

EFFECTS OF CORPORATE BUSINESS LEADERSHIP STRATEGIES REGARDING
EFFECTIVE HUMANITARIAN CRISIS MANAGEMENT.

by

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DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

October, 2024

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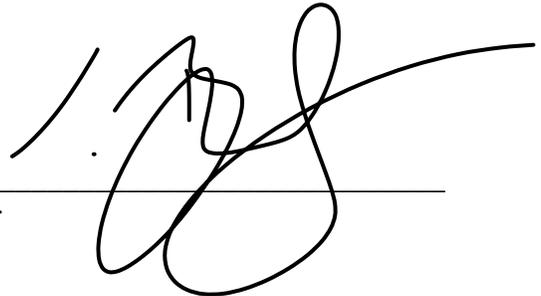
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Dedication

I dedicate this Doctoral thesis to two beloved individuals whose presence in my life has been a constant source of strength and inspiration, even though they are no longer with me. Their memories continue to guide and regulate my every step. First and foremost, to my father, Dieuveille Lemoine, whose boundless love and unwavering belief in me instilled the values of hard work and dedication that have shaped my journey. Thank you, "Pap." Your teachings and your spirit are with me always, and I will never forget you.

To my mother, Jean Baptiste Lorana, who raised me with love, instilled in me the essence of true manhood, and taught me to stand tall and enter any room with my head held high. Though you left this world before you could see the man I have become, I pray that you find peace and happiness in Paradise. Your life, though brief, will be remembered as long as I live. I love you and miss you more than words can express.

Acknowledgments

I have received tremendous support and encouragement throughout the process of writing this dissertation, and I would like to take this opportunity to express my deepest gratitude. I am profoundly grateful to my mentor, Dr. Isaac Ahinsah-Wobil. His expertise, coupled with his unwavering enthusiasm and insightful guidance, has been invaluable throughout this journey. His prompt and thoughtful feedback challenged me to sharpen my thinking and elevate the quality of my work, for which I am deeply thankful. To my daughters, I owe a special thanks for their patience and understanding during the countless times I had to prioritize my studies over spending time with them. Your love and support have been a source of strength. I would also like to extend my gratitude to the staff at the Swiss School of Business and Management, Geneva, for providing an exceptional Doctorate program. The quality of education and the knowledge I gained there have been instrumental in shaping this research. I am deeply thankful to my colleagues and managers who generously agreed to participate in the research survey, offering their honest thoughts and experiences. Your contributions were vital to the success of this study.

Lastly, to my wife, I express my heartfelt thanks for her unwavering support and patience throughout my Doctorate studies. Your constant encouragement, even during the long hours spent at the computer, has lifted me when I felt down and exhausted. Your belief in me has been a cornerstone of this achievement.

ABSTRACT

EFFECTS OF CORPORATE BUSINESS LEADERSHIP STRATEGIES REGARDING
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2024

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This dissertation thoroughly investigates the profound impact of corporate leadership strategies on humanitarian crisis management, with a keen focus on the pivotal roles of visionary, collaborative, and strategic leadership. Effective leadership is the cornerstone for ensuring timely and efficient responses in the face of increasingly frequent and complex humanitarian crises, such as natural disasters, armed conflicts, and pandemics. The research was rigorously conducted in the Democratic Republic of the Congo (DRC), an area grappling with significant humanitarian challenges, rendering it an ideal setting for this study.

Using a quantitative method approach, the researcher meticulously gathered data from corporate leaders, humanitarian leaders, humanitarian aid workers, mid-level employees, and field-level staff to comprehensively assess leadership effectiveness during crises. The findings underscore the indispensable nature of visionary leadership for setting a clear direction and maintaining focus while acknowledging the challenges in translating

vision into actionable steps. Collaborative leadership emerges as a foundation for enhancing communication and teamwork among various stakeholders, even as leaders confront difficulties managing conflicts and ensuring that all voices are heard. Strategic leadership is revealed as playing a vital role in planning and resource allocation, yet leaders grapple with the delicate balance between immediate crisis demands and long-term goals.

The study highlights the recurrent challenges faced by corporate leaders across all three leadership styles, such as balancing priorities, engaging stakeholders, and adapting to rapidly changing circumstances. These challenges, while daunting, are a testament to the resilience and adaptability of leaders in crisis situations. Overall, the research emphatically underscores the critical importance of integrating visionary, collaborative, and strategic leadership approaches to ameliorate crisis management outcomes.

This dissertation furnishes invaluable insights for corporate leaders, policymakers, and humanitarian organizations, emphatically underscoring the imperative need for effective leadership in managing humanitarian crises. The findings ardently aim to contribute to the development of more adaptive and responsive leadership strategies that can better address the complexities of future humanitarian challenges. The call for future research is not just a suggestion but a passionate plea to delve deeper into the evolving nature of leadership in crisis management and its implications for global humanitarian efforts.

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CHAPTER I: INTRODUCTION

1.1 Introduction

A humanitarian crisis is a situation where a large group of people's safety, health, or well-being is threatened. These crises can be sudden or unfold over time, resulting in widespread suffering. There are different types of humanitarian crises, including armed conflicts, natural disasters, a pandemic, etc.

Armed Conflict occurs when wars or violence occur between countries, groups within a country, or even between citizens and their government. Armed conflicts often lead to the displacement of people from their homes, loss of lives, and destruction of infrastructure, making basic needs like food, water, and medical care hard to access. Examples include civil wars or political violence (Amnesty International, 2024).

Natural Disasters are caused by natural events such as earthquakes, hurricanes, floods, or droughts. They can destroy entire communities, leaving people without shelter, food, or clean water. The immediate and long-term impacts can be devastating, as rebuilding takes time and resources.

A pandemic is a global disease outbreak that affects large populations across countries or continents. The COVID-19 pandemic is a recent example, where millions worldwide faced health crises, economic struggles, and changes to everyday life. Pandemics strain healthcare systems and can lead to severe social and financial consequences (Stewart et al., 2002).

Historically, humanitarian crises were handled mainly by governments, international organizations, and non-governmental organizations (NGOs). However, in recent years, businesses have become increasingly involved in managing these crises. This shift has happened because large companies have resources—such as financial aid,

technology, and logistical networks—that can be quickly mobilized to help communities in need (Cunningham, 2017).

Corporate leadership plays a vital role in this process. Businesses are not just donating money; they are using their expertise to contribute to relief efforts. For example, companies might provide transportation, set up supply chains to deliver aid or use their technology to coordinate disaster response teams. Corporate social responsibility (CSR) has also pushed companies to adopt a more active role in humanitarian work, blending their business goals with social good (Inês et al, 2023).

By participating in crisis management, corporations can support faster recovery, stabilize communities, and sometimes even help prevent further damage. Additionally, businesses can offer innovation by developing new solutions, like using artificial intelligence to track disease outbreaks or applying green technology in rebuilding after natural disasters. Traditional humanitarian responses, led by NGOs and governments, are often limited by resources and slow bureaucratic processes. While these organizations have extensive experience and knowledge, they may need help to respond quickly enough or with the necessary scale, especially when crises escalate rapidly or involve multiple countries. This has created a gap in how efficiently and effectively aid is delivered (Paulus et al., 2023).

Moreover, traditional aid efforts sometimes need more coordination, with different organizations working independently without apparent communication, which can lead to overlaps or gaps in assistance. Funding is another issue, as humanitarian organizations rely on donations, which can be unpredictable and insufficient during large-scale crises.

This is where corporate leadership steps in. With their ability to act swiftly and access significant resources, companies can help fill the gaps in traditional responses. Corporate leaders can implement strategic planning and decision-making to offer

immediate relief and long-term recovery. They can also leverage technology and innovation, ensuring that aid is delivered more efficiently (Akl, E.A., 2015).

Additionally, corporate involvement brings new perspectives on managing crises. While NGOs and governments focus on humanitarian aspects, businesses bring expertise in logistics, data analysis, and strategic resource management. This combination of skills is essential for tackling the growing complexity of today's humanitarian crises.

In summary, corporate leadership's role in humanitarian crisis management is evolving. By stepping in to support, innovate, and lead in times of crisis, businesses can complement the efforts of traditional actors and play a critical role in ensuring effective, timely responses to humanitarian needs (Negi, S., 2022).

1.2 Humanitarian Crises

Humanitarian crises are an urgent and pressing concern that demands our immediate attention. They occur when people face severe threats to their safety, health, and well-being due to disasters or conflicts. Whether it's the sudden devastation of an earthquake or the slow agony of a drought, humanitarian crises bring widespread suffering, displacing people, causing loss of life, and destroying infrastructure (Kohrt et al., 2019).

The main types of humanitarian crises:

1. **Natural Disasters:** From earthquakes to wildfires, natural disasters strike unexpectedly, leaving communities without access to necessities like food, water, and healthcare. The aftermath of these disasters can be devastating, leading to long-term displacement of people (Nashwan et al., 2023).

2. **Armed Conflicts:** Wars and political violence force people to flee their homes, disrupting access to essential needs like food and medical care. Prolonged conflicts, as seen

in countries like Syria, lead to protracted humanitarian crises (Amnesty International, 2024).

3. **Pandemics:** Pandemics, like the recent COVID-19 outbreak, overwhelm healthcare systems, causing widespread illness and significant social and economic impacts.

4. **Complex Emergencies:** These crises involve conflict, natural disasters, and disease outbreaks, making it incredibly challenging to deliver aid and stabilize affected areas.

It's important to remember that humanitarian crises can last for years or even decades, mainly caused by long-term conflicts or ongoing environmental issues like droughts. It is essential to raise awareness and take collective action to support those affected by humanitarian crises. Each one of us has a role to play in alleviating the suffering and rebuilding the lives of those impacted.

Humanitarian crises have long been part of human history, but the way it is responded to them has changed over time.

In the past, responses to crises were often local, with nearby communities or countries stepping in to help. The modern international response system began developing in the 20th century, especially after World War II. The creation of organizations like the United Nations (UN) and the International Red Cross marked a shift towards coordinated global efforts to manage humanitarian crises (The New Humanitarian, 2024).

Previously, most crises were handled by governments and non-governmental organizations (NGOs) like the Red Cross or Médecins Sans Frontières (Doctors Without Borders). These organizations focused on providing immediate relief, such as food, water, shelter, and medical care.

- Current Trends

Increased Complexity: Crises today are often more complex than in the past. Many modern humanitarian crises involve one type of disaster and a combination of factors, such as conflict, climate change, and disease outbreaks. For instance, the ongoing conflict in Yemen has been worsened by famine and disease outbreaks like cholera (Elayah and Al-Mansori, 2024).

Corporate Involvement: There is a growing trend of businesses playing a more significant role in crisis response. In the past, humanitarian work was left to governments and NGOs, but now corporations are stepping in to help, offering financial resources, technology, and logistics support. Microsoft and Google have used their technology to support disaster relief efforts and aid coordination (Hoxtell et al., 2015).

Technological Innovation: Technology has transformed how we respond to crises. Tools like satellite imagery, drones, and artificial intelligence (AI) are now used to track disasters, assess damage, and distribute aid more efficiently. For example, during the COVID-19 pandemic, data-driven tools were used to track the spread of the virus and allocate medical supplies where they were most needed (Albahri et al., 2024).

Collaboration and Coordination: Humanitarian organizations are increasingly collaborating to avoid overlaps in aid delivery and ensure that resources are used efficiently. This trend toward cross-sector collaboration involves governments, international agencies, NGOs, and private companies working together to deliver aid faster and more effectively (Wankmüller and Reiner, 2020).

Climate Change and Environmental Crises: Climate change has become a significant factor in humanitarian crises in recent years. Rising temperatures, increased frequency of natural disasters, and long-term environmental degradation push more communities into crisis. Countries facing extreme weather events, like Pacific Island

nations threatened by rising sea levels, exemplify how environmental issues are becoming significant drivers of humanitarian crises (Masood et al., 2022).

Focus on Long-Term Solutions: There is a growing recognition that providing immediate relief is insufficient. Current humanitarian strategies emphasize long-term solutions that build resilience and help communities recover and rebuild after a crisis. This includes focusing on sustainable development, education, and economic recovery to help affected populations avoid falling back into crisis (Sandifer and Walker, 2018).

In summary, humanitarian crises can take many forms, from natural disasters to complex emergencies involving conflict and pandemics. While governments and NGOs have dominated the historical response, today's responses are increasingly complex and involve new players, like corporations and technology companies, who significantly contribute to managing these crises more efficiently.

1.3 Types of Humanitarian Crises

Humanitarian crises can generally be classified into three main categories: armed conflicts, natural disasters, and complex emergencies. Each of these crises has unique causes and varying impacts on the affected populations. Armed conflicts are driven by wars, civil conflicts, and political instability, such as the ongoing situations in Syria, Sudan, and Ukraine. These crises often result in large-scale displacement, high mortality, and severe health impacts, particularly in the form of infectious diseases and malnutrition. The destruction of infrastructure and healthcare systems further compounds the challenges faced by affected communities (Parija & Bobhate, 2022). On the other hand, natural disasters—such as earthquakes, hurricanes, and floods—are environmental in origin and have devastating consequences for populations. They displace people, destroy homes and infrastructure, and lead to outbreaks of communicable diseases. The disruption of

healthcare access, water, and sanitation services following natural disasters increases food insecurity, often leading to malnutrition and higher mortality rates (Zenner, 2017).

Lastly, complex emergencies arise from a combination of factors such as armed conflicts, political instability, and natural disasters, creating prolonged humanitarian crises like those seen in Yemen and South Sudan. These emergencies tend to result in long-term displacement, significant health consequences, and overstretched international aid responses. Vulnerable populations, including women, children, and the elderly, are at an increased risk of mortality due to malnutrition, infectious diseases, and limited access to healthcare services (Kohrt et al., 2019). Each type of crisis has distinct causes, but all lead to immense suffering and require specialized interventions to address the specific needs of the affected populations.

Natural disasters, armed conflicts, and pandemics can trigger humanitarian crises, each contributing in unique ways.

Natural disasters, such as earthquakes, floods, and hurricanes, lead to immediate large-scale displacement, destruction of infrastructure, and severe disruptions to healthcare, water, and sanitation services. These factors increase the risk of disease outbreaks and food insecurity, further exacerbating the crisis. Natural disasters are also increasingly driven by climate change, which fuels more frequent and severe weather events, compounding the risks affected populations face (Campbell & Nair, 2014).

Armed conflicts result in prolonged displacement, destruction of essential infrastructure, and increased mortality. These conflicts not only lead to direct violence but also cause indirect health crises by collapsing healthcare systems and causing spikes in both communicable and non-communicable diseases. Additionally, conflicts often target civilian populations, resulting in gross human rights violations and further displacing vulnerable groups, including women and children (Orcutt et al., 2018).

Pandemics, such as the COVID-19 pandemic, create complex challenges, especially in settings already strained by natural disasters or conflicts. Pandemics disrupt health systems, worsen food insecurity, and reduce access to essential services. Pre-existing conditions like malnutrition and poor access to sanitation make affected populations more vulnerable to pandemics, leading to higher infection and mortality rates. Pandemics also exacerbate existing crises by overwhelming health systems and increasing mortality in areas already suffering from insufficient medical care (Pritchard et al., 2020).

In conclusion, while natural disasters, armed conflicts, and pandemics each contribute differently to the onset of humanitarian crises, their combined effects often overwhelm local systems, leading to severe health and socio-economic consequences for the affected populations.

1.4 Corporate Involvement in Humanitarian Crisis Management

Over the past decade, corporate involvement in humanitarian crisis management has evolved from traditional philanthropic efforts to more active, integrated partnerships in crisis response. This shift, driven by an increasing recognition of the private sector's resources, expertise, and global reach, has significantly enhanced the efficiency and impact of humanitarian interventions. Corporations, now more than mere donors, actively participate in various stages of crisis management, from immediate response to long-term recovery, and play a pivotal role in shaping global humanitarian policies, offering a promising future for humanitarian aid (Sharma et al., 2022).

Expansion of Corporate Roles: Public-Private Partnerships (PPPs): One of the most notable changes in corporate involvement has been the rise of public-private partnerships, where companies collaborate with governments and NGOs to deliver aid. Technology firms, for instance, have partnered with humanitarian organizations to develop advanced digital tools like biometric identification systems for refugees and big data algorithms to

predict crisis patterns. These innovations have been used to optimize food delivery, medical supplies, and other forms of assistance, making humanitarian aid more efficient and targeted (Egger, 2023).

Humanitarian Technology: The rise of "humanitarian technology" has marked a significant shift in how corporations contribute to crisis management. For example, drone technology provided by private companies has been used to deliver essential supplies to remote or conflict-affected areas where access by traditional means is limited. Such technological advancements have also allowed for better monitoring of crisis zones, improving the speed and accuracy of aid deployment (Egger, 2023).

Corporate Influence in Policy: Beyond logistics and technology, corporations are also becoming influential in shaping policy, particularly in areas like refugee education. For example, corporate actors have played a prominent role in funding and providing education services in the Syrian refugee crisis, often working with governments and international organizations. This has led to corporations emerging as policymakers in humanitarian settings, raising questions about their influence on global education policies. This shift, sometimes referred to as "market humanitarianism" or "philanthrocapitalism," reflects the growing power of corporate actors in not only funding but also guiding humanitarian initiatives (Zakharia & Menashy, 2020).

Ethical Concerns and Conflicts of Interest: While corporate involvement brings significant resources, it raises ethical concerns, particularly around conflicts of interest. For example, industries such as tobacco, alcohol, and sugary beverages have been involved in funding humanitarian aid, particularly in regions like Lebanon, where refugees from Syria have sought safety. These corporate partnerships are often perceived as attempts to improve brand visibility or mitigate public relations issues. Critics argue that these partnerships could compromise the integrity of humanitarian assistance, with corporate interests

potentially influencing the type of aid provided and how it is delivered (Makhoul et al., 2022). The concept of "aidwashing" has emerged to describe the practice of companies using their involvement in humanitarian crises to improve their public image while diverting attention from controversial business practices (Martin, 2023).

Corporate Involvement in Crisis Recovery: In addition to immediate crisis response, corporations are increasingly involved in long-term recovery efforts. One notable example is the recovery of shelters and settlements following natural disasters or conflicts. Research indicates that for successful recovery, the participation and ownership of local populations must be prioritized. Corporations often provide the engineering expertise and resources necessary for rebuilding, but their involvement must be within the agency of local communities. Tailoring corporate contributions to the capacity and needs of affected populations is critical for sustainable recovery efforts (Babister, 2019).

Shift Towards Humanitarian Development: Corporate strategy has also shifted from focusing solely on disaster response to incorporating humanitarian development into their operations. This involves responding to crises and actively working to prevent them or mitigate their effects through sustainable development programs. For example, in the wake of the COVID-19 pandemic, many corporations have begun supporting long-term recovery projects to strengthen healthcare systems, improve food security, and address non-communicable diseases in crisis-affected areas (Goldschmidt & Kumar, 2016).

Challenges in Corporate Engagement: Despite the increasing role of corporations, there are challenges in ensuring that their involvement is both practical and ethical. One issue is the potential for corporate priorities to misalign with the humanitarian principles of neutrality, impartiality, and independence. Additionally, corporate involvement may lead to inequalities in aid distribution, as companies may prioritize regions or issues that align with their business interests or offer greater visibility. Ensuring that corporate

engagement in humanitarian crises remains focused on the needs of affected populations rather than corporate gains is a challenge that humanitarian organizations and governments continue to navigate (Hotho & Girschik, 2019).

The evolution of corporate involvement in humanitarian crisis management over the past decade reflects a broader trend toward greater collaboration between the private and humanitarian sectors. Corporations have moved beyond simple financial donations to playing an integral role in logistics, technology, and policy-making. However, this growing involvement brings opportunities and challenges, including ethical concerns and the risk of misalignment with humanitarian principles. As corporate actors continue to expand their role in crisis management, ensuring that their contributions are guided by the needs of affected populations and not just corporate interests will be essential.

1.5 Gaps in Traditional Humanitarian Response Efforts

The conventional methods of responding to humanitarian crises have several areas for improvement when dealing with large-scale disasters, including natural calamities, armed conflicts, and pandemics. These limitations often hinder their ability to provide timely and practical assistance to affected populations.

1. **Lack of Coordination and Fragmentation:** Traditional humanitarian efforts often lack coordination between international aid agencies, local governments, and NGOs. This can lead to overlapping interventions or significant gaps in aid delivery. For example, the cluster system used in crisis management has been criticized for its inadequacy in coordinating the numerous actors involved in urban crises, resulting in inefficiencies in resource allocation (Sanderson, 2019).

