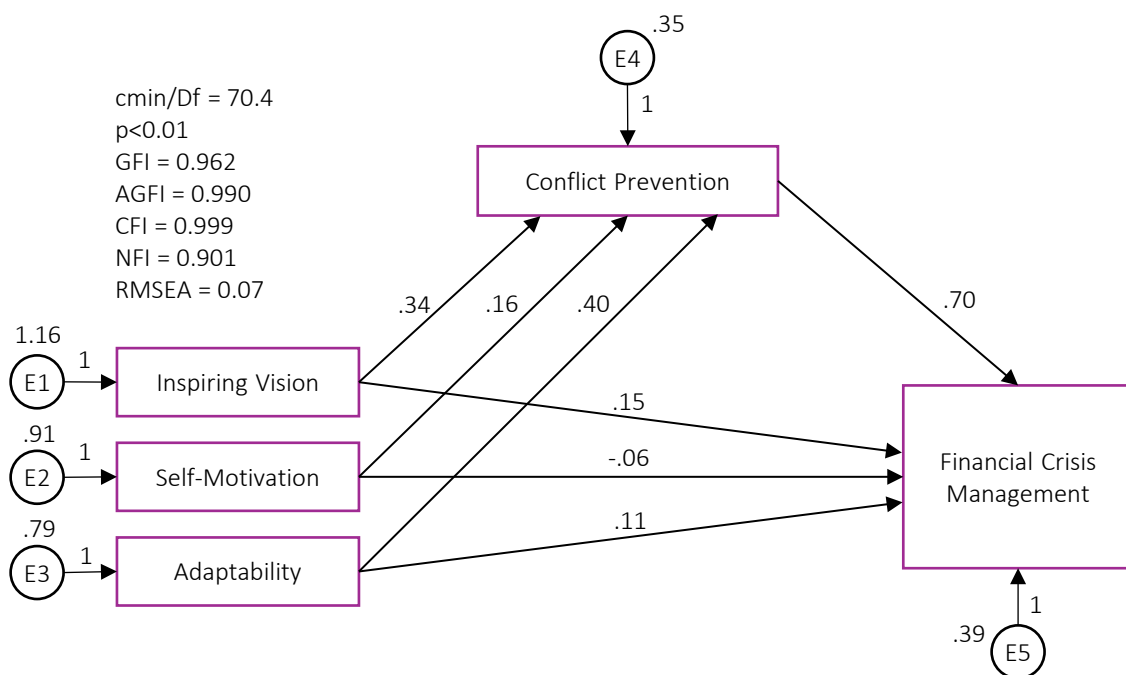
Dimensions/ variables	IV	SM	AD	CP	IC	FCM	Collinearity Statistics	
							Tolerance	VIF
IV Inspiring vision	1						0.432	1.312
SM Self-motivation	0.630**	1					0.545	1.833
AD Adaptability	0.569**	0.745**	1				0.412	1.427
CP Conflict Prevention	0.692**	0.674**	0.704**	1			0.324	1.083
IC Internal Control	0.689**	0.590**	0.624**	0.767**	1		0.422	1.370
FCM financial crisis management	0.632**	0.560**	0.607**	0.794**	0.852**	1	-	-

Note: \*\* Correlation is significant at the 0.01 level (2-tailed).

ed employees are more likely to adapt to changes (Table 4). The highest correlation between internal control and financial crisis management ( $r = 0.852$ ) advocates that effective control processes are crucial for successful crisis management. Conflict prevention is strongly related to financial crisis management ( $r = 0.794$ ). Regarding the collinearity statistics, the tolerance values range from 0.324 to 0.545 (self-motivation). Tolerances close to 1 indicate low collinearity between variables, while a tolerance below 0.2 would be a cause for concern. However, the values in Table 4 are acceptable. The VIF values range from 1.083 (conflict prevention) to 1.833 (self-motivation), well below the critical threshold of 10, indicating no multicollinearity problem between the independent variables.

The GFI, AGFI, CFI, and RMSEA indices indicate an overall well-fitting model, despite a high CMIN/df (Figure 2). The model is robust enough to explain the relationships between the variables. GFI = 0.962; AGFI = 0.990; CFI = 0.999; NFI (Normed Fit Index) = 0.901. These metrics indicate a good fit (close to 1 with a threshold value = 0.90).