2. **From Reactive To Preventive: A Paradigm Shift in Humanitarian Response.** Humanitarian efforts often focus on addressing the immediate needs of populations once a crisis has occurred. However, a more effective approach would be to take preventive

measures to mitigate the impact of potential disasters. This shift in focus can help identify and address the structural vulnerabilities in affected areas, such as poor infrastructure or inadequate healthcare systems, which exacerbate the effects of crises. For example, traditional response efforts have often failed to address the underlying causes of recurrent issues like food insecurity and public health crises in conflict zones (Sarrouh & Boothby, 2011).

3. **Logistical Challenges:** The logistical demands of delivering aid during large-scale crises often exceed the capabilities of traditional humanitarian operations. This is particularly evident in supply chain management, where unpredictable demand patterns, poor infrastructure, and volatile security situations create significant obstacles to the timely delivery of essential supplies. Research highlights that the complexity of managing inventory and transportation for humanitarian supplies can delay or impede relief efforts during emergencies (Beamon & Kotleba, 2006).

4. **The Crucial Role of Data and Evidence in Humanitarian Response.** Humanitarian efforts often need more timely and accurate data, which is crucial for assessing needs, monitoring the effectiveness of interventions, and making informed decisions. While there has been a growing emphasis on evidence-based interventions, the quality and quantity of data available for making such decisions in crisis settings still need to be improved. This often leads to poorly targeted or inefficient interventions (Blanchet et al., 2017).

5. **Political and Media Influence:** Political and media attention can skew the international Response to humanitarian crises, resulting in uneven distribution of resources. Crises that receive significant media coverage often garner more international support, while others that still need to be reported may be neglected. This imbalance in attention and resources limits the ability of traditional humanitarian efforts to address crises equitably (Brownscombe, 2005).

6. Sustainability and Long-Term Recovery: Traditional humanitarian responses often focus on short-term relief, with little consideration for long-term recovery and development. Once the immediate crisis has subsided, aid agencies may withdraw, leaving fragile systems ill-prepared for future challenges. This lack of focus on sustainable recovery means that many affected populations remain vulnerable to future crises (Spiegel, 2017).

Traditional humanitarian response efforts face significant limitations in addressing large-scale crises, mainly due to coordination issues, logistical challenges, and a reactive rather than preventive approach. Moreover, the inadequacy of data and the influence of political and media attention further hinder the effectiveness of these responses, highlighting the need for more integrated, evidence-based, and sustainable interventions in humanitarian crisis management.

1.6 The Emerging Role of Corporate Leadership

Corporate leaders increasingly take active roles in humanitarian crisis management, demonstrating a blend of social responsibility, strategic branding, and stakeholder expectations. This proactive approach, guided by strategic foresight, shapes how corporations approach humanitarian involvement, influencing their strategic priorities and public image.

Corporate Social Responsibility (CSR) and Reputation Management: Many corporate leaders see humanitarian engagement as part of their CSR efforts. They do this to build goodwill and create a positive corporate image. This approach, called "reputation buffering," improves how the brand is viewed and can protect companies from reputational damage during other crises. For example, companies like Agility Logistics have highlighted their humanitarian work, such as distributing vaccines during the COVID-19

pandemic, to improve their CSR profile and strengthen relationships with global partners (Park, 2021).

Strategic Alliances and Long-Term Brand Loyalty: Leaders with a long-term vision aim to create trust with consumers, government entities, and other organizations. By responding to crises, they strengthen brand loyalty and build lasting partnerships in different markets, ensuring the sustainability of their efforts. Focusing on positive social actions helps to build a customer base that sees the company as a responsible member of society, which is crucial for maintaining loyalty during challenging times (Mittermaier et al., 2021).

Ethical Leadership and Public Expectation: Leaders meet growing demands for ethical corporate conduct in an era of elevated public attention. Demonstrating a dedication to ethical leadership that surpasses mere brand strategy underscores a genuine commitment to the welfare of society. Ethical leadership during crises can cultivate a positive public perception and nurture trust, as evidenced by the responses of CEOs during events such as the Malden Mills fire and the 1998 Cole Hardwoods fire (Seeger & Ulmer, 2001). This emphasis on ethical leadership instills confidence in the corporate response.

Innovation and Operational Learning: Many corporations use crisis management as a learning ground, testing new strategies and technologies that could later benefit their core operations. For instance, the COVID-19 pandemic prompted numerous firms to innovate in logistics and digital communication. Adapting to crisis contexts has led companies to improve supply chain resilience and establish standardized knowledge management frameworks, which become assets in crisis and regular operations (Lipianin-Zontek & Zontek, 2023).

Employee Engagement and Organizational Culture: Getting involved in humanitarian efforts internally connects employees with the company's values and boosts

morale. When leaders actively participate in social good, they help strengthen an ethical culture, increasing job satisfaction and loyalty. Leaders who promote a sense of purpose through humanitarian action notice that employee motivation improves, strengthening the organization (Soni, 2014).

Corporate leaders are motivated to manage humanitarian crises through CSR goals, strategic alliances, ethical leadership, innovation, and internal cultural benefits. These motivations shape their strategies, leading to more proactive, ethically driven, and resilience-focused approaches in crisis management and regular operations.

Corporate leadership, a pivotal force in fostering cross-sector collaboration, plays a critical role in crisis management. This role is increasingly recognized as essential for handling complex global challenges, bringing together businesses, NGOs, and governments.

Facilitating Strategic Vision and Alignment: Corporate leaders contribute by setting a shared vision and aligning diverse stakeholders around common goals, from NGOs to government entities. This collaborative vision promotes cohesion, enabling sectors to achieve unified objectives, particularly in high-stakes, resource-scarce settings. For example, in managing crises like the COVID-19 pandemic, leaders have shown that aligning strategies through effective communication is crucial to mobilizing resources and personnel across sectors (Crosby & Bryson, 2010).

Building Trust and Communication Networks: Leaders play a pivotal role in establishing trust across sectors, essential for productive collaboration. Research highlights that trust-building and open communication channels allow for smoother cooperation and better coordination of crisis response activities. By fostering transparency, corporate leaders reduce potential conflicts and create a culture of mutual support, as seen in collaborations in emergency responses like Hurricane Katrina (Simo & Bies, 2007).

Utilizing Adaptive Leadership: Corporate leaders often adopt adaptive leadership styles to accommodate crises' dynamic and unpredictable nature. This includes fostering an environment where learning and adaptation are encouraged, allowing organizations to respond flexibly to changing needs. Adaptive learning was critical during the COVID-19 pandemic, where corporate, governmental, and NGO partnerships evolved to address emergent challenges, particularly in resource-limited settings like Pakistan and Nigeria (Arslan et al., 2020).

Leveraging Digital Technology and Resources: Leaders in the corporate sector drive the integration of digital tools and resources that enhance information sharing and collaboration in crisis scenarios. Through digital technology, leaders improve visibility and coordination, especially in emergency supply chains, making relief efforts more efficient. Studies indicate that crisis leadership, combined with digital technology, significantly enhances collaboration in emergency settings, as demonstrated by NGOs in India during the pandemic (Dubey, 2022).

Encouraging Innovation in Crisis Management Models: Finally, corporate leadership helps create innovative business models that facilitate long-term collaboration and value creation. Corporations can adapt business models to local contexts by combining resources and expertise with NGOs, improving their responsiveness and resilience in crises. This model has proven effective in developing markets, where corporate-NGO partnerships generate economic and social value, supporting sustainable crisis management efforts (Dahan et al., 2010).

Corporate leadership drives cross-sector collaboration in crisis management through strategic vision, trust-building, adaptive learning, digital technology, and innovative models. These actions enhance crisis response capabilities and strengthen

relationships between businesses, NGOs, and governments, ultimately improving resilience in complex emergencies.

1.7 Research Problem

Humanitarian crises, such as natural disasters, pandemics, and armed conflicts, are growing in complexity and frequency, placing unprecedented demands on traditional response mechanisms led by governments and non-governmental organizations (NGOs). While these entities have historically been the primary responders, recent crises have highlighted the critical need for corporate involvement. Corporations possess unique resources, expertise, and organizational capabilities that can enhance crisis management efforts.

However, there is a limited understanding of how corporate leadership strategies—specifically visionary, collaborative, and strategic leadership—can address the challenges of crisis management. Existing research does not adequately explore how these leadership styles influence critical aspects of crisis response, including resource mobilization, stakeholder coordination, and long-term recovery planning. Furthermore, corporate leaders face unique challenges, such as balancing organizational priorities with humanitarian goals, navigating complex stakeholder dynamics, and adapting to rapidly changing crisis environments.

This study seeks to address this gap by examining the impact of corporate leadership strategies on humanitarian crisis management. By analyzing the strengths and limitations of visionary, collaborative, and strategic leadership approaches, this research aims to identify how corporate leaders can overcome common challenges and contribute to more coordinated, efficient, and sustainable humanitarian responses. The findings will offer valuable insights for corporate leaders, policymakers, and humanitarian

organizations, helping to shape more effective leadership strategies for addressing today's pressing humanitarian challenges.

Humanitarian crises relate to a single occurrence or series of situations that imperil the health, safety, or well-being of a community or large population (OHCHR, 2022). These crises predominantly impact many low- and middle-income countries (LMIC) worldwide, with devastating immediate and long-term repercussions on hundreds of millions (Blanchet et al., 2017). Humanitarian response organizations are being pushed to their limitations due to the recent humanitarian crisis's rising frequency, duration, complexity, and expense (UNHCR, 2014). In this context, in order to solve global humanitarian issues, corporate leadership strategies may make a significant contribution (Sezgin & Dijkzeul, 2016). Corporate leadership has a far more substantial influence than conventional activists or stakeholders, especially when reacting to humanitarian emergencies (Kur & Bunning, 2002).

In order to react successfully to humanitarian emergencies, corporate leadership strategies like visionary leadership, collaborative leadership, and strategic leadership strategies may play a significant role by giving direction, inspiration, and resources. In addition, a leader with a vision who can identify the underlying causes of a crisis, mobilize resources, develop alliances, encourage innovation, and nurture long-term solutions may assist in avoiding or lessening the effects of future crises. Similarly, collaborative leadership may be essential in responding to humanitarian catastrophes by bringing together varied viewpoints, resources, and experiences to handle the situation successfully. Collaborative leaders may ensure that response activities are comprehensive, successful, and sustainable by encouraging communication, constructing alliances, empowering local communities, addressing core issues, and promoting accountability and transparency. In addition, strategic leadership may play a crucial role in handling humanitarian disasters by

providing a clear vision, direction, and structure for responding to the crisis (Waugh and Streib, 2006). Strategic leaders are focused on particular objectives and results and establish detailed plans and strategies to attain them. In this view, the researcher argues that corporate leaders are becoming more involved in responding to crises using different leadership types.

However, few studies (Pallivathukkal, 2021; Uhr, 2017; Al Shobaki et al., 2016; Goldschmidt & Kumar, 2016; Ansell et al., 2021; Budhiraj & Torre, 2010; Vardarlier, 2016; Hotho & Girschik, 2019; Mishael Obeidat et al., 2020; Park, 2021; Schaedler et al., 2022) have been conducted concurrently to address the humanitarian crises with the assistance of different leadership strategies. Surprisingly, no extensive study has been undertaken before to examine the effects of corporate business leadership strategies on effective humanitarian crisis management. Therefore, the researcher intends to investigate the relationship between corporate leadership strategies (visionary, collaborative, and strategic leadership strategies) and effective humanitarian crisis management. Consequently, there is an urgent need to investigate the effects of corporate leadership practices regarding effective humanitarian crisis management throughout the globe.

1.8 Purpose of Research

This research explores how corporate leadership strategies—visionary, collaborative, and strategic can enhance humanitarian crisis management. Effective corporate leadership is crucial for enabling swift and coordinated responses in a world increasingly burdened by complex challenges such as natural disasters, pandemics, and conflicts. By emphasizing these leadership styles, this study seeks to illustrate how corporate leaders can effectively mobilize resources, encourage communication and teamwork, and construct recovery plans that address immediate needs while promoting long-term resilience within affected communities.

Additionally, this study aims to identify the unique challenges that corporate leaders face in crises. By examining these obstacles, such as balancing urgent crisis demands with long-term organizational objectives, managing diverse stakeholder expectations, and maintaining clear communication across teams, the research will provide insights essential for developing actionable strategies that enhance leadership effectiveness.

This research aspires to present a more transparent framework for how corporate leaders can contribute significantly to humanitarian efforts by integrating visionary, collaborative, and strategic leadership practices. Through these findings, the study intends to offer practical recommendations for corporate leaders, policymakers, and humanitarian organizations, guiding them toward more adaptive and resilient crisis management strategies that effectively meet the needs of vulnerable populations.

1.9 Significance of the Study

As the world increasingly faces complex humanitarian crises ranging from natural disasters to armed conflicts and pandemics traditional systems of crisis management, primarily led by governments and non-governmental organizations (NGOs), have shown limitations in their speed, scale, and ability to mobilize resources effectively. In this context, the emerging role of corporate leadership has become a critical element in global crisis response. This study explores how corporate leaders can address the gaps left by traditional humanitarian responses and provide innovative solutions for more effective crisis management.

One of the main contributions of this research is its focus on addressing the limitations of traditional humanitarian efforts. Resource constraints, slow bureaucratic processes, and a lack of coordination between international actors have often hindered effective crisis response. By examining how corporate leadership can fill these gaps

through faster mobilization of resources, strategic planning, and innovative solutions, this study provides valuable insights into how businesses can enhance the efficiency and impact of crisis management efforts. The research aims to show how corporations can complement the work of governments and NGOs, making their contributions both immediate and sustainable.

Furthermore, this study delves into the role of corporate leadership, particularly in the context of humanitarian crises, through three fundamental approaches: visionary, collaborative, and strategic leadership. It explores the impact of these leadership styles on the effectiveness of crisis management, offering a fresh perspective on how corporations can take on critical roles in disaster relief and recovery. By focusing on corporate leadership's potential to support long-term recovery and resilience in affected communities, this research addresses a crucial gap in existing academic literature, expanding the conversation on corporate involvement in humanitarian work (Waruwu et al., 2024).

Additionally, this study has significant practical implications for corporate social responsibility (CSR) practices. With businesses increasingly expected to engage in social causes, the findings of this study offer a practical framework for understanding how corporate leadership can effectively and ethically contribute to humanitarian crisis management. The research provides actionable insights for businesses seeking to align their CSR initiatives with meaningful humanitarian outcomes, benefiting both affected populations and the corporate image.

The study also underscores the critical importance of collaboration between corporate entities, governments, and NGOs in crisis management. It explores how corporate leadership can foster such partnerships to ensure faster, more coordinated crisis responses. This insight is particularly relevant in today's interconnected world, where

multi-stakeholder efforts are often required to manage global crises effectively. By investigating corporate collaboration, the study contributes to a broader understanding of how cross-sectoral efforts can be optimized for better humanitarian outcomes.

This research offers valuable guidance for policymakers and corporate executives on how leadership decisions can directly influence the success of humanitarian efforts. It highlights the potential for corporations to take a leading role in crisis management by making effective resource allocation and strategic planning decisions. Policymakers can leverage these findings to create frameworks that encourage corporate participation in humanitarian efforts, while corporate leaders can refine their strategies to make their contributions more impactful.

1.10 Research Questions

This research explores the effects of corporate leadership strategies—specifically visionary, collaborative, and strategic leadership—on managing humanitarian crises. With the increasing frequency and complexity of emergencies, such as natural disasters, armed conflicts, and pandemics, traditional humanitarian responses led by governments and non-governmental organizations (NGOs) often prove insufficient in terms of speed, resource mobilization, and long-term recovery (Yáñez-Sandivari et al., 2021).

This study addresses a critical gap by examining how corporate leadership, with its unique capabilities, can enhance the effectiveness of humanitarian crisis management. Beyond financial contributions, businesses bring innovative solutions, operational expertise, and strategic partnerships to alleviate suffering and support recovery efforts during crises (Katsaros et al., 2020).

Additionally, the research investigates the challenges corporate leaders face when engaging in crisis management and identifies strategies to overcome them. By doing so, it provides valuable insights for corporate executives, policymakers, and humanitarian

organizations to optimize corporate participation in crisis response. Ultimately, this study demonstrates that effective corporate leadership can significantly improve humanitarian outcomes, benefiting both affected communities and the corporations involved (Boin and Lagadec, 2000).

The research questions are given below:

1. How do visionary leadership strategies affect the effectiveness of humanitarian crisis management, particularly in resource mobilization, crisis preparedness, and long-term recovery efforts?
2. In what ways do collaborative leadership strategies improve coordination and communication among corporate entities, NGOs, and governments during humanitarian crises?
3. How do strategic leadership approaches shape planning, resource allocation, and decision-making in corporate responses to humanitarian crises?
4. What are the key challenges corporate leaders face when implementing visionary, collaborative, and strategic leadership strategies, and how do these challenges impact the overall outcomes of humanitarian crisis management?

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

A humanitarian crisis can be a single event or a series of events threatening a neighbourhood's health, safety, or well-being or a large population (OHCHR, 2022). These crises often result from internal or external conflicts and can have widespread effects across a large geographic area. They can be classified as armed conflict, displacement due to natural disasters, and the spread of severe diseases. More people are affected by humanitarian crises than ever before in history (Kohrt et al., 2019). Low- and middle-income countries bear the brunt of these crises, impacting hundreds of millions with immediate and long-term consequences (Blanchet et al., 2017). Research indicates that nearly 120 million individuals worldwide suffer yearly adverse effects from humanitarian crises (Clarke & Parris, 2019).

In this context, the implementation of corporate leadership strategies can play a crucial role in addressing humanitarian crises on a global scale (Sezgin & Dijkzeul, 2016). Corporate leadership substantially impacts responding to humanitarian crises, surpassing the influence of traditional activists and stakeholders. Effective corporate leadership guides teams and organizations towards future goals while navigating the challenges of the present (Kur & Bunning, 2002). It also significantly influences the workforce's motivation, commitment, and attitude, driving them to work towards predetermined objectives (Ahmad, 2001). This chapter provides a comprehensive overview of the key concepts and relevant literature on the role of corporate leadership strategies in addressing humanitarian crises.

Corporate leadership refers to the ability of business leaders to guide their organizations towards achieving goals, especially in challenging situations like

humanitarian crises. According to Scheepers & Bogie (2020), corporate leaders are not just focused on profits but are also aware of the strengths and weaknesses of their team members and are open to learning from others. They lead by setting a clear vision, making strategic decisions, and inspiring their employees to achieve a common goal. In a crisis, these leaders use their skills to ensure their company can contribute effectively to relief efforts through funding, providing supplies, or using their expertise to help communities in need.

Corporate leadership in crisis management is different from how non-governmental organizations (NGOs) approach these situations. Arora (2012) highlights that NGOs tend to focus directly on the needs of the people affected by the crisis, prioritizing humanitarian aid like food, water, and shelter. They work on the ground, often in dangerous or unstable environments, with the primary aim of helping as many people as possible, regardless of financial gains.

On the other hand, corporations get involved in crisis management through their selfless dedication to humanitarian aid, which is truly inspiring using their business strengths such as logistics, technology, or supply chains to assist in relief efforts. While businesses aim to help people, they often consider how their involvement aligns with their overall strategy or corporate social responsibility (CSR) goals. Corporations may be more structured and resource-rich but might focus more on maintaining efficiency and their long-term business interests alongside providing aid. These different priorities shape how NGOs and corporations respond to crises, each playing a complementary but distinct role.

2.2 Concept of Humanitarian Crises

Humanitarian crises are severe events that threaten large groups' health, safety, and well-being, often necessitating urgent and non-routine intervention. These crises typically result from armed conflict, natural disasters, epidemics, or complex emergencies, which

are situations involving multiple crisis types simultaneously. Unlike other emergencies, humanitarian crises are marked by prolonged social disruption, displacement, and widespread human suffering that often overwhelms local response capacities and requires international assistance (Dijkzeul & Griesinger, 2020); (Parija & Bobhate, 2022).

- Includes different Key Characteristics

Large-Scale Human Impact: Humanitarian crises lead to significant morbidity and mortality, directly from violence or indirectly through the breakdown of essential services like healthcare, water, and sanitation. This distinguishes them from localized emergencies, where the impact is typically more contained (Zenner, 2017).

Complexity and Multidimensionality: Humanitarian crises often involve various interdependent issues, such as armed conflict, food scarcity, and mass displacement. This complexity requires coordinated responses from multiple international agencies, NGOs, and often military support, a less common response level in more isolated emergencies (Burkle, 1995).

Displacement and Infrastructure Collapse: Unlike other emergencies, humanitarian crises often lead to mass displacement and infrastructure breakdown, resulting in long-term vulnerabilities for affected populations. This can include chronic issues like increased disease risk, mental health crises, and poverty due to prolonged displacement (Al Gasser et al., 2004).

Extended Duration and Chronic Vulnerabilities: These crises can be sudden or protracted. Complex emergencies, for instance, may continue for years, leading to sustained vulnerability among populations. This prolonged nature and its impacts on societal structures set humanitarian crises apart from other short-term emergencies (Väyrynen, 2002).

The necessity for International Response: Given their scale and impact, humanitarian crises typically surpass the response capacity of the affected nation, necessitating international humanitarian interventions. This is less common in standard emergencies, often managed locally (Schneiker & Dijkzeul, 2019).

The literature review emphasizes the importance of corporate leadership styles in managing humanitarian crises while exposing critical gaps in our understanding. Existing studies have not adequately examined how these leadership frameworks can be effectively integrated into crises, nor have they thoroughly analyzed the specific challenges faced by corporate leaders in these contexts. This underscores a pressing need for an in-depth exploration of how visionary, collaborative, and strategic leadership can be operationalized in humanitarian settings to improve outcomes and how corporate leaders can adeptly navigate the complexities of high-pressure environments.

The literature review serves as a crucial foundation for comprehending corporate leadership's vital roles and limitations in crisis management. It demonstrates the urgency for more research on practical implementations and cross-sector partnerships. This study aims to build on these insights to investigate how corporate leadership can more effectively bolster humanitarian initiatives and surmount the barriers that hinder successful crisis responses.

In essence, humanitarian crises are distinguished by their severity, scale, complexity, and the need for international collaboration, making them unique among other types of emergencies.

2.3 Theoretical framework

A theoretical framework is a foundation for the roadmap of a research study, showing how the current research is associated with existing theories (Varpio et al., 2020). Consequently, this section reviews two relevant theories, which are transformational leadership theory and stakeholder theory.

Transformational Leadership Theory

Transformational leadership theory asserts that leaders can achieve higher goals and exceptional outcomes by inspiring their followers to work collectively to achieve higher goals (Korejan & Shahbazi, 2016). This leadership theory has four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Siangchokyoo, Klinger & Campion, 2020). The main assertion of the transformational leadership theory is that a transformational leader works with the followers to implement the necessary change to achieve certain objectives through nurturing and motivating the followers (Kwan, 2020).

The definition and scope of the Transformational leadership theory show that this theory is especially applicable to the current research because of the urgency of the needed change in humanitarian crises and the involvement of a range of divergent entities involved in humanitarian crisis management. Humanitarian crises are urgent situations that require extensive attention and faster solutions and the transformational leadership approach can play a crucial role in keeping the focus on the needed changes (Zaidi & Bellak, 2019). Humanitarian crisis management associates a varied range of stakeholders, such as government bodies, NGOs, corporations, local communities, and the affected individuals. It suggests that the nature of the stakeholders is complex because they have unique interests. Transformational leadership theory plays a significant role in this regard because transformational leaders successfully influence individuals to align with shared objectives

(Mburu, Ragui & Ongeti, 2024). It is a critical requirement to align to the same objective and effectively manage humanitarian crises.

The first element of the theory is idealized influence, which entails that leaders work as role models and carry values and ethics that inspire trust and respect among team members (Zaidi & Bellak, 2019). The idealized influences led by trust and respect are particularly important in humanitarian crisis management because such values orient a diverse range of stakeholders to own and believe in the shared vision of effectively managing humanitarian crises (Šarotar Žižek et al., 2017).

Inspirational motivation, which is the second element of the model, entails the ability of a leader to articulate an engaging and compelling vision to foster a shared sense of purpose among stakeholders (Asbari, Santoso & Prasetya, 2020). The inspirational capability of a leader is highly crucial in humanitarian crisis management because it involves disputing stakeholders, such as NGOs, governments, and corporate entities (Zaidi & Bellak, 2019). Consequently, inspirational motivation plays a transformational role in helping followers and stakeholders believe in one vision of effectively managing humanitarian crises.

Intellectual stimulation is a critical feature of a transformational leader because this feature helps leaders encourage innovation and creative problem-solving (Kabetu & Iravo, 2018). With the mediating role of intellectual stimulation, a transformational leader challenges the existing norms and inspires teams to deal with humanitarian crises with a noble approach (Kabetu & Iravo, 2018). It helps the transformational leader to efficiently manage humanitarian crises with creative solutions.

A transformational leader also takes care of the needs, strengths, weaknesses, and development of individuals in the team, and it is called individualized consideration of the transformational leadership theory (Salem et al., 2019). Humanitarian crises are urgent

scenarios when employees and other stakeholders go through stress when individualized consideration can play an important role to keep the employees engaged and motivated.

Stakeholder Theory

Stakeholder theory asserts that a business organization should address the interests of not only shareholders but also other entities who are affected by the business decision (Jones, Wicks & Freeman, 2017). All these entities are called stakeholders, including shareholders, employees, customers, suppliers, banks, government bodies, local communities, etc. The definition of the stakeholder theory suggests that it challenges the traditional and profit-driven approach of conventional business that emphasizes profit maximization for its shareholders while the interests of the remaining stakeholders are neglected (Jones, Wicks & Freeman, 2017). The expansive view of the stakeholder theory is particularly relevant to this research because it provides a structured framework to analyze collaborative leadership in managing humanitarian crises (Freeman, Phillips & Sisodia, 2020). Another rationale for choosing the stakeholder theory is that it lets the leaders recognize the importance of a collaborative approach, identify the urgencies and address the crises based on priorities (Freeman, 2023). Resources are severely scarce in managing humanitarian crises and it further signifies the value of stakeholder theory because a collaborative approach plays a transformational role in efficiently distributing the limited resources while managing the crises (Freeman, Phillips & Sisodia, 2020).

A core element of the stakeholder theory is that it properly identifies relevant stakeholders prioritizes the needs of the respective stakeholders and determines priorities (Fontainha et al., 2017). There are different stakeholders in humanitarian crises, such as disaster-affected communities, government agencies international donors and private corporations. Efficient identification of the affected stakeholders and addressing their needs based on priorities play a transformational role in fostering long-term and faster

recovery, contributing to the control of the negative impacts of the crises (Fontainha et al., 2017).

Another important principle of stakeholder theory is that it ensures mutual accountability, which means that leaders ensure transparency and ethical engagement with all stakeholders (Prakash et al., 2020). This principle is significant and crucial in humanitarian crisis management because mutual accountability and transparency pave the way for equitable resource distribution among the stakeholders, where all the stakeholders know what proportion of the resources are distributed to where and for what reasons (Lai & Fu, 2021). Such distribution helps to minimize conflicts of interest.

Collaborative value creation is an essential tenet of the stakeholder theory because a collaborative approach in humanitarian crisis management results in creating common and shared values among the stakeholders (Yang, Liu & Wang, 2020). This is invaluable in effectively managing humanitarian crises because the key to success in humanitarian crisis management is the ability to combine the expertise and resources of stakeholders (Kunz & Gold, 2017).

2.4 Corporate Leadership in Crisis Management

Mishael Obeidat et al., (2020) conducted a study on strategic leadership's effect on crisis management. The purpose of this study was to determine the reality of strategic leadership at a company. In particular, the study focused on investing in strategic capabilities, defining strategic direction, improving and developing human capital, strengthening organizational culture with ethical practices, and implementing balanced regulatory supervision. The other objective of this study was to determine the role of strategic leadership in crisis management in the company. The study was conducted by following a qualitative approach, whereas the findings reveal several strategic leadership initiatives including detection of warning signals, preparedness, prevention, containing,

limiting damage, restoration of activity, learning, etc. The findings also show that strategic leadership approaches across all dimensions have had a statistically significant impact on crisis management. Therefore, Mishael Obeidat et al., (2020) advised that each organization should concentrate more on studying and analyzing its internal environment to identify its strengths, weaknesses, and potential indicators of crisis occurrence. These would help it build on its strengths and find good ways to fix its weaknesses. It would also help the organization to take the steps to overcome the crisis. However, the authors ignored the significance of corporate leadership strategies in addressing the humanitarian crisis (Mishael Obeidat et al., 2020).

As well, Schaedler et al. (2022) explored a study on analyzing the impact of strategic leadership in organizational crisis situations. The authors conducted the study by using secondary data and literature assessment in terms of scrutinizing organizational crises and strategic leadership. The findings of the study demonstrate many applicable theoretical aspects for the strategic leaders (the Chief Executive Officer, the top management team, and the board of directors), emphasizing similarities and contrasts among them. The study also reveals that while each type of strategic leader is important in a crisis context, their viewpoints and functions may be distinct. In addition, the findings of the study validate that the majority of the studies on the top management team use managerial and organizational cognition. Conversely, the CEO focuses on social evaluation during addressing crisis situations. In a nutshell, the authors suggest a few ways to become acquainted with strategic leaders and how they deal with organizational crises from a theoretical and empirical point of view. However, the authors only emphasized the importance of corporate leadership strategies in addressing organizational crises; they did not focus on the humanitarian crisis at all (Schaedler et al., 2022).

Furthermore, Budhiraj and Torre (2010) conducted a study on the strategies and best practices in the private supply chain during crisis management. Predominantly, the authors focus primarily on investigating what a catastrophe is, how disaster management operates, and which stakeholders engage in disaster recovery activities. The study was conducted using secondary data sources, whereas the findings of the study demonstrate that most companies have faced strategic challenges in conducting relief efforts during disaster times. Moreover, the authors explore the nine best operational companies that provided disaster response successfully. In fine, the authors suggest how to apply the organizational strategies for the best-growing companies (Budhiraj & Torre, 2010).

However, Chong (2009) illustrates a study on the relationship between employee participation and corporate social responsibility (CSR) programs in the company's crisis response. This study was conducted based on a qualitative and exploratory approach. In this regard, the findings of the study demonstrate how employees' involvement in the disaster-response program and how can strengthen their sense of company identity. The findings also reveal that employees' involvement in the disaster-response program is one of the preconditions of the CSR strategy. Participation in CSR and company identity interact over time to create a self-reinforcing circle. The study emphasizes the need for internal communication and strong alignment between corporate identity and CSR strategy. However, the author focused on CSR strategies for fixing corporation crises and employee participation issues, he did not focus on the significance of CSR in humanitarian crises (Chong, 2009).

The identified gap in the literature reveals that while corporate leadership is seen as valuable in humanitarian crises, the specific applications and challenges of leadership styles (visionary, collaborative, and strategic) still need to be explored. This gap influences the literature review in several ways:

- Focused Selection of Literature on Leadership Styles:

The gap prompts studies on how visionary, collaborative, and strategic leadership affect crisis management, particularly in humanitarian contexts where quick decision-making and stakeholder collaboration are crucial.

- Analysis of Cross-Sector Collaboration Literature:

Given the involvement of governments and NGOs in crisis response, literature on cross-sector collaboration is vital. This exploration addresses how corporate leadership can be integrated into humanitarian efforts by examining partnerships among corporate entities, NGOs, and governments.

- Exploration of Practical Challenges in Crisis Leadership:

The gap highlights practical barriers such as resource allocation and stakeholder management, guiding the review towards literature detailing corporate leaders' organisations in high-stakes situations.

- Need for Adaptive Leadership Models in Crisis:

Finally, the gap underscores the need for adaptive leadership models tailored to crises, steering the review towards relevant theories and frameworks demonstrating how corporate leaders can adapt their approaches in dynamic environments.

2.5 Visionary Leadership

Visionary leadership is increasingly recognized as essential in humanitarian crisis management due to its capacity to inspire, adapt, empathize, and collaborate. In complex crises characterized by high uncertainty and resource constraints, visionary leadership shapes how organizations respond, often determining the success or failure of relief efforts. This literature review explores the key characteristics of visionary leadership vision and inspiration, adaptability, empathy, and collaborative skills and their roles in effective humanitarian crisis management (Satia et al., 2014).

Visionary leadership is characterized by the ability to articulate a clear and compelling vision that motivates teams, instils purpose, and aligns diverse groups toward common humanitarian goals. Dubey (2022) emphasizes the importance of a well-defined mission in crisis contexts, noting that visionary leaders who help clear direction reduce chaos and maintain focus on humanitarian objectives even under challenging conditions. This alignment is crucial in multi-organizational crisis responses, where teams often come from diverse backgrounds, each with distinct goals and operational procedures. Riggio and Newstead (2022) further argue that a shared vision provides psychological resilience, especially when crises become prolonged, helping to sustain morale and commitment among teams facing high-stress environments.

In humanitarian crises, the visionary leader's role extends beyond immediate management, fostering a long-term perspective that ensures continuity and recovery. For instance, research by Van Wart and Kapucu (2011) on disaster responses highlights that leaders who maintain an overarching vision help teams prioritize immediate relief efforts and strategies for sustained recovery. Such visionary guidance is particularly relevant in crises like natural disasters, where immediate actions can significantly impact long-term outcomes.

Adaptability is another essential characteristic of visionary leadership in crisis management. Influential leaders must adjust strategies in response to rapidly changing conditions, which is often critical for effective crisis response. Dubey (2022) underscores this point by examining how crisis leaders' adaptability, particularly in technological adoption, facilitated improved supply chain management and resource allocation in humanitarian settings. For example, adaptability to new digital systems allowed NGOs to streamline communication and logistics in India, demonstrating how flexible strategies can transform crisis response efficiency.

Moreover, Kapucu's (2015) analysis of the 2010 Haiti earthquake and Pakistan floods illustrates that adaptable leadership enabled better coordination between local governments, international organizations, and community leaders. This adaptability fosters a proactive approach where leaders can quickly assess emerging issues and mobilize resources accordingly. By demonstrating flexibility, visionary leaders ensure that response strategies are adjusted to meet the needs of the affected populations, enhancing the effectiveness of humanitarian operations.

Empathy and emotional intelligence are fundamental for visionary leadership, especially in humanitarian crises, where leaders interact with teams, volunteers, and affected populations under extreme stress. Samad, Jerjawi, and Dadich (2022) highlight empathy as a distinguishing trait of influential political leaders during the COVID-19 pandemic, showing that empathetic leaders can better manage interpersonal dynamics and build trust. Empathy enables leaders to understand and address their teams' emotional and psychological needs, fostering an environment of psychological safety, which is crucial for maintaining morale during crisis situations.

Ceylan and Yndem (2021) further investigate the role of emotional intelligence in crisis management, noting that leaders with high emotional intelligence can navigate complex social dynamics, thus enhancing team cohesion and performance. In humanitarian crises, teams often come from varied cultural and professional backgrounds, and empathetic leadership supports inclusivity and respect, reducing potential conflicts and improving collaboration. Emotional intelligence also allows leaders to approach crisis victims with greater sensitivity, which is critical for trust-building and for managing the delivery of aid to respect the dignity of affected populations.

- Collaborative Approach and Networking Skills

Collaboration across sectors—NGOs, governments, and private enterprises—is vital for effective response and recovery in humanitarian crisis management. Visionary leaders facilitate these collaborations by establishing networks, coordinating resources, and bridging gaps between organizations with different objectives and resources. Van Wart and Kapucu (2011) emphasize that collaborative governance, facilitated by visionary leaders, enhances resource-sharing and operational alignment, essential in humanitarian settings where resources are limited and demands are high.

Research by Striepe and Cunningham (2021) underscores the importance of collaborative leadership in educational crisis management. It shows that leaders who prioritize partnerships and maintain open communication channels across organizations achieve better outcomes. By fostering trust and clear communication, leaders enable efficient resource allocation and coordinated action, which are necessary for managing the logistical complexity of large-scale humanitarian responses. This collaborative approach is precious in prolonged crises, where continuous coordination among multiple stakeholders ensures that resources are allocated efficiently and available for sustained support.

Kapucu's (2015) examination of collaborative leadership during the Haiti earthquake response found that leaders who cultivated multi-layered collaborations with local governments, military organizations, and international NGOs significantly enhanced the effectiveness of relief efforts. This example illustrates how a collaborative leadership approach enables humanitarian leaders to harness diverse resources and expertise, thus improving immediate response efforts and long-term recovery outcomes. Collaborative leaders create a more cohesive response, ensuring that support reaches affected populations promptly and efficiently.

The literature reveals that a compelling vision, adaptability, empathy, and a strong emphasis on collaboration characterize visionary leadership in humanitarian crisis

management. These traits are essential for navigating the complexities of humanitarian crises, where leaders must inspire their teams, adapt to shifting conditions, respond sensitively to the needs of affected populations, and coordinate efforts across organizations. By integrating these elements, visionary leaders create resilient and responsive crisis management strategies, ensuring that humanitarian efforts are effective and compassionate. In sum, visionary leadership facilitates immediate crisis response and strengthens the foundations for long-term recovery and resilience in affected communities.

2.6 Collaborative Leadership

Collaborative leadership is pivotal in facilitating effective communication and coordination among various stakeholders during humanitarian crises by fostering strategic vision, trust, and adaptable infrastructure, all crucial for unified crisis response.

Strategic Communication and Coordination: Collaborative leaders prioritize clear, structured communication to align stakeholders around a common goal. Johansson and Bäck (2017) analyzed strategic communication during a crisis in Sweden and found that leadership communication strategies—particularly structuring and encouraging communication—enabled effective coordination across diverse organizations, ensuring a cohesive crisis response. These strategies are essential in high-pressure settings, where fragmented communication can lead to ineffective responses and resource duplication.

Utilization of Digital Technologies for Information Visibility: Collaborative leaders often employ digital technologies to improve transparency and information sharing, which is essential for coordinated action among humanitarian organizations. Dubey (2022) found that in conjunction with digital technologies, crisis leadership significantly enhanced information visibility in humanitarian contexts, allowing for real-time data sharing and improved collaboration in supply chain management. This approach optimizes resource use and enables faster, data-driven decision-making across organizations.

Cross-Organizational Trust and Multi-Level Governance: Collaborative leadership builds trust among diverse actors, including NGOs, government agencies, and private sector entities. Kapucu's (2015) analysis of the Haiti earthquake response highlighted the effectiveness of multi-layered leadership structures in disaster management, emphasizing that collaborative governance across political, civilian, and military levels fostered a coordinated response. This multi-level approach, grounded in trust, allowed various organizations to coordinate effectively despite different operational cultures.

Modular and Web-Based Frameworks: Collaborative leadership also incorporates modular frameworks to support real-time information sharing and operational alignment. Annunziato, Doherty, and Khanh (2012) introduced a modular web-based framework for humanitarian crisis management that facilitates inter-agency collaboration through shared data systems. This framework proved effective in crisis scenarios, where real-time information and cross-organizational coordination were critical to adapting responses based on dynamic crisis conditions.

Adaptable Models of Health Service Coordination: Collaborative leadership in health service provision during crises benefits from adaptable coordination models, such as the Health Cluster Approach and "4Ws" mapping tools, which track who is working, where, and on what tasks. Lotfi et al. (2017) found these models, especially in health-focused humanitarian interventions, improved access to health services and helped prevent duplication of efforts by enabling synchronized operations among various healthcare providers.

Hybrid Coordination Models: Leaders often use hybrid coordination approaches to balance centralized command with flexibility for local actors. In Indonesia's humanitarian response, Sopha (2022) identified that a combination of vertical and horizontal collaboration ensured efficient aid distribution and facilitated smoother communication

across provincial and district levels. This hybrid model underscores the importance of adaptable coordination systems that empower local stakeholders within a central framework.

Collaborative leadership in humanitarian crises builds effective communication and coordination through strategic vision, technology use, trust-building, modular frameworks, adaptable health models, and hybrid coordination systems. By integrating these elements, collaborative leaders ensure that responses are cohesive, resource-efficient, and responsive to the needs of affected communities.

2.7 Strategic Leadership

Strategic leadership plays a crucial role in formulating and executing crisis response plans in humanitarian settings. It establishes a unified vision, fosters adaptability, ensures clear communication, and leverages multi-agency coordination.

Establishing a Unified Vision: Strategic leaders are instrumental in setting a clear, actionable vision aligning various stakeholders towards a common crisis response goal. This unified direction is essential in high-stakes settings to reduce ambiguity and ensure all involved agencies and actors work cohesively. For instance, strategic leadership practices in multi-agency responses have improved crisis coordination by ensuring all parties share the same objectives and approach (Devitt & Borodzicz, 2008).