Inspiring vision significantly and positively influences conflict prevention (0.34). Leaders with inspiring visions help prevent conflict. Adaptability significantly influences conflict prevention, with a correlation coefficient of 0.40. The influence of conflict prevention on financial crisis management is significant, with a correlation coefficient of  $r = 0.70$ . Therefore, it improves financial crisis



**Figure 2.** Structural equation modelling (conflict prevention, model A)

**Table 5.** Regression weights for conflict prevention as mediator (model A)

Variables	B	S.E.	C.R.	P	Hypotheses Results
IV → CP	0.344	0.044	7.872	0.00	Supported
SM → CP	0.161	0.049	3.259	0.001	Supported
AD → CP	0.401	0.053	7.561	0.00	Supported
IV → FCM	0.154	0.055	2.821	0.005	Supported
SM → FCM	-0.056	0.054	-1.030	0.303	Rejected
AD → FCM	0.113	0.066	1.730	0.084	Rejected
CP → FCM	0.704	0.085	8.314	0.00	Supported
IV X CP → FCM	0.093	0.009	10.088	0.00	Supported
AD X CP → FCM	0.069	0.010	7.012	0.00	Supported
SM X CP → FCM	-0.019	0.010	-1.893	.058	Rejected

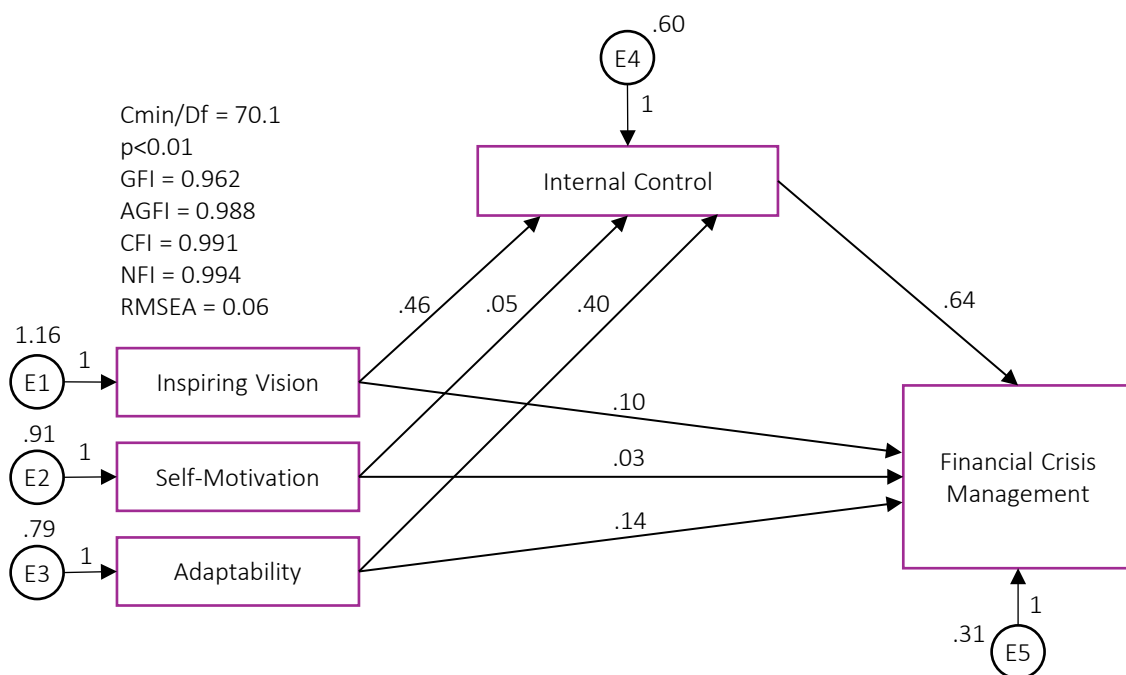
Note: IV = Inspiring Vision; SM = Self-motivation; AD = Adaptability; CP = Conflict Prevention; FCM = Financial Crisis Management; SE = Standard Error; CR = Critical Ratio.  $p < 0.001 < 0.05$ .

management. The influence of self-motivation on financial crisis management is insignificant (-0.06). Figure 2 verified that conflict prevention is a mediating variable. Inspiring vision and adaptability indirectly influence crisis management through conflict prevention. The direct relationships between self-motivation and financial crisis management are weak or insignificant; however, their indirect effects, via conflict prevention, enhance their impact.

Table 5 verified that adaptability has the strongest influence on conflict prevention. Inspiring vision has a direct influence on conflict prevention ( $\beta = 0.344, p < 0.001$ ). Self-motivation has a direct sig-

nificant influence on conflict prevention ( $\beta = 0.161, p < 0.001$ ). Hence, employee self-motivation reduces organizational conflicts. Adaptability has a significant influence on conflict prevention ( $\beta = 0.401, p < 0.001$ ). A culture of adaptability helps to resolve or avoid conflicts.

Inspirational vision influences financial crisis management significantly ( $\beta = 0.154, p < 0.05$ ). The influence of inspiring leaders on financial crisis management is evident; however, self-motivation and adaptability do not influence financial crisis management ( $p > 0.05$ ). Consequently, these two hypotheses are rejected. Self-motivation and adaptability have no direct impact on financial



**Figure 3.** Structural equation modelling (internal control, model B)

crisis management. Conflict prevention has a direct influence on financial crisis management ( $\beta = 0.704, p = 0.00$ ). Table 5 verifies that conflict management mediates the influence of inspiring vision ( $\beta = 0.093, p < 0.0001$ ) and adaptability ( $\beta = 0.069, p < 0.0001$ ) on financial crisis management. Two outcomes are amplified. First, conflict prevention amplifies the impact of inspiring vision on financial crisis management. Second, adaptability, coupled with effective conflict prevention, improves crisis management. However, conflict prevention does not mediate the relationship between self-motivation and financial crisis management ( $\beta = -0.019, p = 0.058$ ). The interaction between these variables is non-significant. Figure 3 analyzes the regression weights for the direct and moderated effects of the independent variables (inspirational vision, self-motivation, adaptability, and internal control) on financial crisis management.

Indicators such as GFI, AGFI, CFI, and NFI indicate a good fit (close to 1), suggesting that the model is generally well-fitted (Figure 3). Those indices specify that the relationships between the variables are statistically valid. Consequently, internal control is crucial in enhancing individual capabilities, such as inspiring vision, personal motivation, and adaptability, as well as in managing financial crises. Although some variables have a weak direct effect on financial crisis management (inspiring vision, adaptability), their indirect effects via internal control are significant.

The path coefficient analysis showed that the influence of inspiring vision on internal control (0.46) is significantly positive. Table 6 verified that self-motivation does not significantly influence inter-

nal control ( $p = 0.40$ ). The influence of adaptability on internal control (0.14) is weak but significantly positive. Adaptability helps maintain good internal control. Internal control has a significant influence on financial crisis management, with a correlation coefficient of 0.64. Therefore, good internal control significantly improves financial crisis management. Inspiring vision has a weak but positive direct influence on financial crisis management (0.10). Self-motivation and adaptability have a weak, almost negligible influence on financial crisis management (0.03; 0.14).

Table 6 demonstrates that internal control mediates the statistical association between the independent variable, adverse dynamics, and financial crisis management. An inspiring vision and good internal control improve financial crisis management. Combined with internal control, adaptability strengthens the ability to manage financial crises effectively. However, internal control does not moderate the relationship between self-motivation and financial crisis management ( $p = 0.805 > 0.05$ ). Employee self-motivation does not significantly interact with internal control to influence financial crisis management.

The results indicate that both models exhibit good overall fits, with high GFI, AGFI, and CFI values, suggesting that they accurately represent the data. The Cmin/df is similar in both models, indicating a good relative fit. The RMSEA is slightly better in the second model (0.06 vs. 0.07), verifying that internal control can better explain financial crisis management. The NFI is higher in the second model (0.994 vs. 0.901), which reinforces the robustness of the model based on internal control.

**Table 6.** Regression weights for internal control as mediator (model B)

Variables	B	S.E.	C.R.	P	Hypotheses Results
IV → IC	0.461	.058	7.978	0.00	Supported
SM → IC	0.045	.065	0.696	0.487	Rejected
AD → IC	0.397	.070	5.669	0.00	Supported
IV → FCM	0.100	.049	2.038	0.042	Supported
SM → FCM	0.028	.047	0.610	0.542	Rejected
AD → FCM	0.140	.055	2.546	0.011	Supported
IC → FCM	0.644	.057	11.262	0.00	Supported
IV X IC → FCM	0.072	.008	9.327	0.00	Supported
AD X IC → FCM	0.079	.008	9.608	0.00	Supported
SM X IC → FCM	-0.002	.008	-0.247	0.805	Rejected

Note: IV = Inspiring Vision; SM = Self-motivation; AD = Adaptability; CP = Conflict Prevention; FCM = Financial Crisis Management; SE = Standard Error; CR = Critical Ratio.  $p < 0.001 < 0.05$ .