Strategic leaders play a crucial role in crisis response by fostering adaptability and flexibility. They are tasked with maintaining strategic flexibility, allowing real-time adjustments to meet emerging needs and address unforeseen challenges. Studies emphasize the value of such adaptability, noting that leaders who can pivot strategies effectively are better positioned to manage complex humanitarian crises, such as natural disasters or public health emergencies (Vargo & Seville, 2011).

Ensuring Strategic Communication: Communication is a foundational element of crisis strategic leadership. Strategic leaders foster communication channels that streamline information sharing and enhance organizational situational awareness. Research highlights that structured and directed communication efforts enable leaders to coordinate various organizational responses effectively, minimizing delays and improving response resilience (Johansson & Bäck, 2017).

Enhancing Multi-Agency Collaboration: Strategic leadership also plays a central role in coordinating efforts among multiple agencies, including governments, NGOs, and private sector partners. Leaders facilitate interagency trust and collaboration, essential for efficient crisis response. Studies on leadership in crisis management underscore the importance of collaborative governance, where strategic leaders act as facilitators, ensuring seamless cooperation and reducing potential conflicts between agencies (Kapucu, 2015).

Strategic leadership's role in enhancing organizational preparedness is critical to effective crisis response. By fostering a continuous learning and preparedness culture, leaders ensure that their teams are equipped with the skills and resources to respond quickly and efficiently. This, combined with other strategic leadership qualities, is foundational to executing crisis plans effectively, particularly in dynamic and resource-limited humanitarian contexts. Strategic leadership significantly influences crisis response in humanitarian settings by unifying stakeholder efforts, fostering adaptability, enabling strategic communication, facilitating interagency collaboration, and enhancing organizational preparedness. These strategic leadership qualities are foundational to executing crisis plans effectively, particularly in dynamic and resource-limited humanitarian contexts.

2.8 Global Corporate Engagement in Humanitarian Crises

Global corporations coordinate with NGOs, governments, and international organizations during humanitarian crises by employing structured frameworks, building trust through partnerships, and using digital platforms for real-time communication.

Structured Coordination Models: Many corporations participate in crisis management through established frameworks like the UN's Cluster Approach, which organizes response sectors (e.g., health, logistics) to streamline efforts. Research highlights how models such as the "Health Cluster Approach" and the "4Ws mapping tool" (who, where, when, what) improve multi-agency collaboration by enabling more apparent roles and responsibilities (Lotfi et al., 2017).

Building Trust and Reciprocal Commitment: Trust is central to inter-organizational success in humanitarian settings. Moshtari (2016) emphasizes that trust and mutual commitment facilitate resource sharing and align objectives between corporate, NGO, and governmental entities. Corporations bring resource complementarity such as funding, logistics, or technology which significantly enhances coordination efficacy when paired with NGO field expertise.

Web-Based Collaborative Frameworks: Digital solutions are crucial for managing complex crises. Collaborative web-based frameworks, such as those introduced by the European Commission's Joint Research Center, enable information sharing, crisis document access, and interactive mapping, fostering transparency and responsiveness among global partners (Annunziato et al., 2012).

Information and Funding Coordination: Corporations play a significant role in humanitarian crises by contributing through funding and shared data. Their involvement in coordinating health-service provision during health crises, providing resources and strategic coordination with local entities is particularly noteworthy. This is especially true in scenarios where corporate funds fill gaps in humanitarian budgets, as seen in Lebanon,

where corporations supported health and social projects amid multiple crises (Makhoul et al., 2023).

Role in Governance and Policy Influence: Corporations, often in coordination with international bodies like the UN, play an active role in shaping crisis management policies. Their governance roles are increasingly recognized as they provide resources while ensuring that their crisis interventions align with global humanitarian standards and frameworks (May 2015).

2.9 Challenges in Crisis Management

Organizations managing humanitarian crises such as NGOs, governments, and corporations face several primary challenges that impact their ability to deliver timely and practical aid. These challenges include navigating political and security constraints, coordinating complex multi-actor efforts, addressing resource limitations, and managing ethical dilemmas in crisis zones.

Political and Security Constraints: Humanitarian organizations often work in conflict zones or politically unstable regions, where their operations are subject to security risks and political pressures. For instance, the politicization of humanitarian aid can compromise the neutrality of NGOs, exposing staff to risks and limiting access to affected populations. This challenge was evident during the Afghanistan conflict, where NGOs struggled to maintain impartiality amid military operations, leading to compromised access and security for aid workers (Stockton, 2002).

Coordination Among Multiple Actors: Effective crisis management requires coordination among various stakeholders, including governments, NGOs, and international agencies. However, differing organizational goals and bureaucratic processes often hinder this coordination. For example, during Cyclone Idai in Zimbabwe, humanitarian

organizations faced significant setbacks due to a lack of inter-organizational coordination, further exacerbated by government bureaucracy (Nyahunda et al., 2022).

Resource Limitations and Financial Dependency: NGOs and humanitarian agencies frequently operate with limited funding, constraining their ability to respond comprehensively to large-scale crises. The reliance on government funding has also introduced financial dependencies that can influence the agendas and priorities of humanitarian organizations. For example, Médecins Sans Frontières (MSF) has highlighted how financial dependency on governmental sources can challenge NGO autonomy and influence aid delivery (Biberson & Jean, 1999).

Ethical and Operational Dilemmas: Humanitarian organizations often encounter ethical dilemmas related to maintaining neutrality, prioritizing aid delivery, and interacting with local governments or military forces. The Rwanda crisis demonstrated how NGO activities, influenced by where they operated and the statements made by their representatives, can unintentionally support conflict actors, undermining their impartial role (Storey, 1997). These dilemmas also extend to managing the "knowledge commons" in humanitarian operations, where information-sharing can be limited by trust barriers and control over mission-critical data, further complicating collaborative efforts (Mulder, 2020).

Adaptation to Complex Humanitarian Contexts: The increasingly complex nature of global crises, often influenced by climate change, urbanization, and protracted conflicts, demands that the humanitarian system continually adapt its methods and structures. Churruca-Muguruza (2018) suggests that while proactive risk management and inclusive, effective responses are clear, achieving this shift requires considerable political will, resources, and capacity from both donor and affected governments.

Humanitarian organizations face political and security constraints, coordination among multiple actors, resource limitations and financial dependency, and ethical and operational dilemmas. Additionally, adaptation to complex humanitarian contexts is necessary due to the evolving nature of global crises.

2.10 Opportunities in Corporate Leadership for Crisis Management

The strategic alignment of CSR initiatives with humanitarian crisis management has gained attention as corporations increasingly recognize their role in supporting immediate response efforts and long-term resilience in crisis-affected communities. This literature review explores how CSR initiatives can be integrated with humanitarian crisis management to create enduring positive impacts, focusing on sustainable business models, crisis-relevant initiatives, long-term investments, balanced financial commitment, and transparent communication.

CSR initiatives embedded within sustainable business models enhance corporate resilience and community support during crises. Mattera et al. (2021) discuss the effectiveness of CSR when aligned with the United Nations Global Compact (UNGC) guidelines, which provide a framework for sustainable development goals (SDGs). By adopting UNGC principles, companies can integrate social, environmental, and governance goals into their operations, supporting profitability and community well-being. Mattera et al. (2021) analyzed firms in the European Union that adhered to the UNGC model and found that these firms performed more effectively during crises such as the COVID-19 pandemic. Specifically, sustainable CSR practices helped corporations stabilize their stock performance by leveraging existing social and environmental commitments. This long-term strategic approach supports economic stability and reinforces a company's commitment to social welfare, creating what the authors describe as a "virtuous cycle" that benefits the company and its communities.

Aligning CSR initiatives with a company's core competencies and the specific crisis at hand can significantly enhance community impact and public perception. Oh et al. (2017) conducted a study on CSR perceptions among Chinese and South Korean millennials, particularly in the context of post-crisis communication. Their findings suggest that CSR initiatives closely related to a company's expertise—such as technology-driven CSR by tech companies or health-focused CSR by pharmaceutical firms—are perceived as more genuine and effective by consumers. Oh et al. (2017) propose that a strong 'CSR fit' with the crisis context can enhance credibility, especially when the CSR activities are designed to meet immediate crisis needs while leveraging the company's unique strengths. This approach not only benefits communities but also strengthens consumer trust in the company, contributing to long-term loyalty.

Investing in long-term community resilience is a fundamental component of sustainable CSR in crisis management. Corporations that focus on long-term projects, such as health infrastructure, education, and local development, play a crucial role in preparing communities for future challenges. Stanislavyk and Zamlynskyi (2023) argue that when CSR initiatives extend beyond immediate relief to encompass strategic, ongoing support, they create enduring social benefits and position the company as a committed community partner. In their study on sustainable business development, the authors found that companies that prioritize long-term CSR initiatives—such as improving local healthcare systems and supporting educational programs—are more likely to retain community support and trust. These investments not only prepare communities for future challenges but also ensure that the company is perceived as a valuable, socially responsible entity in the long run.

A balanced approach to CSR, wherein companies strategically allocate financial resources to both crisis relief and broader social goals, is essential for maintaining

resilience. Cassely et al. (2021) investigated the impact of CSR on corporate performance in coordinated market economies (CMEs) and liberal market economies (LMEs) during economic crises. They found that while companies in LMEs initially perceived CSR as a financial burden, those in CMEs integrated CSR as a strategic tool to foster societal trust and resilience. The authors suggest that CSR investment, particularly in crisis times, can support a company's reputation and bolster its long-term economic sustainability. This balanced approach allows companies to maintain essential CSR functions even in economically challenging periods, underscoring the need for resilience-focused CSR planning that can flexibly adapt to varying financial conditions.

Transparency in CSR communication is critical for fostering consumer trust and maintaining a positive brand image during and after crises. Kim and Woo (2018) examine the buffering effects of a positive CSR reputation during product-harm crises, finding that companies with a strong CSR track record experience greater consumer resilience and support. They highlight that transparent communication—particularly when companies disclose the objectives, progress, and outcomes of their CSR initiatives—strengthens consumer trust and mitigates the impact of crises on corporate reputation. Companies enhance their credibility and build long-term trust with consumers and affected communities by ensuring that CSR activities are visible and well-publicized. According to Kim and Woo (2018), a history of transparent, impactful CSR creates a "reputational buffer" that helps companies "gain consumer support" even in challenging circumstances.

The strategic alignment of CSR initiatives with humanitarian crisis management can create sustainable, long-term benefits for both corporations and the communities they support. Corporations can position themselves as valuable, socially responsible entities by embedding CSR within sustainable business models, aligning initiatives with crisis-specific needs, investing in long-term community resilience, balancing financial

commitments, and maintaining transparent communication. This integrated approach supports immediate crisis response and sustained recovery, making CSR essential to effective crisis management strategies.

2.11 Summary

In the literature chapter of this dissertation, the researcher delved deep into corporate leadership and its pivotal role in managing humanitarian crises. The study focused on three key leadership styles: visionary, collaborative, and strategic. The study aimed to unravel how these leadership styles impact organizational effectiveness in crisis settings and their dynamic interactions with external stakeholders such as governments, NGOs, and local communities.

Visionary leadership emerged as a cornerstone for providing clear direction and long-term goals, especially in chaotic crises. Leaders who communicate a compelling vision steer their teams towards organized, focused efforts. However, the literature also highlights the challenges of translating these visions into tangible actions, particularly in unpredictable and resource-constrained environments.

Our exploration of collaborative leadership underscored the crucial role of teamwork and partnerships during crises. Successful collaborative leaders excel in coordinating efforts across multiple organizations, ensuring open communication and inclusive decision-making processes. Nevertheless, we must recognize the common difficulties in managing conflicts between different stakeholders and ensure participation from all parties in collaborative crisis management.

Strategic leadership was unveiled as indispensable for aligning organizational goals with crisis management priorities, particularly in resource allocation and planning. Strategic leaders are vital in keeping organizations focused on immediate needs and long-

term recovery. However, the literature pointed out the challenge of balancing short-term operational demands and the long-term objectives of recovery and sustainability.

In conclusion, our literature review underscored the necessity of a balanced leadership approach that integrates visionary, collaborative, and strategic elements to enhance crisis management outcomes. The study also identified gaps in existing research, particularly in understanding how these leadership styles interact and how corporate leaders can overcome the practical challenges they face during crises. This chapter paves the way for the study's investigation into the real-world application of these leadership styles in humanitarian crisis management, offering a hopeful prospect for the future of crisis management.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

Humanitarian crises have significant adverse effects on the material world. Research has shown that a significant number of people (120 million) around the world experience detrimental consequences as a result of the humanitarian situation (Clarke & Parris, 2019). The implementation of corporate business leadership strategies is of paramount importance in the realm of crisis management, particularly in the context of humanitarian crises (Fleming, 2017). From this perspective, this study investigated the effects of corporate business leadership strategies regarding effective humanitarian crisis management. In particular, this study explored the effects of visionary leadership, collaborative leadership, and strategic leadership strategies regarding effective humanitarian crisis management. At the same time, the study examined the challenges of these leadership strategies in terms of addressing humanitarian crisis management. However, the study was carried out by following a quantitative approach. A detailed methodology has been discussed below.

3.2 Research Design

Research technique refers to a systematic strategy used by a researcher to elucidate the research topic and outline the sequential activities undertaken to investigate it (Dr. Swarooprani, 2022). Besides, Marhasova et al. (2022) articulate that research methodology encompasses the systematic approaches and techniques used for the purpose of gathering and analyzing data in the realm of scientific inquiry (Marhasova et al., 2022). Correspondingly, Andrews (2019) argues that every research study should provide a comprehensive overview of the intricate design process and establish the particular

research strategy used by the researcher to effectively manage the collection, analysis, and interpretation of data (Andrews, 2019).

From this perspective, Saunders et al. (2012) provide evidence to support the notion that a conceptual framework known as the 'Research Onion' effectively encapsulates the many phases involved in a research process. Within this particular context, the subsequent symbol associated with the "Research Onion" (Saunders et al., 2012) elucidates the fundamental constituents of the study (Collins, 2018).

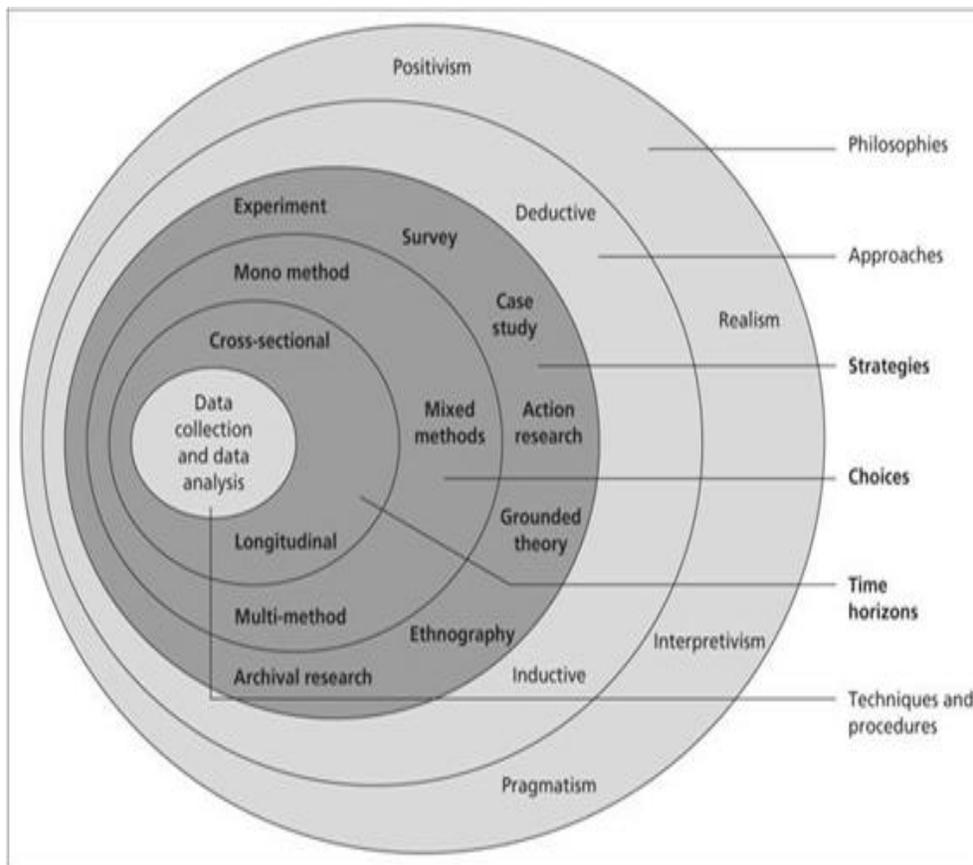


Figure 1 Research Onion (Research Design) (Saunders et al., 2012)

This study was conducted within the framework of positivist philosophy, using an explanatory research approach. The explanatory research approach stipulates that the relationship between the independent variable and dependent variables is known and the

reason for the research is to explain the causal relationship (Saunders et al., 2012). In the current study, the independent variable is corporate business leadership strategies, which affect the dependent variable- management of humanitarian crises. The study explains the causal relationship of how corporate business leadership strategies affect humanitarian crisis management. The study collects data to empirically explore how corporate business leadership strategies affect humanitarian crisis management (Manerikar & Manerikar, 2014). Consequently, an explanatory research approach is suitable in this study.

3.2.1 Research Design: Quantitative, Qualitative, and Mixed Method

Research method refers to the nature of created data- qualitative, quantitative, etc. Generally, quantitative research is a methodical and structured strategy that uses numerical data to investigate social phenomena, as well as necessitating the application of measurement and quantification techniques to evaluate the topic under examination (Durbarry, 2019). Mohajan (2020) articulates that quantitative research is the process of compiling and analyzing numerical data in order to test causal relationships, make predictions, and extrapolate findings to larger populations (Mohajan, 2020). On the other hand, qualitative research uses an exploration of people's histories, views, and experiences to provide a deep knowledge of the social environment (Maher & Dertadian, 2018). Sale and Thielke (2018) argue that qualitative inquiry is regarded as an essential component of the scientific method and produces information via methodical induction and deduction (Sale & Thielke, 2018).

Mixed-methods research has the advantage of employing a range of evidence, including triangulation, integration, and security, to increase the validity and dependability of conclusions (Kuorikoski & Marchionni, 2023). Moreover, Tashakkori and Newman (2023) observed that since mixed-method research integrates both quantitative and qualitative data and analysis, it facilitates a thorough comprehension of complicated

research problems, whereas by applying a mixed-method approach, researchers tried to investigate the effects of corporate business strategies in addressing humanitarian crises (Tashakkori & Newman, 2022).

3.2.2 Reason behind Choosing the quantitative research method

Quantitative research allows for the collection and statistical analysis of numerical data, which are necessary for objective and empirical insights into the research problem (Gothberg & Sterenberg Mahon, 2022). This study examines the effects of corporate leadership strategies, namely, visionary, collaborative, and strategic, with factors of humanitarian crisis management such as resource mobilization, coordination, and long-term recovery. Quantitative research, using structured tools like surveys and statistical analysis, also helps to ensure that the data collected is measurable, reliable, and valid (Adu et al., 2022). This method fits the study's goal of producing accurate conclusions that are grounded in evidence, an important aspect as this study seeks to shed light on how various leadership approaches work in the context of crisis response.

Quantitative research methods are particularly suitable for generating findings that can be generalized across larger populations (Cleland, 2017). With the use of standardized methods of data collection, this study was designed to make sure that the findings articulate wider trends and patterns in corporate leadership strategies. Looking beyond this single case study is thus imperative: humanitarian crises are global in nature, and corporations are increasingly taking up diverse roles, from militarizing humanitarian response to utilizing business to further development. Therefore, adopting a quantitative method helps to generalize the study findings to a broader community.

In particular, the quantitative approach was applied to measure the perception of the key respondents, i.e., vulnerable groups who have already faced a humanitarian crisis like Ebola or COVID-19 in the Democratic Republic of the Congo. In addition, quantitative

investigations provide numerical data, enabling researchers to use statistical tests in order to make assertions about the data. A further rationale for using the quantitative method lies in its use for generating descriptive statistics and doing inferential analysis (Demetrius Madrigal, 2020).

3.3 Exploratory Data Analysis Interpretation

The data was collected through a questionnaire that was circulated among 300 respondents. There were a total of 44 questions asked to the respondents and the questionnaire was divided into 6 sections with a demographic section.

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df.shape
(300, 44)
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Then the researcher start the data cleaning process where the unnecessary columns were deleted, and rename the column names for analysis purposes.

The researcher also divide the data frame into 6 different sections for the purpose of separate analysis of each one of them. The sections are divided based on the sections asked within the questionnaire.