The findings affirm that conflict prevention constitutes a crucial mechanism, exerting a significant direct influence on financial crisis management ( $\beta = 0.704$ ). The formulation and implementation of explicit conflict resolution policies and procedures are indispensable for augmenting organizational resilience during periods of crisis. The influence of inspiring vision and adaptability on financial crisis management is moderate, encouraging leaders to articulate compelling visions to enhance team efficacy amid crises. Furthermore, they cultivate a culture of adaptability, which facilitates the anticipation and prompt response to rapid changes.

The concepts of inspiring vision, self-motivation, and adaptability exert a direct influence on the management of financial crises. Internal control is significantly affected by inspiring vision and subsequently plays a positive role in financial crisis management. Consequently, internal control is regarded as a strategic instrument, with an inspiring vision considered essential in establishing an effective control framework. By investing in inspirational leadership, fostering self-motivation, and enhancing adaptability, organizations can indirectly bolster their resilience during crises through robust internal mechanisms.

Emphasis is placed on the development of internal control systems, as these directly enhance the organization's capacity to manage financial crises effectively. Leaders are encouraged to inspire their teams and promote self-motivation. Model B is preferred, given that internal control demonstrates a superior statistical fit and a more direct impact on financial crisis management. Hence, investments in innovative leadership and a resilient control framework are instrumental in improving crisis management. While conflict prevention is beneficial, it remains insufficient for effective crisis management without a solid internal control system.

Conflict prevention and internal control play different roles in improving crisis management. Internal control is slightly more statistically robust (Kreyenberg & Seriki, 2023). Inspiring vision is the dominant factor in both models, validating its critical role. Creative leadership and effective internal control appear more relevant than conflict prevention alone. These results are consistent with earlier findings (Khan, 2022; Xie et al., 2020) that have examined the relationship between these two variables, which have consistently reported a positive and significant relationship.

---

## CONCLUSION

The objective of this paper was to examine the influence of creative leadership dimensions on financial crisis management through the mediating role of conflict prevention and internal control in SMEs in North Lebanon. The results indicate that several key dimensions have a significant influence on effective financial crisis management. Inspiring vision and self-motivation have a direct effect on financial crisis management. Adaptability has an indirect influence through conflict prevention, which, in turn, significantly influences financial crisis management. Conflict prevention is key to optimizing financial crisis management. The findings affirm that conflict prevention is crucial in enhancing the influence of leadership skills on responses to financial crises. Adaptability and inspiring vision indirectly contribute to improved crisis outcomes through conflict prevention. Self-motivation exerts minimal direct influence. Internal control serves as a mediating factor between inspiring vision, adaptability, and crisis management, emphasizing the significance of organizational systems during periods of crisis. These findings highlight how leadership traits indirectly influence crisis outcomes through conflict prevention and internal control, both of which are crucial for resilience. The innovation resides in modeling both as parallel mediators, thereby providing valuable insight into how leadership influences organizational processes. Lebanese SMEs should integrate conflict prevention and internal controls into leadership programs to boost resilience. Training must enhance leaders' ability to craft inspiring visions and foster adaptable cultures for better crisis management. Clear policies, proactive conflict strategies, and internal controls like audits and employee training are essential for resilience. Leaders need to align conflict management with crisis impact, adopting an integrated approach to strengthen responses to financial crises.

No research is without doubt or limitations, and this paper is no exception. Theoretical and empirical limitations must be considered to enhance the scope of the findings. Variables are treated as a cross-sectional time horizon. A dynamic and longitudinal approach would enable us to better understand leadership variations over time and their impact on crisis management. Managers' self-assessment of their leadership may be biased due to social desirability bias. Objective data, such as quantifiable financial indicators, can complement the subjective approach and strengthen the validity of the results.

To overcome these limitations, future research could integrate other mediators, such as organizational resilience or emotional intelligence, and expand the sample by including other regions or sectors of activity. Future studies could investigate the impact of combining the different leadership styles. Future studies could be interesting, such as conducting a qualitative study downstream to propose additional hypotheses, explore other issues, and integrate other relationships between the variables. Future research should integrate longitudinal studies to observe leadership and crisis dynamics over time. Utilizing objective financial data and analyzing mediators such as emotional intelligence or organizational resilience may provide more comprehensive insights.

## AUTHOR CONTRIBUTIONS

Conceptualization: Tamima Elhassan, Racha Saleh.

Data curation: Tamima Elhassan, Racha Saleh.

Formal analysis: Tamima Elhassan, Racha Saleh, Mazen Massoud.

Investigation: Tamima Elhassan, Mazen Massoud.

Methodology: Tamima Elhassan, Mazen Massoud.

Project administration: Tamima Elhassan, Mazen Massoud.

Resources: Tamima Elhassan.

Software: Racha Saleh, Mazen Massoud.

Supervision: Tamima Elhassan.

Validation: Tamima Elhassan, Racha Saleh, Mahmoud Edelby, Mazen Massoud.

Visualization: Racha Saleh, Mahmoud Edelby, Mazen Massoud.

Writing – original draft: Tamima Elhassan, Racha Saleh, Mazen Massoud.

Writing – review & editing: Tamima Elhassan, Racha Saleh, Mahmoud Edelby.

## REFERENCES

1. Alkhodary, D. (2025). Driving Workplace Alignment and Adaptability in Jordanian Service Industry: a Cultural Examination of Managerial Influence and Staff Engagement. *Problems and Perspectives in Management*, 23(2), 848-861. [https://doi.org/10.21511/ppm.23\(2\).2025.62](https://doi.org/10.21511/ppm.23(2).2025.62)
2. Anastasiou, S. (2020). The significant effect of leadership and conflict management on job satisfaction. *Academic Journal of Interdisciplinary Studies*, 9(6). <https://doi.org/10.36941/AJIS-2020-0107>
3. Andres, V., & Heo, D. (2023). Organizational transformation in crisis: Learning from emergent patterns of knowing and organizing. *Learning Organization*, 30(3), 290-308. <https://doi.org/10.1108/TLO-09-2022-0104>
4. Antonakis J., Avolio B., & Sivasubramaniam N., (2003). Context and leadership: an examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295. [https://doi.org/10.1016/S1048-9843\(03\)00030-4](https://doi.org/10.1016/S1048-9843(03)00030-4)
5. Aziz, F. T. (2021). The role of strategic leadership in crisis management the case of governmental sector in the Northern Iraq – Erbil City. *International Journal of Multicultural and Multireligious Understanding*, 8(5). <https://doi.org/10.18415/ijmmu.v8i5.2709>
6. Barba-Sánchez, V., & Atienza-Sahuquillo, C. (2017). Entrepreneurial motivation and self-employment: Evidence from expectancy theory. *International Entrepreneurship and Management Journal*, 13, 1097-1115. <https://doi.org/10.1007/s11365-017-0441-z>
7. Bchennaty, B., Khan, M. N., Massoud, M., & Elhassan, T. (2024). Appraising the role of strategic control in financial performance: The mediating effect of the resource allocation process – The case of the Ministry of Finance– North Lebanon. *International Journal of Financial Studies*, 12(3),