OBJECTIVES:

Identify the perceived effects of visionary leadership, collaborative leadership, and strategic leadership strategies on effective humanitarian crisis management within a corporate business setting. (SECTION 1,2,3- Objectives 1,2,3).

This questionnaire aims to assess the major challenges associated with visionary, collaborative, and strategic leadership strategies in the context of effective humanitarian crisis management within a corporate business setting. (SECTION 4,5,6, Objective 4).

3.3.1 Demographic Details

- Sex of Respondents

Table 1 presented below shows that male respondents constitute the majority of the survey participants (58.7%), followed by female respondents (41%). The category 'Other' has a negligible representation. The data indicates a minor gender imbalance in the respondent pool, with a slightly higher number of males participating in the survey. Nonetheless, the sample population presents that it is participative of all genders, which means that the survey was inclusive.

Gender of the participants			
Categories	Frequency	Percent (%)	Valid Percent
Female	123	41.0%	41.0%
Male	176	58.7%	58.7%
Other.....	1	0.3%	0.3%
Total	300	100.0%	100.0%

Table 1: Gender of the participants

- Age Range of Respondents

Table 2 shows that the majority of respondents fall within the 20-40 age range, which constitutes 68% of the total sample. On the other hand, the age range 41-50 represents 18.3% of the sample, and the rest of the 13% samples aged above 50. The survey predominantly captures the perspectives of younger to middle-aged individuals, which might reflect the demographics of the workforce in the targeted sector.

Age Range of Respondents			
Ages	Frequency	Percent (%)	Valid Percent
20-30	103	34.3%	34.3%
31-40	102	34.0%	34.0%
41-50	55	18.3%	18.3%
51-Above	40	13.3%	13.3%
Total	300	100.0%	100.0%

Table 2: Age Range of Respondents

- Academic Qualification of Respondents

As demonstrated in Table 3, 93% of the sample had at least a graduation or Masters/post-graduate degree. The majority of respondents have a Master/Post-Graduate qualification (49.7%), followed by Graduates (43.3%), and PhD holders (6%), and the category 'Other' has relatively low representation. The high level of academic qualifications among respondents suggests that the survey primarily attracted well-educated individuals, which may influence the responses and perspectives captured.

Academic Qualification of Respondents			
Qualifications	Frequency	Percent (%)	Valid Percent
Graduate	130	43.3%	43.3%
Masters/Post-Graduate	149	49.7%	49.7%
Others	3	1.0%	1.0%
PhD	18	6.0%	6.0%
Total	300	100.0%	100.0%

Table 3: Academic Qualification of Respondents

- Profession of Respondents

Table 4 shows that Corporate Business Leaders (Executives Managers, and Individuals) form the largest group among respondents, with 58.7% of the samples. Humanitarian Aid Workers (Current or Previous) constitute 19% of the samples. Other

professional categories, including Business and 'Other,' have a smaller representation. The survey responses are heavily influenced by individuals in corporate leadership and humanitarian aid roles, which may skew the insights towards the experiences and challenges faced by these groups.

Profession of Respondents			
	Frequency	Percent	Valid Percent
Business	1	0.3	0.3
Corporate Business Leaders (Executives Manager, Individuals)	176	58.7	58.7
Humanitarian Aid Worker	1	0.3	0.3
Humanitarian Aid Worker (Current or Previous)	57	19.0	19.0
Other.....	65	21.7	21.7
Total	300	100.0	100.0

Table 4: Profession of Respondents

- Experience of Working

With 33.7% of the samples, the majority of respondents have more than 15 years of working experience (Table 5). The next significant group is those with 2 to 5 years of experience (29.30%), followed by those with 6 to 10 years. There are fewer respondents with less than 1 year and 11 to 15 years of experience. The survey captures a diverse range of professional experience, with a significant portion of seasoned professionals. This diversity in experience levels can provide a comprehensive understanding of leadership challenges across different career stages.

Experience of Working			
	Frequency	Percent	Valid Percent

11 to 15 Year	39	13.0	13.0
2 to 5 Year	88	29.3	29.3
6 to 10 Year	62	20.7	20.7
Less than 1 Year	10	3.3	3.3
More than 15 Year	101	33.7	33.7
Total	300	100.0	100.0

Table 5: Experience of Working

3.4 Population and Sample

The study was conducted in different areas, i.e., South Kivu, North Kivu, and Ituri, of the Democratic Republic of the Congo. Therefore, the target populations were corporate business leaders, who had faced the drastic effects of the humanitarian crisis, and who were responsible for developing and implementing strategies related to effective humanitarian crisis management in South Kivu, North Kivu, and Ituri in the Democratic Republic of Congo. In particular, these leaders (corporate business leaders) included executives, managers, or other individuals who had decision-making authority within their organization and were responsible for developing and implementing policies related to crisis management. In this vein, it is worth mentioning that the quantitative data were collected from the corporate business leaders of the mentioned study area using a 5-point Likert-scale tool. Therefore, the effectiveness of humanitarian crisis management in the Democratic Republic of Congo was assessed by corporate business leaders, who were the respondents to the study.

3.3.1 Sampling Design

In this study, a probability sampling technique was used to collect data. Probability sampling is a crucial methodological tool used in research, which guarantees that each element within the target population has an equitable and ascertainable probability of being chosen for inclusion in the study (Sharma, 2023). Among the multiple

sampling techniques (stratified sampling, and systematic sampling), this study adopted the random sampling method. Researchers may enhance the generalizability of their results and mitigate bias by using probability sampling techniques, which enable the generation of representative samples that accurately mirror the features of the wider population. The tool offers a robust basis for conducting statistical analysis and facilitates the derivation of significant inferences about the target population. The use of probability sampling methods in research contributes to the enhancement of research credibility and validity, hence establishing the dependability of research findings (Rahman et al., 2022).

From this standpoint, the selection of study participants was generally conducted in a random manner. However, in order to conduct quantitative analysis, the study participants were either residents of or individuals who have worked in South Kivu, North Kivu, and Ituri in the Democratic Republic of the Congo. These individuals had personally encountered the profound consequences of the humanitarian crisis in the regions mentioned earlier. By soliciting the perspectives and experiences of these corporate business executives, the researcher gained valuable insights into effective crisis management strategies through this sampling method.

Taking into account the humanitarian crisis zones of South Kivu, North Kivu, and Ituri, as well as the numerous humanitarian crises that had transpired over the previous year (including the protracted violence in the eastern DRC, which spanned over two decades and constituted one of the most recent and ongoing conflicts in the region), disease epidemics, including Ebola and cholera, had also afflicted the region, which is why the aforementioned areas were selected as the focus of the research. Within this framework, the participants of the research study recounted and embodied their personal encounters with managing humanitarian crises. Notably, the researcher verified that the proposed sampling was gender balanced, as this yielded significant insights regarding the impact of

gender on crisis management, the advancement of equity and inclusivity, and the conformity with global development objectives pertaining to gender parity.

A sample unit of 300 respondents (both male and female) participated in gathering survey data (see Table 1).

3.5 Instrumentation

In this study, the researcher employed the Likert scale to assess the independent variables, namely visionary leadership, collaborative leadership, and strategic leadership, as well as the dependent variable, effective humanitarian crisis management. Corporate business leaders were requested to indicate their level of agreement with a set of statements regarding each variable using a five-point Likert scale that extended from vehemently disagree to agree strongly. Participants scored their degree of agreement with a statement such as, "My organization's leaders had a clear and compelling vision for resolving humanitarian disasters." Participants then scored their degree of agreement with this statement.

In research related to business disciplines and other areas, Likert scales are a well-liked and extensively used technique for gathering data (Kusmaryono et al., 2022). They are accessible to both researchers and participants since they are easy to administer and comprehend. It is common practice to ask respondents to express how much they agree or disagree with a statement; this is simple and obvious. Because it produces quantitative data, attitudes, views, and perceptions may be measured and plotted on a numerical scale. This facilitates statistical analysis and interpretation of the data (Mirahmadizadeh et al., 2018). Additionally, Likert scales offer a variety of answer options, frequently ranging from "strongly disagree" to "strongly agree" or from "very dissatisfied" to "very satisfied." This makes it possible to record a variety of answers, leading to a more thorough and complex comprehension of attitudes. Likert scales are renowned for having a high degree of

dependability and internal consistency. Using techniques like Cronbach's alpha, researchers can evaluate the consistency of answers within a scale, ensuring that the scale consistently measures the things it is meant to measure (Sullivan & Artino, 2013). However, in this study, Likert scales were used to evaluate a variety of categories, including attitudes, preferences, target respondents' self-assessment, and satisfaction.

In particular, by measuring the variables in this study using the Likert scale, the researcher was able to assess the correlations between the variables and get insight into how corporate business leadership strategies might promote successful humanitarian crisis management. Therefore, in this study, a 5-point Likert scale instrument was utilized to gather survey data. The researcher has chosen to utilize the 5-point Likert scale as the preferred instrument for data measurement due to its ease of use, ability to enhance data accuracy, and capacity to provide a more accurate representation of the respondent's genuine evaluation (Yamashita, 2022).

3.6 Data Collection Procedures

The data for the survey was obtained by the use of a structured questionnaire, which employed a 5-point Likert scale. In relation to this matter, the data for the research was acquired via the use of online questionnaires. Web-based surveys have become a widely used and convenient method for data collection in the contemporary digital era (Nayak & Narayan, 2019). The survey was developed using the Google Forms platform and then sent to potential participants via various channels such as email, social media, or website hyperlinks (Ball, 2019).

Web-based surveys are very effective because researchers can quickly send questionnaires to study participants, even in far-reaching geographical regions like South Kivu, North Kivu, and Ituri in the Democratic Republic of the Congo. This is especially advantageous for studies of this nature, which encompass multiple humanitarian crisis

zones. This not only allows for the timely collection of data (as all responses can be received simultaneously without the time constraints of physical delivery to potential geographic locations) but also lends itself to large sample sizes (Akhter, 2022).

Web-based surveys lower the cost of traditional data collection methods, such as printing postage, and fieldwork costs (Yamashita, 2022). In this study, using Google Forms to deploy the survey removed these costs, and the researchers could then devote available resources to analysis and interpretation without compromising on the feasibility of the research despite a limited budget.

Despite efficient surveying, web-based surveys suffer from the well-known problem of low response rates most often attributed to a lack of awareness or motivation on the part of participants. To combat this issue, the researcher sent email and social media reminders and worked with local networks to help keep participants engaged. The survey was also kept brief and accessible to improve the chances that respondents would complete it.

3.7 Data Analysis

The primary objective of data analysis is to derive significant insights, discern patterns, and acquire knowledge from unprocessed data. It functions as the intermediary between the processes of data collection with the act of making well-informed judgments. Data analysis plays a crucial role in enabling academics, enterprises, and organizations to discern patterns, associations, and connections within datasets. This process facilitates the detection of issues, prospects, or domains that might benefit from enhancement. The use of this approach aids in the validation of hypotheses, comprehension of intricate phenomena, and facilitation of evidence-driven decision-making. Furthermore, the use of data analysis techniques enables the generation of visual depictions, such as charts and graphs, which serve as effective means of conveying information. The fundamental

objective of data analysis is to convert raw data into practical knowledge that may facilitate informed decision-making and strategic planning (Trochoutsos & Sofias, 2022). Prepared data were processed statistically using the data analysis software 'SPSS' (Statistical Package for the Social Sciences) and presented in the report appropriately. The demographic information was analyzed by frequency analysis, and the association between the dependent and independent variables was verified using descriptive statistics, correlation, and regression analysis with the assistance of SPSS.

3.8 Research Design Limitations

When considering this research design, which utilizes a quantitative research method, it is essential to recognize its significant advantages in gathering quantitative data. However, it is crucial to note the limitations as well. Firstly, relying on self-reported data, primarily through questionnaires, may introduce response biases. Respondents might either overestimate or underestimate their experiences and perceptions, particularly regarding their leadership effectiveness or crisis management strategies, potentially impacting the accuracy of the results.

Another crucial point to consider is the sampling. Although probability sampling was used to ensure the representativeness of the sample, focusing on specific geographic areas, such as South Kivu, North Kivu, and Ituri in the Democratic Republic of the Congo, may limit the generalizability of the findings to other regions or contexts. Corporate leadership strategies in this region may not fully reflect practices in other parts of the world with different social, economic, and political conditions, which is a significant limitation to keep in mind.

Furthermore, the data collection process with a quantitative method might not capture all the nuances of the respondents' experiences. For instance, the structured nature of the Likert scale might limit respondents' ability to express their thoughts fully.

3.9 Conclusion

The following is an overview of the research methodology employed to examine the impact of visionary, collaborative, and strategic corporate leadership strategies on managing humanitarian crises. A quantitative research method was chosen to understand how corporate leadership can influence crisis management efforts comprehensively.

The study's design offers valuable insights into the perceptions and experiences of a wide spectrum of corporate leaders in the Democratic Republic of the Congo. By utilizing questionnaires, the research captures a diverse range of viewpoints, enriching the analysis of leadership strategies in managing humanitarian crises and ensuring a comprehensive representation of the subject.

It is essential to acknowledge the limitations of this research design, including potential response biases, and region-specific sampling. These limitations underscore the need for caution in generalizing the findings to other contexts. However, despite these challenges, the methodology adopted in this study establishes a robust foundation for generating valuable insights. It contributes to comprehending corporate leadership's role in effective humanitarian crisis management.

The subsequent chapter will focus on presenting and analyzing the collected data, offering detailed findings on how visionary, collaborative, and strategic leadership strategies impact humanitarian crisis management and addressing the associated challenges.

CHAPTER IV:

RESULTS

4.1 Introduction

This chapter presents the findings of the research, organized according to the main indicators explored in the study. The purpose of this chapter is to analyze how corporate leadership strategies—visionary, collaborative, and strategic leadership—impact various aspects of humanitarian crisis management. These results were derived from quantitative data, gathered through surveys with corporate leaders, mid-level, and field-level employees. The demographic and professional details of the participants were presented and discussed in the previous chapter.

Each section of this chapter focuses on a different leadership style, examining how it contributes to effective crisis response, resource mobilization, stakeholder coordination, and long-term recovery. The analysis also highlights the specific challenges faced by corporate leaders in implementing these strategies, such as managing limited resources, balancing short- and long-term goals, and navigating diverse stakeholder needs.

4.2 Impact of Visionary Leadership on Humanitarian Crisis Management

This section focuses on the role of visionary leadership in effectively managing humanitarian crises. Visionary leadership is characterized by leaders' ability to develop a clear and compelling vision that aligns with organizational goals and crisis management efforts. In humanitarian crises, having a solid vision is crucial for mobilizing resources, inspiring teams, and ensuring that the organization is well-prepared to respond to rapidly evolving situations.

This section's analysis investigates how well corporate leaders in the Democratic Republic of the Congo (DRC) embody these visionary qualities. Specifically, it examines respondents' perceptions of leadership traits such as proactive planning, stakeholder

involvement, and decision-making influence. The data was collected through a structured questionnaire distributed to 300 respondents, capturing their views on the effectiveness of visionary leadership in managing humanitarian crises.

The results explore the distribution of responses and the relationships between various aspects of visionary leadership through histograms, descriptive statistics, and correlation matrices. The insights gained from this section will help determine whether leaders successfully align their vision with crisis management goals and whether improvements can be made to enhance leadership effectiveness in future crises.

To understand the distributions of the columns/questions/variables within this section of the questionnaire, the study plots histograms.

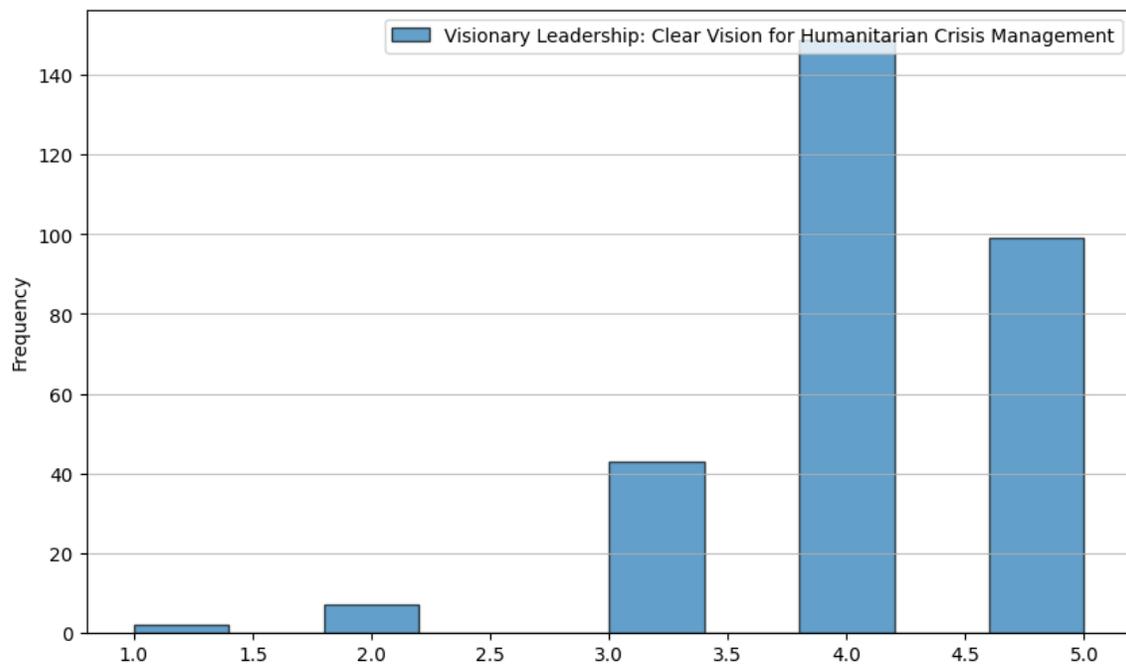


Figure 2: Visionary Leadership: Clear Vision for Humanitarian Crisis Management

Visionary Leadership: Clear Vision in Figure 2 for Humanitarian Crisis Management Peak Frequency at 4: The majority of respondents (around 140) rated this aspect with a score of 4, indicating a strong agreement that leadership has a clear vision.

High Frequency at 5: A significant number of respondents (around 90) rated it 5, showing a high level of satisfaction.

Low Scores: Very few respondents rated this aspect with lower scores (1-3).

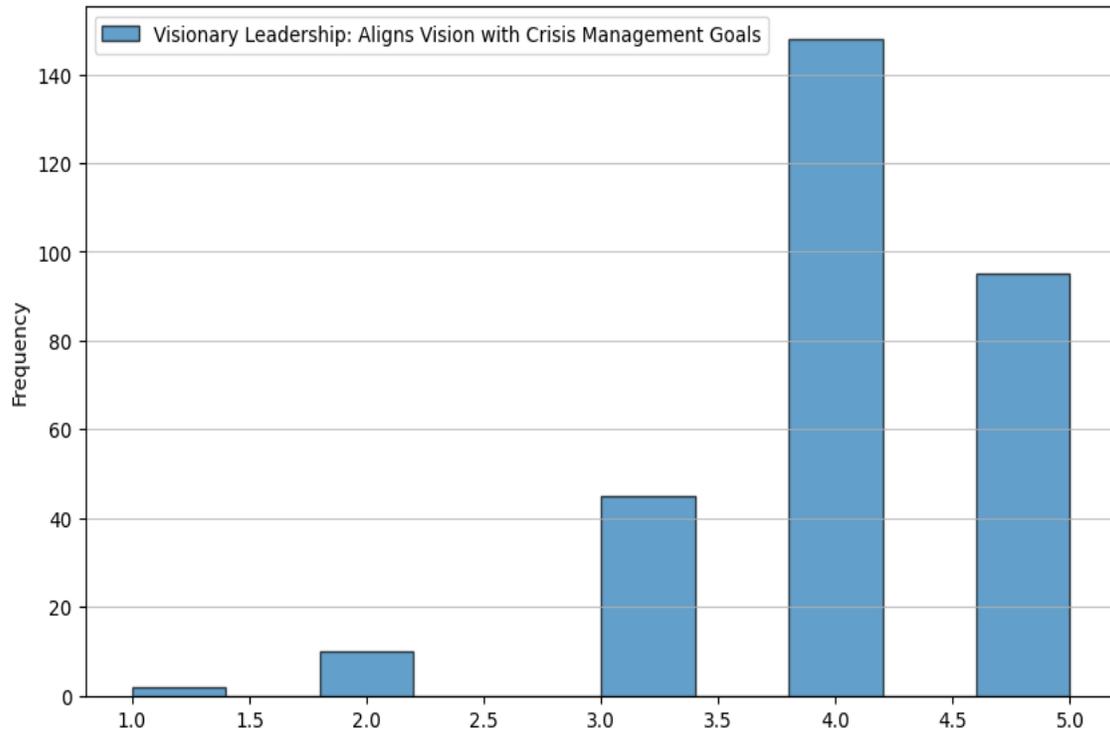


Figure 3: Visionary Leadership: Aligns Vision with Crisis Management Goals

Visionary Leadership: Aligns Vision shown in Figure 3 with Crisis Management Goals Peak Frequency at 4: Similar to the first histogram, a large number of respondents (around 140) rated this aspect with a score of 4. High Frequency at 5: Many respondents (around 80) rated it 5, indicating alignment with crisis management goals.