- Article 90. <https://doi.org/10.3390/ijfs12030090>
8. Bhaduri, R. M. (2019). Leveraging culture and leadership in crisis management. *European Journal of Training and Development*, 43(5-6), 554-569. <https://doi.org/10.1108/EJTD-10-2018-0109>
  9. Blaskova, M., & Trskova, K. (2017). Creative leadership and motivation of university employees. *New Trends and Issues Proceedings on Humanities and Social Sciences*, 3(4), 23-34. <https://doi.org/10.18844/prosoc.v3i4.1510>
  10. Chandolia, E., & Anastasiou, S. (2020). Leadership and conflict management style are associated with the effectiveness of school conflict management in the region of Epirus, NW Greece. *European Journal of Investigation in Health, Psychology and Education*, 10(1), 455-468. <https://doi.org/10.3390/ejihpe10010034>
  11. Chang, Y. T., Chen, H., Cheng, R. K., & Chi, W. (2019). The impact of internal audit attributes on the effectiveness of internal control over operations and compliance. *Journal of Contemporary Accounting & Economics*, 15(1), 1-19. <https://doi.org/10.1016/j.jcae.2018.11.002>
  12. Churchill, G. A. Jr. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16(1), 64-73. <https://doi.org/10.2307/3150876>
  13. Ciekanski, Z., Nowicka, J., Zurawski, S., Czech, A., & Zdunek, M. (2023). Crisis management and crisis situation in the organization. *European Research Studies Journal*, XXVI(4), 339-353. <https://doi.org/10.35808/ersj/3288>
  14. Çobanoğlu, N., & Demir, S. (2022). Crisis management, agile leadership, and organizational culture in primary schools. *International Journal of Education and Literacy Studies*, 10(2). <https://doi.org/10.7575/aiac.ijels.v10n.2p.92>
  15. Constantin, I. C., & Florea, N.-V. (2023). Leadership and creativity – A vital skill for individual and organizational performance. *Research & Education*. <https://doi.org/10.56177/red.7.2022.art.3>
  16. Dobrowolski, Z. (2020). After COVID-19. Reorientation of crisis management in crisis. *Entrepreneurship and Sustainability Issues*, 8(2), 799-810. [https://doi.org/10.9770/jesi.2020.8.2\(48\)](https://doi.org/10.9770/jesi.2020.8.2(48))
  17. Dovey, K., Burdon, S., & Simpson, R. (2017). Creative leadership as a collective achievement: An Australian case. *Management Learning*, 48(1), 23-38. <https://doi.org/10.1177/1350507616651387>
  18. Fasth, J., Elliot, V., & Styhre, A. (2022). Crisis management as practice in small- and medium-sized enterprises during the first period of COVID-19. *Journal of Contingencies and Crisis Management*, 30(2), 161-170. <https://doi.org/10.1111/1468-5973.12371>
  19. Fateh, A., Mustamil, N., & Aslam, M. Z. (2020). Linking authentic leadership and employee creative behavior: The mediating role of autonomous motivation and job complexity. *Marketing and Management of Innovations*. <https://doi.org/10.21272/mmi.2020.3-05>
  20. Febriani, R., Nurhasanah, S., & Hakim, A. R. (2024). Relationships between demographic factors, job satisfaction, and intention to leave among women employees in Indonesia. *Problems and Perspectives in Management*, 22(1), 1-12. [https://doi.org/10.21511/ppm.22\(1\).2024.01](https://doi.org/10.21511/ppm.22(1).2024.01)
  21. Feuls, M., Stierand, M. B., Dörfler, V., Boje, D. M., & Haley, U. C. V. (2021). Practices of creative leadership: A qualitative meta-analysis in haute cuisine. *Creativity and Innovation Management*, 30(4), 783-797. <https://doi.org/10.1111/caim.12471>
  22. Hayuning Adi, M. P., & Sukmawati, A. (2020). The effect of levers of control and leadership style on creativity. *Journal of Indonesian Economy and Business*, 35(3). <https://doi.org/10.22146/jieb.55466>
  23. Henk, O. (2020). Internal control through the lens of institutional work: A systematic literature review. *Journal of Management Control*, 31, 239-273. <https://doi.org/10.1007/s00187-020-00301-4>
  24. Iqbal, S., Martins, J. M., Mata, M. N., Naz, S., Akhtar, S., & Abreu, A. (2021). Linking entrepreneurial orientation with innovation performance in SMEs; The role of organizational commitment and transformational leadership using Smart PLS-SEM. *Sustainability*, 13(8), Article 4361. <https://doi.org/10.3390/su13084361>
  25. Islam, A., Zawawi, N. F. M., & Wahab, S. A. (2023). Rethinking survival, renewal, and growth strategies of SMEs in Bangladesh: The role of spiritual leadership in crisis situation. *PSU Research Review*, 8(1), 19-40. <https://doi.org/10.1108/PRR-02-2021-0010>
  26. Johnstone, A., & Walton, O. (2021). Implementing conflict prevention: Explaining the failure of UK government's structural conflict prevention policy 2010–15. *Conflict, Security & Development*, 21(5), 541-564. <https://doi.org/10.1080/14678802.2021.1984684>
  27. Juliana, Suwanto, Pramono, R., & Prasetya, A. (2024). Leadership agility of Indonesian school leaders during a crisis: A grounded theory approach. *Journal of Educational and Social Research*, 14(1). <https://doi.org/10.36941/jesr-2024-0008>
  28. Kallapadee, Y., Tesaputa, K., & Somprach, K. (2017). Strengthening the Creative Transformational Leadership of Primary School Teachers. *International Education Studies*, 10(4), 179. <https://doi.org/10.5539/ies.v10n4p179>
  29. Kavak, Ş., & Akyürek, M. İ. (2023). The impact of the creative leadership qualities of preschool teachers on children's motivation. *Early Child Development and Care*, 193(9-10), 1188-1198. <https://doi.org/10.1080/03004430.2023.2243396>
  30. Khan, M. A. (2022). Entrepreneurial leadership and employee innovative behavior in the software development firms: Do employees' epistemic curiosity and creative process engagement matter? *Evidence-Based HRM*, 10(2), 206-220. <https://doi.org/10.1108/EBHRM-02-2021-0020>
  31. Kreyenberg, J., & Seriki, H. T. (2023). The inspirational