Low Scores: Very few respondents gave lower scores (1-3).

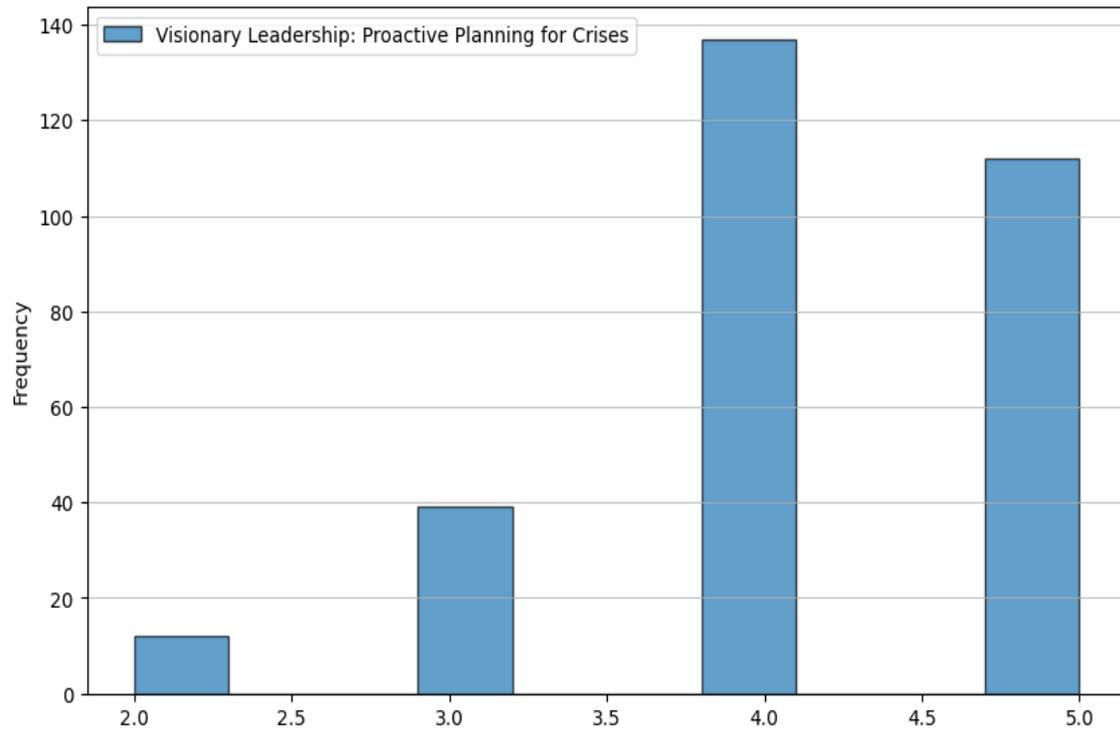


Figure 4: Visionary Leadership: Proactive Planning for Crises

Visionary Leadership: In Figure 4 Proactive Planning for Crises Peak Frequency at 4: The most common rating was 4, with around 140 respondents.

High Frequency at 5: Around 80 respondents rated it 5. Moderate Frequency at 3: A noticeable number of respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

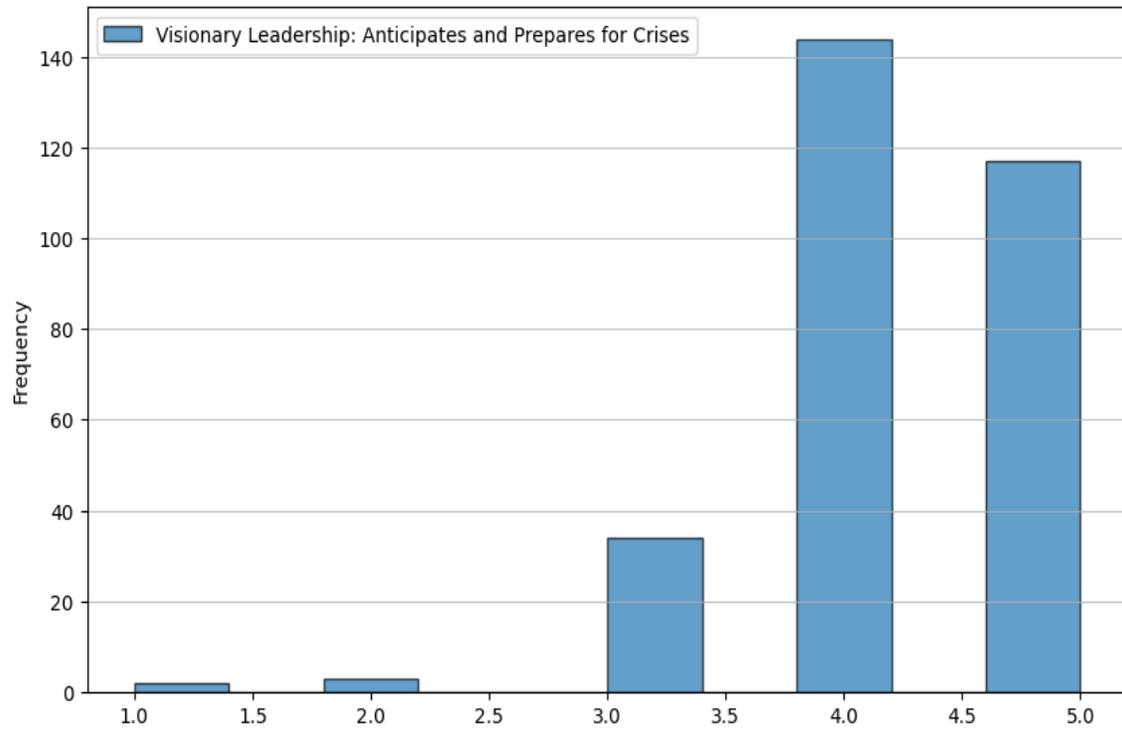


Figure 5: Visionary Leadership: Anticipates and Prepares for Crises

Visionary Leadership: In Figure 5 Anticipates and Prepares for Crises Peak Frequency at 4: The majority of respondents (around 140) gave a score of 4. High Frequency at 5: A significant number of respondents (around 90) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

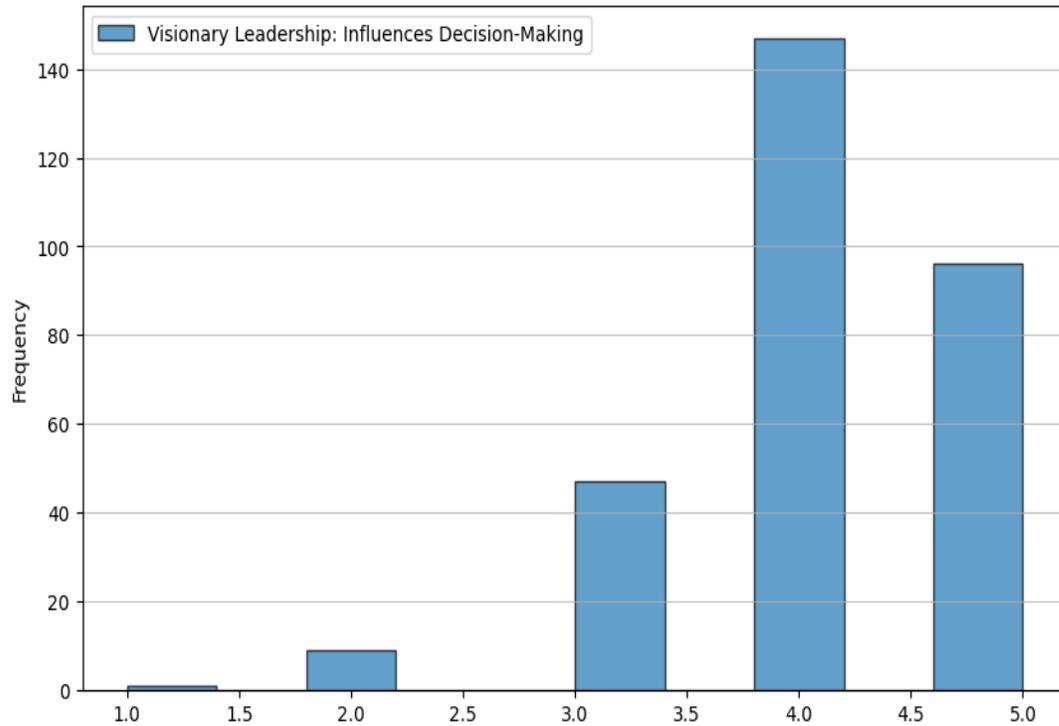


Figure 6: Visionary Leadership: Influences Decision-Making

Visionary Leadership: As from Figure 6 Influences Decision-Making Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 95) rated it 5. Moderate Frequency at 3: Some respondents (around 45) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

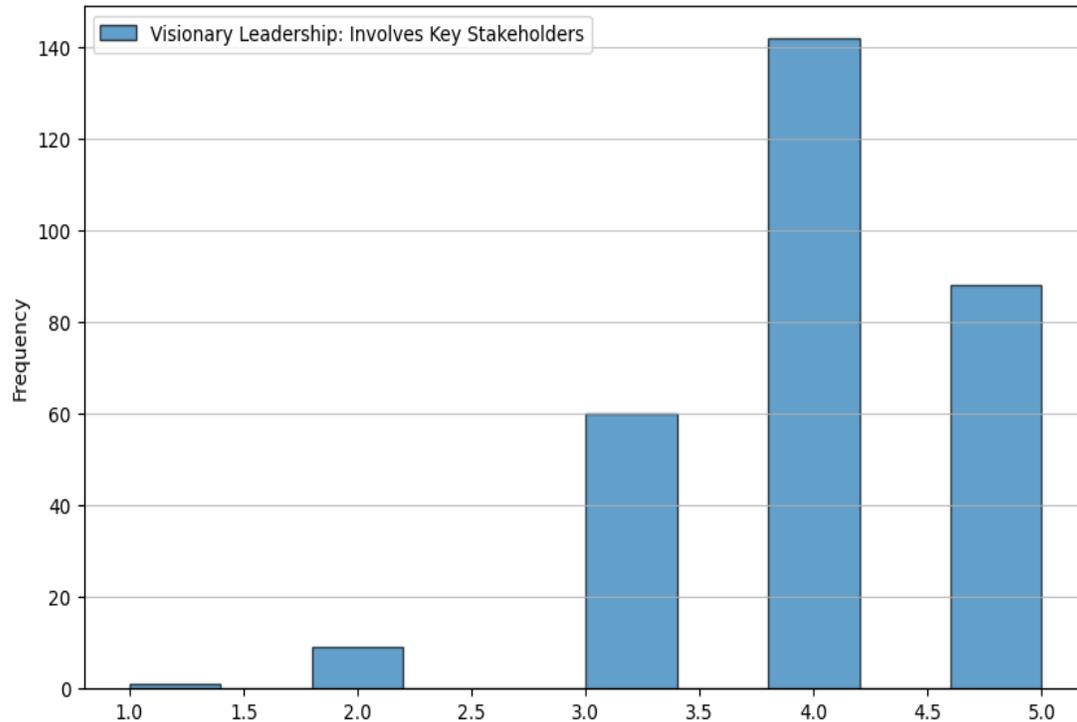


Figure 7 Visionary Leadership: Involves Key Stakeholders

Visionary Leadership: In Figure 8 Involves Key Stakeholders Peak Frequency at 4: The most common rating is 4, with around 140 respondents. High Frequency at 5: Many respondents (around 70) rated it 5. Moderate Frequency at 3: A noticeable number of respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

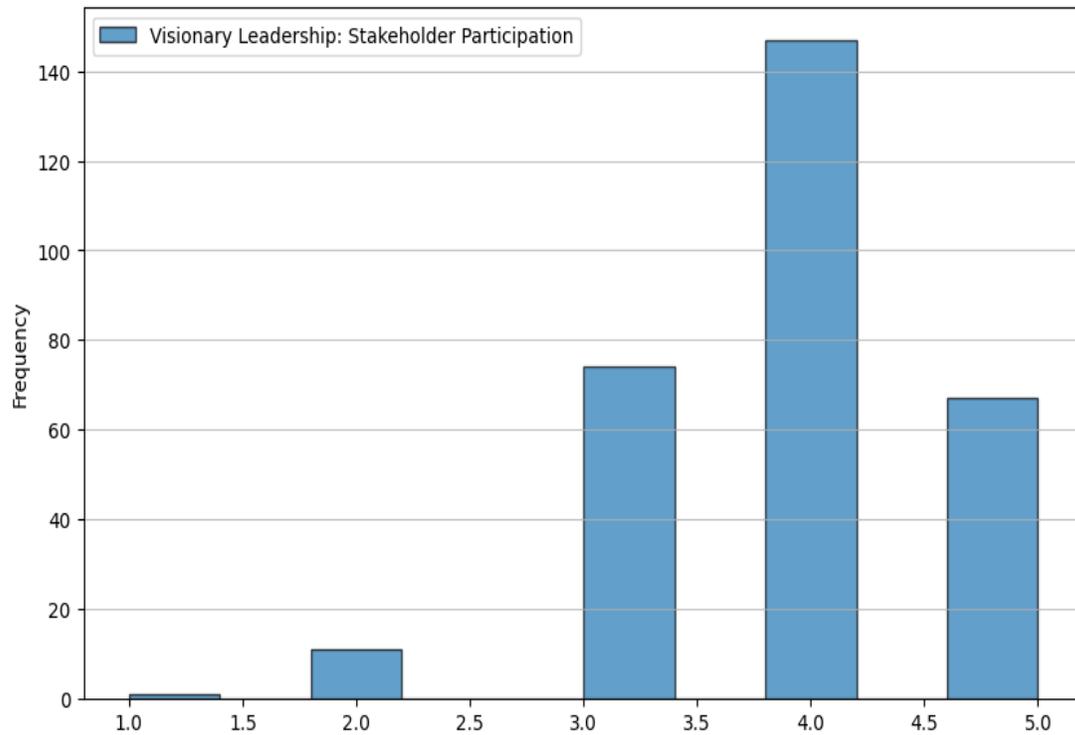


Figure 8 Visionary Leadership: Stakeholder Participation

Visionary Leadership: In Figure 9 Stakeholder Participation Peak Frequency at 4: The majority of respondents (around 140) rated this aspect with a score of 4. High Frequency at 5: Many respondents (around 70) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

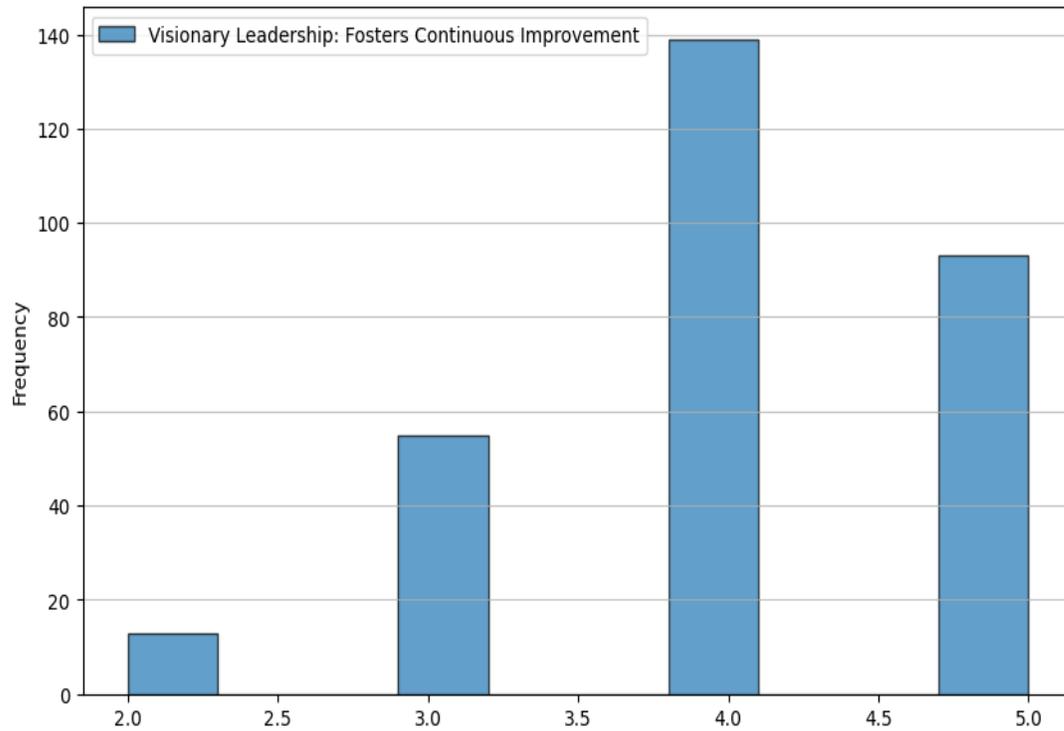


Figure 9 Visionary Leadership: Fosters Continuous Improvement

Visionary Leadership: In Figure 10 Fosters Continuous Improvement Peak Frequency at 4: The highest frequency (around 140) is at a score of 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

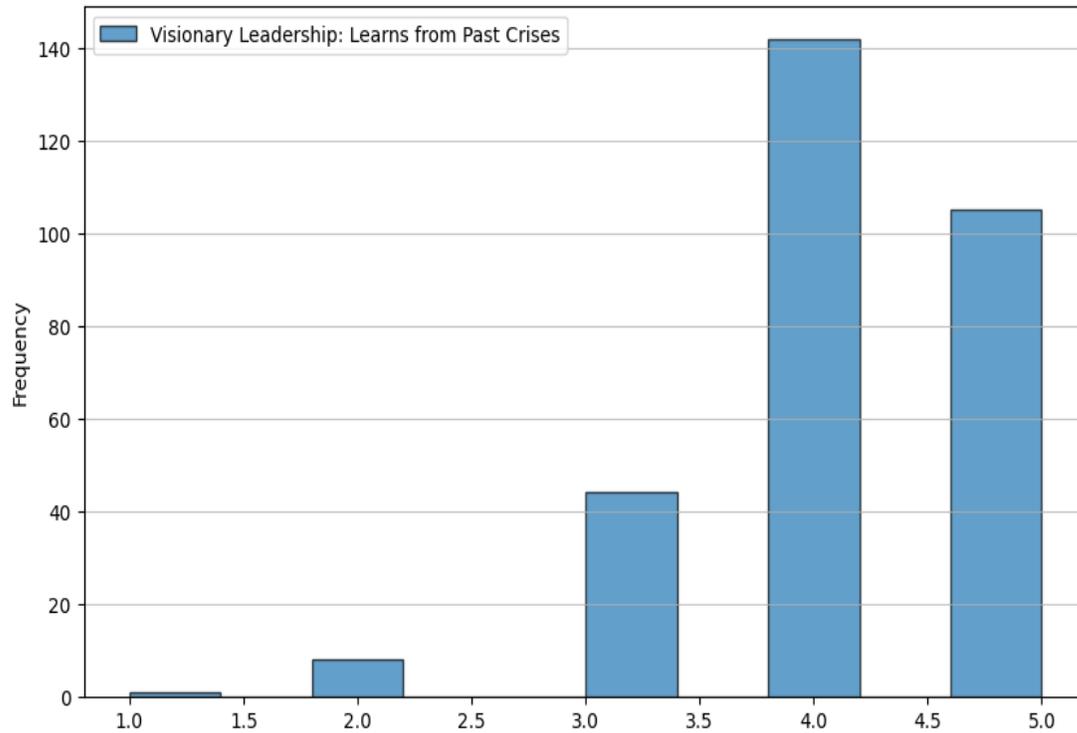


Figure 10 Visionary Leadership: Learns from Past Crises

Visionary Leadership: In Figure 11 Learns from Past Crises Peak Frequency at 4: The majority of respondents (around 140) rated this aspect with a score of 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

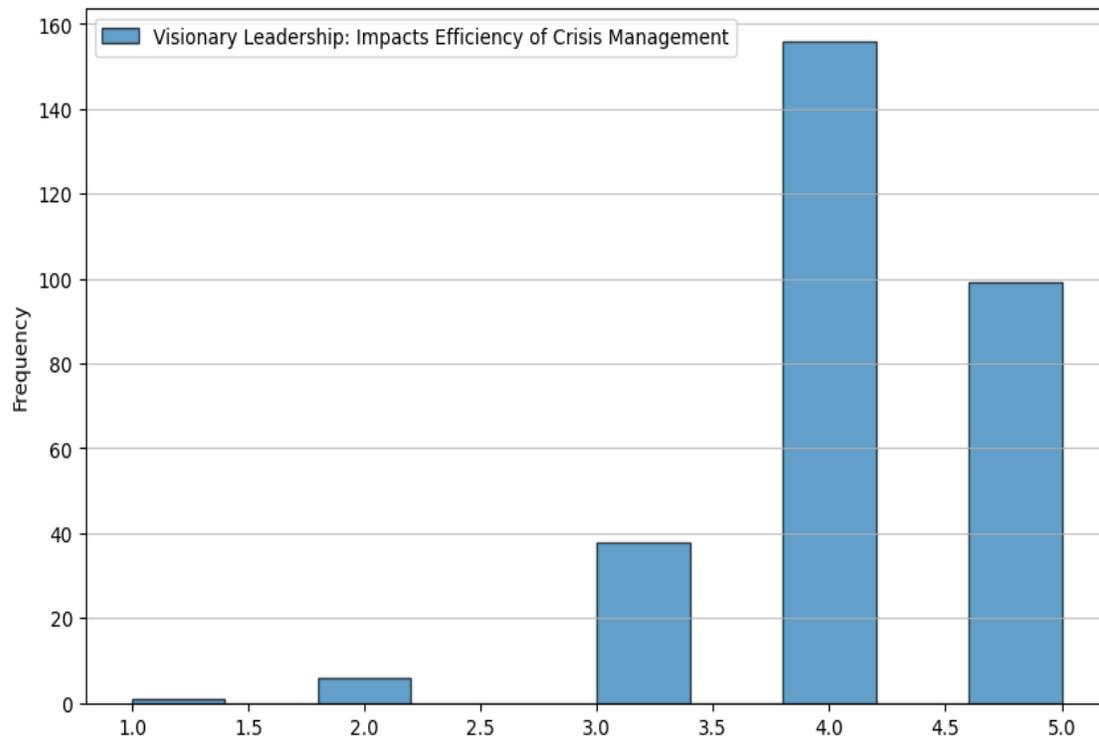


Figure 11 Visionary Leadership: Impacts Efficiency of Crisis Management

Visionary Leadership: In Figure 12, Impacts Efficiency of Crisis Management Peak Frequency at 4: The highest frequency (around 160) is at a score of 4. High Frequency at 5: Many respondents (around 90) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

- Overall Interpretation

Dominant Ratings: For all aspects of Visionary Leadership, the most frequent ratings are 4 and 5, indicating that respondents generally agree or strongly agree that the leadership in their organization possesses these qualities.

Minor Discontent: Very few respondents gave low ratings (1-2), suggesting minimal dissatisfaction.

Areas for Improvement: While high scores are common, the presence of moderate scores (3) indicates there may still be areas for improvement in achieving the highest standards of visionary leadership in crisis management.

The collected quantitative data have been analyzed and some descriptive statistics have been presented in Table 6 below.

Effects of Visionary Leadership Strategies						
Scales	Mean	Median	Mode	Std. Deviation	Skewness	
Visionary leadership effectively communicates a clear vision for humanitarian crisis management	4.12	4.00	4.00	0.78	-0.84	
The organizational vision aligns with the goals of effective humanitarian crisis management	4.08	4.00	4.00	0.81	-0.83	
Visionary leadership encourages proactive planning for potential humanitarian crises	4.16	4.00	4.00	0.80	-0.78	
The organization anticipates and prepares for potential crises based on the visionary leadership's guidance	4.24	4.00	4.00	0.74	-0.96	
Visionary leadership positively influences decision-making during humanitarian crises	4.09	4.00	4.00	0.79	-0.70	
Visionary leadership involves key stakeholders in the development and execution of crisis management strategies	4.02	4.00	4.00	0.80	-0.55	
Stakeholders actively participate and contribute to the humanitarian crisis management process	3.89	4.00	4.00	0.80	-0.40	
Visionary leadership fosters a culture of continuous improvement in humanitarian crisis management approaches	4.04	4.00	4.00	0.82	-0.56	
The organization consistently learns from past crises to enhance future crisis management strategies	4.14	4.00	4.00	0.78	-0.75	

Visionary leadership can positively impact the efficiency of humanitarian crisis management in a corporate environment	4.15	4.00	4.00	0.74	-0.75
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Table 6: Descriptive Statistics on the Effects of Visionary Leadership Strategies

Concerning the effect of visionary leadership on communicating a clear vision, a mean score of 4.12 shows that the participants generally agree with the statement that visionary leadership communicates a clear vision for humanitarian crisis management (Table 6). A standard deviation (SD) of 0.78 indicates moderate variability, which suggests that most responses clustered around the agreement with the statement. The median and mode of 4.00 also indicate the consistency of responses. The negative skewness (-0.84) indicates a small inclination towards higher values of agreement. These results imply that sharing a vision plays a key role in managing a crisis because it drives clarity in the same way it has driven a sense of togetherness within the organizations.

Table 6 shows that participants generally agreed upon the role of visionary leadership in aligning visions with the goals of humanitarian crisis management. The mean value of 4.08 indicates a relatively strong consensus among members that the ideal organizational vision closely fits the goals for managing a crisis. The results also show that a standard deviation (SD) of 0.81 indicates moderate dispersion (i.e., most responses are clustered about the mean). With a median and mode of 4.00, consistency is evident and a negative skewness (-0.83) indicates a mild positive information distribution towards higher scores. The implications of these results signify the role of visionary leadership in aligning organizational strategy with the strategic aims of humanitarian crisis management.

A mean value of 4.16 concerning the impact of visionary leadership on encouraging proactive planning suggests that response to visionary leadership leads the effort for crisis anticipating planning through positive, proactive planning approaches. A response

variability with an SD value of 0.80 indicates moderate variability in responses. The median and mode of 4.00 and a skewness of -0.78 suggest a slight tendency to agree. These results imply that effective leadership is rooted strongly in foresight because it allows organizations to first know what questions to ask as they view the critical challenges ahead and then build strategies to ensure their crisis is not just managed but effectively mitigated.

The study revealed that Visionary leadership helps to anticipate and prepare for potential crises. As revealed in Table 6, with a high mean of 4.24, it indicates high agreement on visionary leadership in preparation for the potential crisis. This has a low standard deviation of 0.74, which indicates that responses were more consistent. On the contrary, skewness of -0.96 together with median and mode of 4.00 indicate extreme levels of agreement. This illustrates the vital role of visionary leadership in preparing organizations to face crises with solid preparations in place.

The study found that Visionary leadership positively influences decision-making during humanitarian crises. A mean of 4.09 above the midpoint also indicates that the participants agree with the usefulness of visionary leadership in crisis decision-making (Table 6). A standard deviation of 0.79 indicates moderate variability. A median and mode of 4.00 affirm the relative consistency of responses, and a skewness of -0.70 indicates a slight inclination toward high scores. This means that visionary leadership augments the capacity to make data-driven, time-sensitive decisions that better position organizations to respond to humanitarian crises.

Regarding visionary leadership's involvement of key stakeholders in the development and execution of crisis management strategies, the mean of 4.02 indicates participants' general agreement that visionary leadership actively engages stakeholders in times of crisis. The mean response was 4.00 with a standard deviation of 0.80 indicating moderate variability in responses. However, the median and mode of 4.00 indicate

consistency. Its skewness of -0.55 indicates a slight agreement bias. The implications of these results underscore the importance of involving all key stakeholders from the beginning and ensuring that a range of perspectives is incorporated into any crisis formulation because it promotes collaboration and ultimately strengthens the humanitarian response.

The study noted that visionary leadership ensures stakeholders actively participate and contribute to the humanitarian crisis management process. A mean score of 3.89 indicates moderate agreement that stakeholders participate in active processes in managing crises. With a standard deviation of 0.80, there is moderate variability. The median and mode (4.00) indicate the alignment of responses, and the skewness of the distribution (-0.40) reflects a normal but slightly left-skewed shape towards agreement. These findings indicate that although participation exists, there is still the opportunity to actively engage stakeholders for greater contribution to humanitarian crisis management initiatives.

Table 6 suggests that Visionary leadership fosters a culture of continuous improvement in humanitarian crisis management approaches. The mean value is 4.04, which indicates consensus on the need for visionary leadership to continuously improve crisis management. The standard deviation of 0.82 suggests moderate variability, and the median and the mode of 4.00 reinforce alignment in responses. A value less than zero (-0.56) indicates a slight concavity, meaning the respondents were in the direction of more agreement. This suggests the importance of leadership with a vision capable of divine iterative learning and fine-tuning of strategies that correlate with progressive profitability in forward pounds spent to facilitate better management of crises.

The statement that visionary leadership helps organizations consistently learn from past crises has a mean of 4.14 (Table 6). It indicates strong agreement among respondents that organizations learn from past disasters under visionary leadership. A standard

deviation of 0.78 indicates lower variability in responses. In addition, with a median and mode of 4.00 and skewness of -0.75, that also indicates a tendency toward higher agreement. This highlights the importance of visionary leadership who promote a reflective culture that uses lessons from the past to reinforce the focus on future crisis management.

Visionary leadership streamlines the efficiency of managing the crisis and is said to be high agreement, with a mean value of 4.15 (Table 6). The low response variability is also indicated by a standard deviation of 0.74, whilst the median and mode of 4.00 further support consistency. The skewness of -.75 denotes a prevalence for affirmative agreement. These findings suggest that visionary leadership has the potential to enhance corporate humanitarian responses by facilitating processes, optimizing resource allocation, and unifying efforts in times of crisis.

Thereafter, to understand the relationship between the variables within this section, the study plots a correlation matrix:

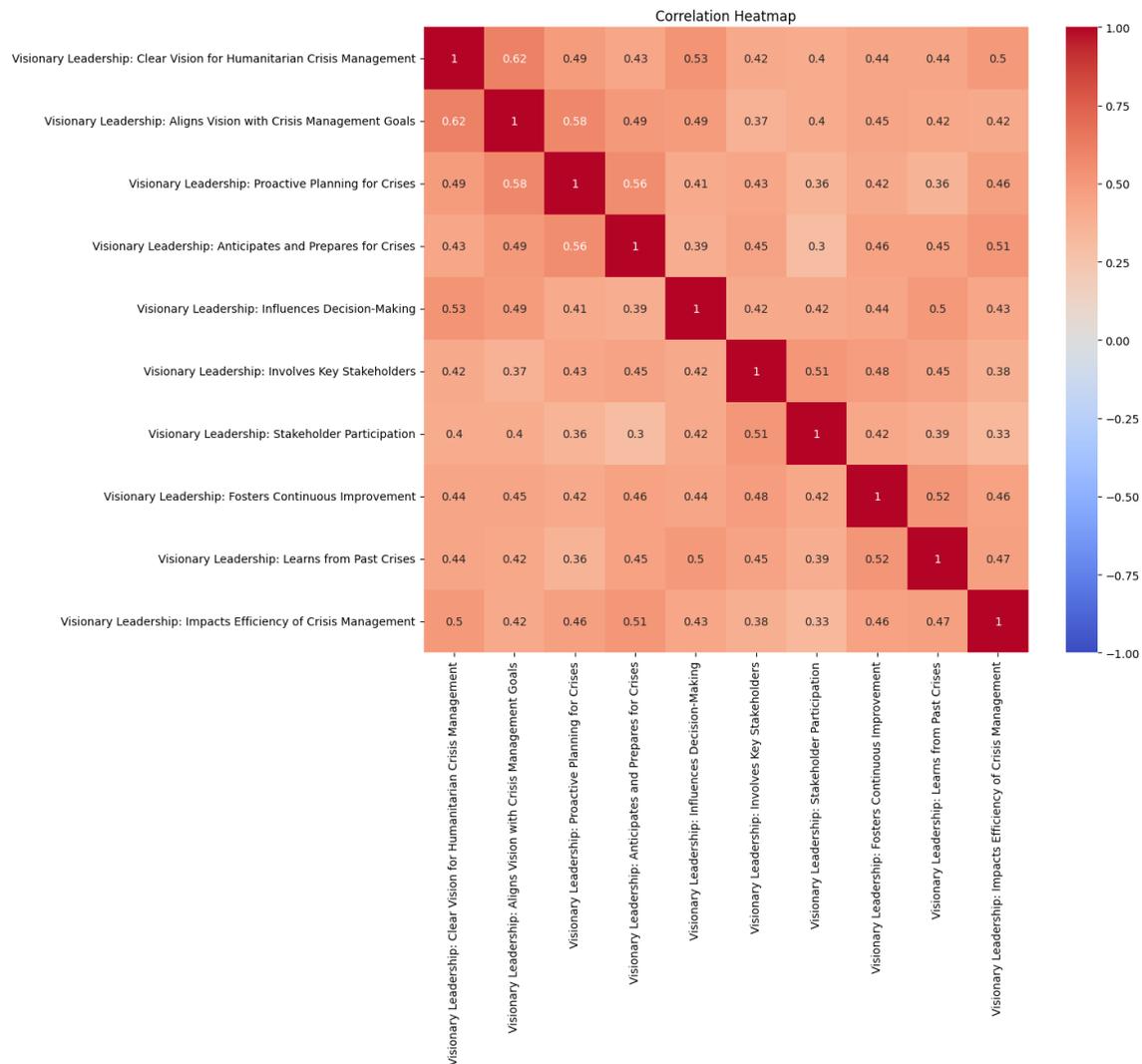


Figure 12 Correlation Matrix for Visionary Leadership Variables

1. $+-[0-0.2]$ = No Correlation
2. $+-[0.2-0.4]$ = Low Correlation
3. $+-[0.4-0.7]$ = Medium Correlation
4. $+-[0.7-1]$ = Strong Correlation

The correlation heatmap reveals several medium correlations among various aspects of visionary leadership in humanitarian crisis management. Most of the correlations fall within the medium range (0.4 to 0.7), indicating a moderate level of interdependence among the factors. There are no strong correlations (0.7 to 1) observed in this dataset. The

highest correlation is observed between "Visionary Leadership: Clear Vision for Humanitarian Crisis Management" and "Visionary Leadership: Aligns Vision with Crisis Management Goals" (0.62), suggesting that a clear vision is closely aligned with setting and achieving crisis management goals.

4.3 Role of Collaborative Leadership in Crisis Management

Section 2 delves into the role of collaborative leadership in managing humanitarian crises, focusing on how collaboration among key stakeholders can improve decision-making, coordination, and overall crisis response effectiveness. Collaborative leadership emphasizes teamwork, open communication, and the inclusion of diverse perspectives, which are critical in crisis situations where multiple actors—such as corporations, NGOs, governments, and local communities—must work together.

This section examines how corporate leaders in the Democratic Republic of the Congo (DRC) engage in collaborative leadership during humanitarian crises. The analysis evaluates respondents' perceptions of how effectively leaders foster collaboration, manage stakeholder relationships, and enhance coordination among different groups involved in crisis management.

Data from the survey is analyzed using histograms, descriptive statistics, and correlation matrices to assess the distribution of responses and the interrelations between different aspects of collaborative leadership, such as decision-making, stakeholder involvement, and response times. The findings will provide insights into how well corporate leaders are leveraging collaboration to improve crisis management outcomes and where there may be opportunities for further strengthening teamwork and coordination efforts.

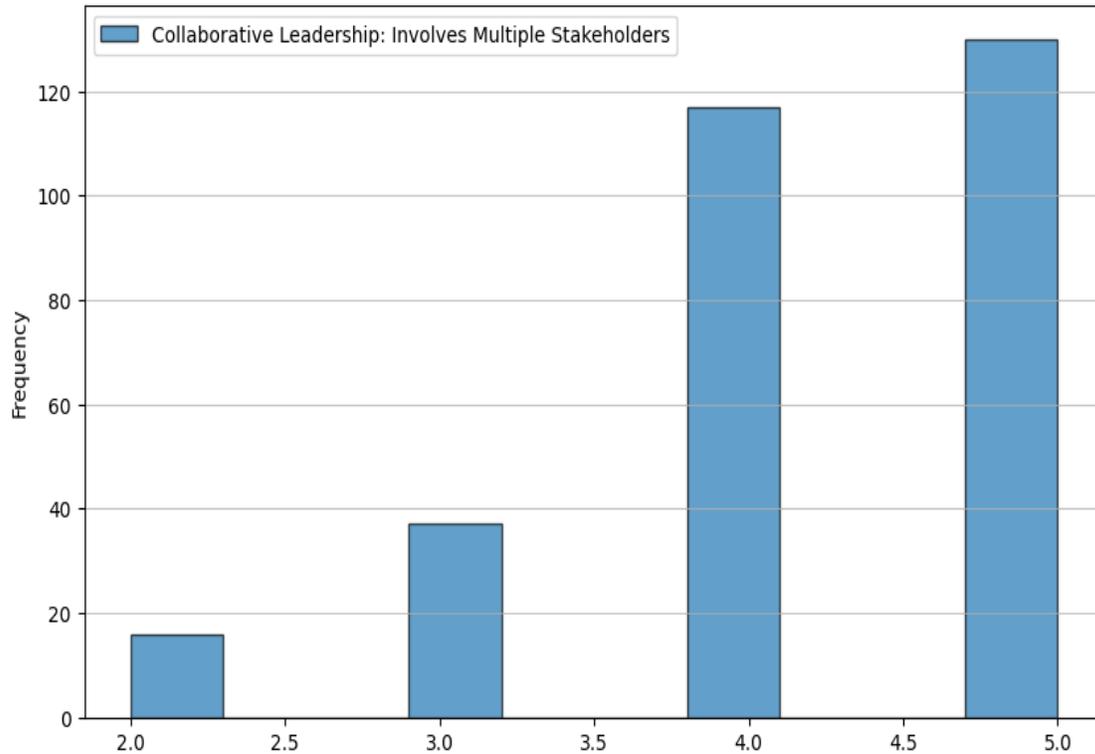


Figure 13 Collaborative Leadership: Involves Multiple Stakeholders

Collaborative Leadership: From figure 14 Involves Multiple Stakeholders Peak Frequencies at 4 and 5: The highest frequencies are at scores 4 and 5, with around 120 respondents each, indicating strong agreement that collaborative leadership involves multiple stakeholders. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

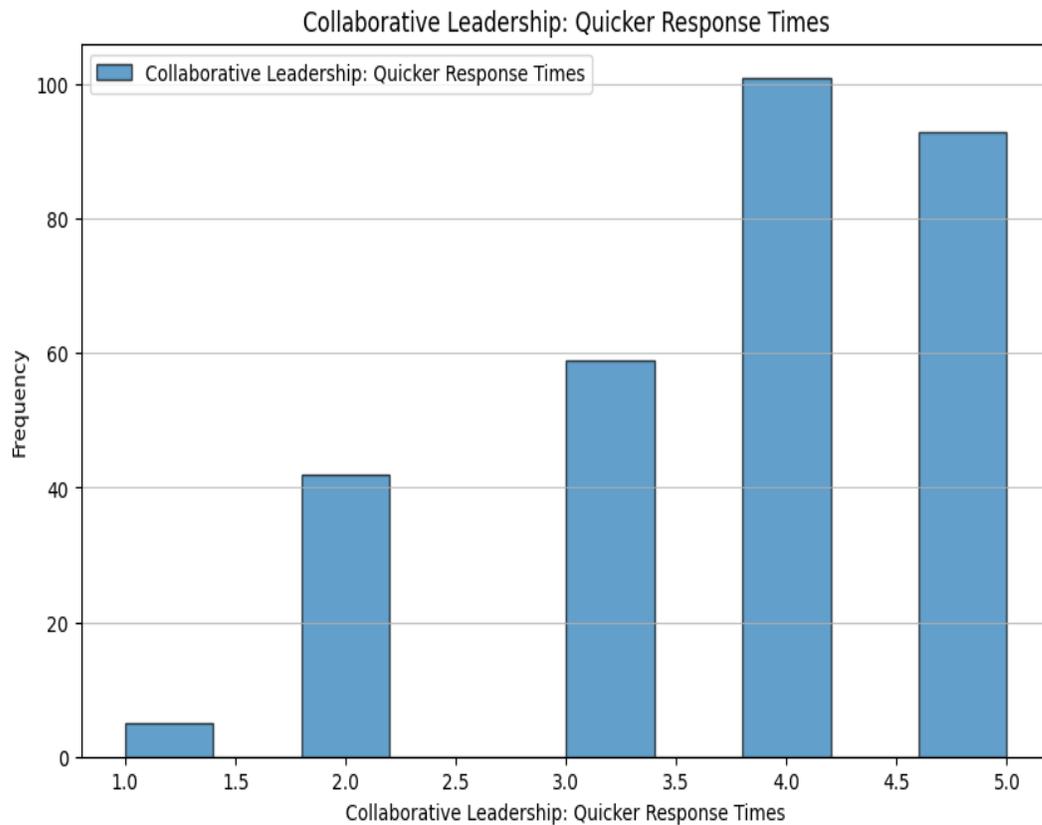


Figure 14 Collaborative Leadership: Quicker Response Times

Collaborative Leadership: From figure 15 Quicker Response Times Peak Frequency at 4: The majority of respondents (around 100) rated this aspect with a score of 4. High Frequency at 5: A significant number of respondents (around 80) rated it 5. Moderate Frequencies at 2 and 3: Some respondents rated it 2 (around 40) and 3 (around 60), indicating varied perceptions about the response times. Low Scores: Very few respondents rated this aspect 1 or 1.5.