- leader: Providing vision and purpose. In V. Fawcett (Ed.), *The Fluent Leader: Functional Fluency and Effective Leadership Inspired by Transactional Analysis*. Routledge. <https://doi.org/10.4324/9781003345527-4>
32. Kupec, V., Písař, P., Lukáč, M., & Pajtinková Bartáková, G. (2021). Conceptual comparison of internal audit and internal control in the marketing environment. *Sustainability*, 13(2), Article 6691. <https://doi.org/10.3390/su13126691>
  33. Loughlin, E. M., & Priyadarshini, A. (2021). Adaptability in the workplace: Investigating the adaptive performance job requirements for a project manager. *Project Leadership and Society*, 2, 100012. <https://doi.org/10.1016/j.plas.2021.100012>
  34. Maaliky, B., Massoud, M., & Choughari, R. (2025). Assessing the influence of green marketing on consumers' word-of-mouth through the mediating effect of brand equity dimensions. *Innovative Marketing*, 21(2), 79-92. [https://doi.org/10.21511/im.21\(2\).2025.07](https://doi.org/10.21511/im.21(2).2025.07)
  35. Mallillin, L. L. D. (2022). Adaptive theory approach in leadership: A guide to educational management system and mechanisms. *European Journal of Education Studies*, 9(7). <https://doi.org/10.46827/ejes.v9i7.4356>
  36. Mamatzakis, E., Pegkas, P., & Staikouras, C. (2023). The impact of debt, taxation and financial crisis on earnings management: The case of Greece. *Managerial Finance*, 49(1), 110-134. <https://doi.org/10.1108/MF-01-2022-0052>
  37. Mandiyasa, I. K. S., Riana, I. G., Dewi, I. G. A. M., & Surya, I. B. K. (2022). The nexus between creative leadership, job satisfaction, organizational citizenship behaviour, and employee performance moderation through transparency. *Quality – Access to Success*, 23(190). <https://doi.org/10.47750/QAS/23.190.42>
  38. Mefi, N. P., & Asoba, S. N. (2020). Employee motivation in crisis situations: The case of a selected organization in the food and retail sector in Cape Town. *Academy of Entrepreneurship Journal*. Retrieved from <https://www.abacademies.org/abstract/employee-motivation-in-crisis-situations-the-case-of-a-selected-organization-in-the-food-and-retail-sector-in-cape-town-10663.html>
  39. Nabi, M. N., & Akter, M. M. (2023). Participative leadership effects on followers' radical creativity: Role of creative process engagement and supervisor support for creativity. *Evidence-Based HRM*, 11(4), 801-819. <https://doi.org/10.1108/EB-HRM-11-2021-0239>
  40. Nguyen, M., Sharma, P., & Malik, A. (2024). Leadership styles and employee creativity: The interactive impact of online knowledge sharing and organizational innovation. *Journal of Knowledge Management*, 28(3), 631-650. <https://doi.org/10.1108/JKM-01-2023-0014>
  41. Nwachukwu, C. E., & Hieu, V. M. (2020). Creative leadership and creativity: An overview. *The 36th International Business Information Management Association Conference (IBIMA)*. (pp. 6680-6687). Retrieved from [https://www.researchgate.net/publication/346644414\\_Creative\\_Leadership\\_and\\_Creativity\\_An\\_Overview](https://www.researchgate.net/publication/346644414_Creative_Leadership_and_Creativity_An_Overview)
  42. Öngel, V., Günsel, A., Gençer Çelik, G., Altındağ, E., & Tatlı, H. S. (2024). Digital leadership's influence on individual creativity and employee performance: A view through the generational lens. *Behavioral Sciences*, 14(1), Article 3. <https://doi.org/10.3390/bs14010003>
  43. Oskouei, Z. H., & Sureshjani, Z. H. (2021). Studying the relationship between managerial ability and real earnings management in economic and financial crisis conditions. *International Journal of Finance and Economics*, 26(3), 4574-4589. <https://doi.org/10.1002/ijfe.2031>
  44. Papík, M., & Papíková, L. (2023). Impacts of crisis on SME bankruptcy prediction models' performance. *Expert Systems with Applications*, 214. <https://doi.org/10.1016/j.eswa.2022.119072>
  45. Peters, M. A. (2023). Who leads, who follows? Critical review of the field of leadership studies: From the "great man" & trait theory to equity & diversity leadership in the biodigital era. *Beijing International Review of Education*. <https://doi.org/10.1163/25902539-05010009>
  46. Quy, H. T. K., Tran, M. D., & Dinh, T. M. (2024). Creative adaptability and negative emotions of employees during a crisis: The role of servant leadership. *International Studies of Management and Organization*, 54(1), 48-67. <https://doi.org/10.1080/00208825.2023.2277973>
  47. Restuputri, D. P., Septira, A. P., & Masudin, I. (2024). The role of creative leadership to improve organizational performance through organizational ambidexterity in creative-based SMEs. *IEEE Transactions on Engineering Management*. <https://doi.org/10.1109/TEM.2023.3318630>
  48. Saputra, N., Rahmat, A., & Fasmadhi, D. (2022). The effect of leadership and collaborations on SME adaptability. *Jurnal Manajemen dan Organisasi*, 13(2), 180-191. <https://doi.org/10.29244/jmo.v13i2.40635>
  49. Schulze, J. H., & Pinkow, F. (2020). Leadership for organisational adaptability: How enabling leaders create adaptive space. *Administrative Sciences*, 10(3), Article 37. <https://doi.org/10.3390/admsci10030037>
  50. Shabeer, S., Nasir, N., & Rehman, S. (2023). Inclusive leadership and career adaptability: The mediating role of organization-based self-esteem and the moderating role of organizational justice. *International Journal of Leadership in Education*, 26(3), 496-515. <https://doi.org/10.1080/13603124.2020.1787524>
  51. Shi, S., Zhao, F., Zhang, H., Li, H., & Ye, X. (2023). Research on the influences of task interdependence on team performance in

- the context of the leader–member exchange differentiation in the public–private partnership projects. *Sustainability*, 15(18), Article 13429. <https://doi.org/10.3390/su151813429>
52. Sukhumpong, C., Teeradej, S., Boontham, H., Wannee, B., Suchart, K., Vongsurakrai, S., Chantarottron, N., Trerutpicharn, S., Damrongsiri, T., & Kongyongyune, R. (2022). Creative leadership affecting organizational performance according to the balanced scorecard: A case study of public limited companies in Bangkok, Thailand. *Journal of Namibian Studies: History Politics Culture*. <https://doi.org/10.59670/jns.v33i.1272>
  53. Sumanth, J. J., Černe, M., Hannah, S. T., & Škerlavaj, M. (2023). Fueling the creative spark: How authentic leadership and LMX foster employees' proactive orientation and creativity. *Journal of Leadership and Organizational Studies*, 30(3), 356-374. <https://doi.org/10.1177/15480518231180064>
  54. Wang, Y., & Wang, Y. (2022). Developing Creative Leadership in the Use of Digital Communication Tools: A Psychological Perspective. *Sustainability (Switzerland)*, 14(19), 11796. <https://doi.org/10.3390/su141911796>
  55. Xia, Z., Yu, H., & Yang, F. (2022). Benevolent leadership and team creative performance: Creative self-efficacy and openness to experience. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.745991>
  56. Xie, Z., Wu, N., Yue, T., Jie, J., Hou, G., & Fu, A. (2020). How leader-member exchange affects creative performance: An examination from the perspective of self-determination theory. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.573793>
  57. Zakariya, R., & Naqvi, S. M. M. R. (2022). Leader instigated task conflict and its effects on employee job crafting; The mediating role of employee attributions. *PLoS ONE*, 17(12), Article e0278329. <https://doi.org/10.1371/journal.pone.0278329>
  58. Zhang, L., & Su, W. (2023). Corporate social responsibility, internal control, and firm financial performance. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.977996>