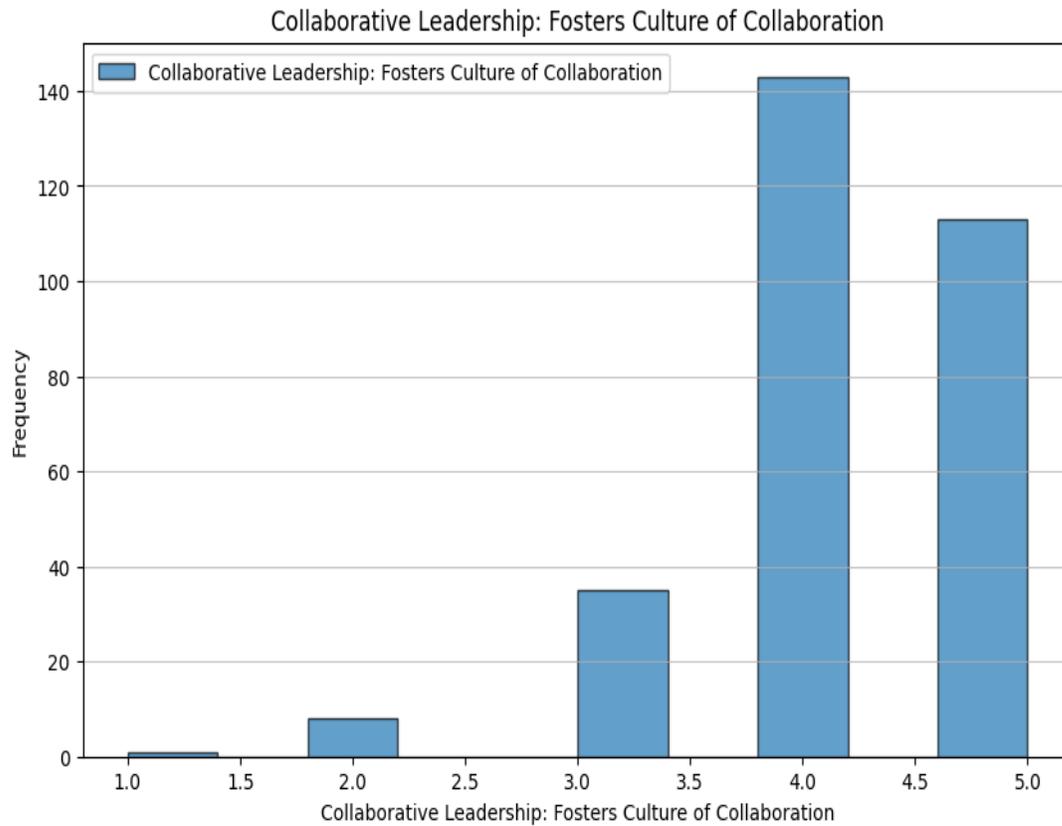


Figure 15 Collaborative Leadership: Fosters Culture of Collaboration

Collaborative Leadership: From Figure 16 Fosters Culture of Collaboration Peak Frequency at 4: The highest frequency (around 140) is at score 4, indicating a strong agreement that collaborative leadership fosters a culture of collaboration. High Frequency at 5: Many respondents (around 100) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

- Interpretation for sections 2

Dominant Ratings: For all aspects of Collaborative Leadership, the most frequent ratings are 4 and 5, indicating that respondents generally agree or strongly agree that collaborative leadership is effective in these areas.

Minor Discontent: Very few respondents gave low ratings (1-2), suggesting minimal dissatisfaction.

Areas for Improvement: While high scores are common, the presence of moderate scores (3) indicates there may still be areas for improvement in achieving the highest standards of collaborative leadership.

Descriptive statistical results can be found in Table 7 concerning the effects of collaborative leadership strategies on effective humanitarian crisis management.

Effects of collaborative leadership strategies					
Scales	Mean	Median	Mode	Std. Deviation	Skewness
Collaborative leadership enhances the decision-making process during humanitarian crises	4.12	4.00	4.00	0.86	-1.01
Collaborative leadership improves coordination among different departments when responding to humanitarian crises	4.38	4.00	5.00	0.69	-0.84
The involvement of multiple stakeholders in decision-making contributes to the overall efficiency of humanitarian crisis management	4.20	4.00	5.00	0.86	-0.92
Collaborative leadership leads to quicker and more effective response times during humanitarian crises	3.78	4.00	4.00	1.08	-0.55
A culture of collaboration fosters innovation in developing effective solutions for humanitarian crises	4.20	4.00	4.00	0.77	-0.88

Table 7: Descriptive statistics on the Effects of collaborative leadership strategies

As found in Table 7, a mean of 4.12 measuring collaborative leadership improves the decision-making process during a humanitarian crisis was achieved, indicating strong agreement among the participants. This result has a standard deviation of 0.86, which

indicates that there is a moderate dispersion of responses and a median of 4.00 (as well as a mode of 4) further confirming the steadiness of the conclusion. The skewness is -0.01, which implies that the responses are peaked towards the agreement portion in the Likert scale. The findings suggest that collaborative leadership also contributes to improved decision-making by encouraging the integration of diverse perspectives and building consensus across participants, ensuring that decisions are informed and made in a timely manner during a crisis, and therefore strengthening the overall effectiveness of humanitarian responses.

The collaborative leadership's contribution towards enhancing collaboration between the various departments rated a very high mean of 4.38 which reflected very strong agreement on that measure. The standard deviation of 0.69 is low, suggesting that the responses were not very variable, while the median (4.00) and mode (5.00) are both positive numbers, confirming the results were consistent and positive. With skewness -0.84 again supporting a lean toward agreement. These findings highlight the importance of collaborative leadership in promoting interdepartmental coordination, which facilitates smooth communication and resource sharing, ultimately leading to more effective and coordinated responses to humanitarian emergencies.

The mean rating for the scale measuring the extent of multi-stakeholder engagement in decision-making was 4.20 (Table 7), indicating agreement. A standard deviation of 0.86 shows that responses vary moderately from the mean, while also showing a median of 4.00 with a mode of 5.00 demonstrating that the majority of physicians tended to agree. Skewness -0.92 suggests a propensity to agree. The implications of these findings indicate that including diverse stakeholders in decision-making leads to efficient management of crises through shared expertise, inclusivity, and combined forces leading to better outcomes.

Table 7 demonstrates that the mean for collaborative leadership in terms of effecting faster, better response was 3.78, which is the lowest mean of the four scales demonstrating a slight level of agreement. With a standard deviation of 1.08, there appears to be a relatively high amount of variation in the data, where the median and the mode are both the same, at 4.00, indicating a general consistency in the data within the positive range. A skewness of -0.55 indicates a weaker bias toward agreement. These results demonstrate that even though collaborative leadership positively influences response times, the practical challenges associated with this form of leadership, such as coordination delays, may still impede swifter action.

The scale that assesses the culture of collaboration as a driver of innovation scored a mean of 4.20, which indicates strong agreement. There is moderate variation based on the 0.77 standard deviation, and both the median and mode of 4.00 suggest consistency. A skewness of -0.88 suggests a tendency toward agreement. Simultaneously, these findings highlight the role of collaborative leadership in innovative output, as it fosters space for knowledge sharing, brainstorming, and cross-functional teamwork that translates into effective creative solutions for humanitarian crises.

Thereafter, to understand the relationship between the variables within this section, the study plots a correlation matrix:

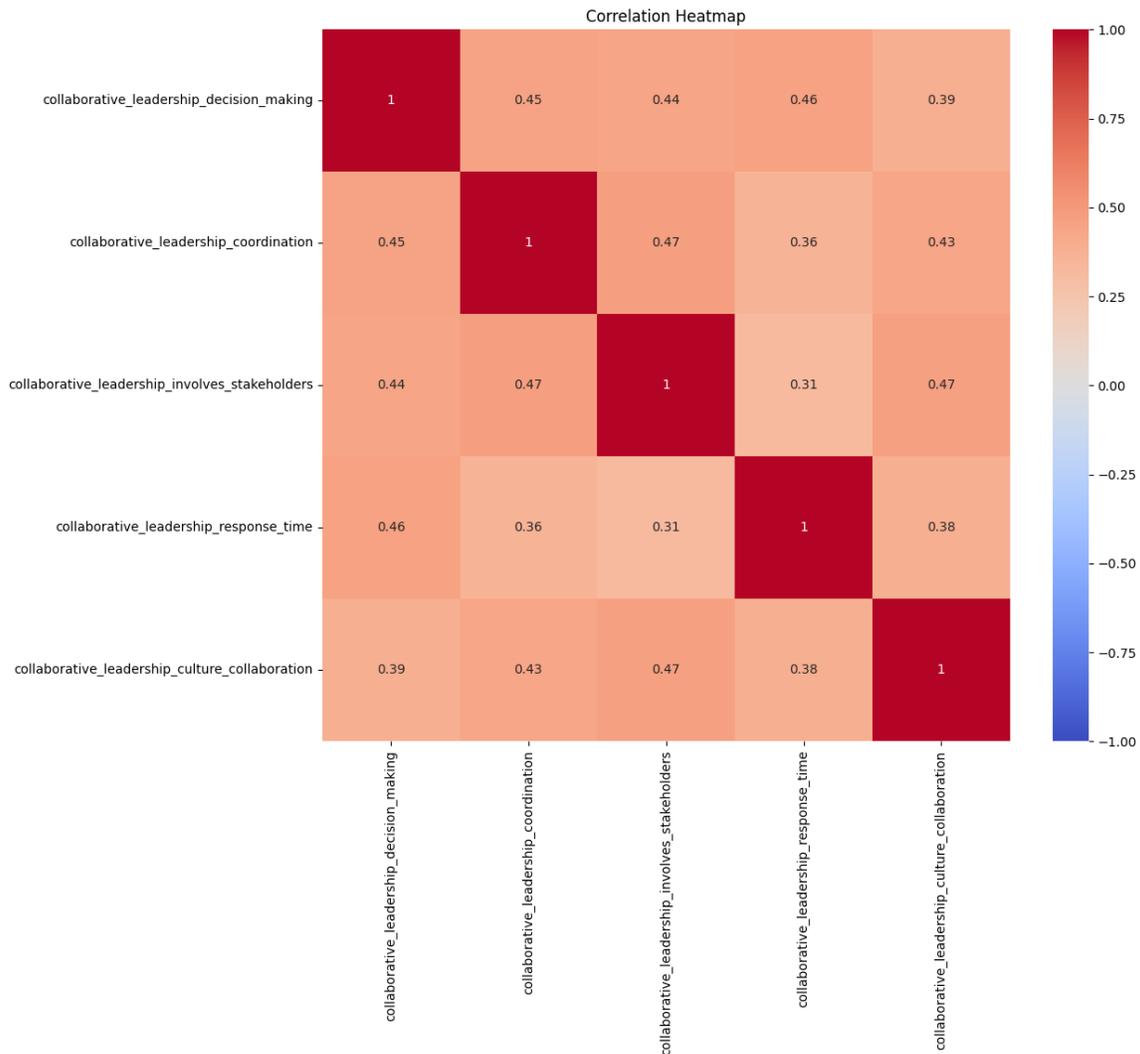


Figure 16 Correlation for Collaborative Leaderships

1. [0-0.2] = No Correlation
2. (0.2-0.4) = Low Correlation
3. (0.4-0.7) = Medium Correlation
4. [0.7-1] = Strong Correlation

The correlation heatmap reveals that most aspects of collaborative leadership in crisis management exhibit medium correlations with each other. The highest observed correlation is between "Collaborative Leadership: Improves Coordination" and "Collaborative Leadership: Involves Multiple Stakeholders" (0.47), suggesting that

involving multiple stakeholders is closely related to improving coordination. Other notable medium correlations include:

"Collaborative Leadership: Enhances Decision-Making" with "Collaborative Leadership: Improves Coordination" (0.45)

"Collaborative Leadership: Enhances Decision-Making" with "Collaborative Leadership: Quicker Response Times" (0.46)

"Collaborative Leadership: Improves Coordination" with "Collaborative Leadership: Fosters Culture of Collaboration" (0.43)

"Collaborative Leadership: Involves Multiple Stakeholders" with "Collaborative Leadership: Fosters Culture of Collaboration" (0.47)

Overall, the correlations indicate that while there is a moderate level of interdependence among the factors, each aspect of collaborative leadership contributes uniquely to the overall effectiveness of crisis management. There are no strong correlations (0.7 to 1) observed in this dataset, indicating that these leadership aspects are complementary rather than strongly interdependent.

4.4 Influence of Strategic Leadership on Humanitarian Crisis Response

Section 3 examines the impact of strategic leadership on the effective management of humanitarian crises, focusing on how corporate leaders align vision, allocate resources, and engage in proactive planning. Strategic leadership is vital in crisis management as it ensures that organizations respond quickly and sustain long-term efforts to mitigate the effects of the crisis.

This section evaluates how respondents perceive the effectiveness of strategic leadership in managing humanitarian crises in the Democratic Republic of the Congo (DRC). Specifically, it looks at leadership traits such as aligning organizational goals with

crisis management efforts, ensuring efficient resource allocation, and involving key stakeholders in decision-making processes.

Through the use of histograms, descriptive statistics, and correlation matrices, the analysis investigates how different aspects of strategic leadership are rated by respondents and how these aspects interrelate. The findings not only provide a deeper understanding of how well corporate leaders are utilizing strategic planning and resource management to address crises but also highlight potential areas for improving the effectiveness of strategic leadership in future crisis management scenarios. This emphasis on potential improvements can make the audience feel hopeful and optimistic about the future of crisis management.

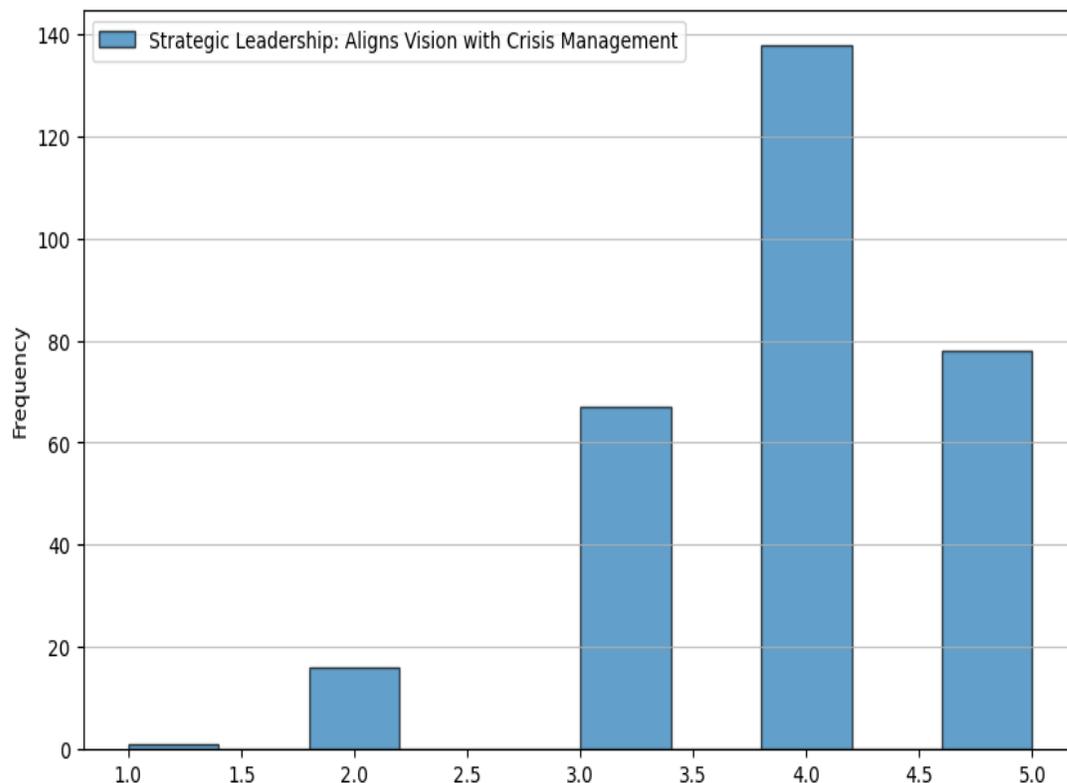


Figure 17 Strategic Leadership: Aligns Vision with Crisis Management

Strategic Leadership: From figure 18 Aligns Vision with Crisis Management Peak Frequency at 4: The majority of respondents (around 140) rated this aspect with a score of 4, indicating strong agreement that strategic leadership aligns vision with crisis management. High Frequency at 5: A significant number of respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

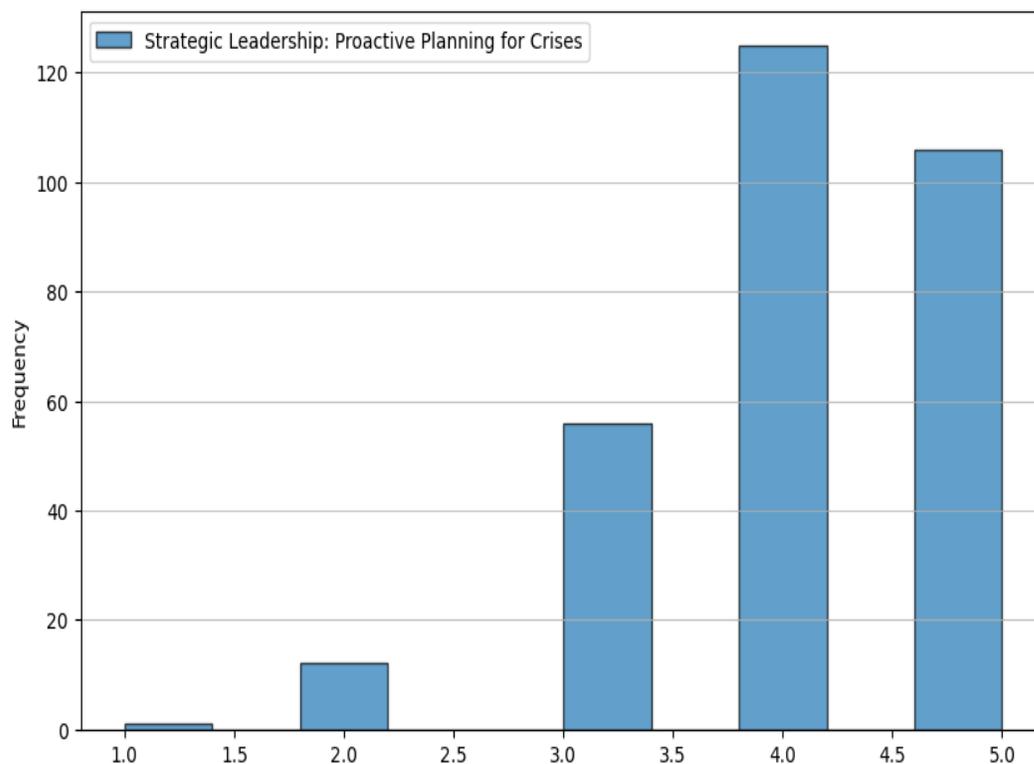


Figure 18 Strategic Leadership: Proactive Planning for Crises

Strategic Leadership: from Figure 19 Proactive Planning for Crises Peak Frequency at 4: The highest frequency (around 120) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

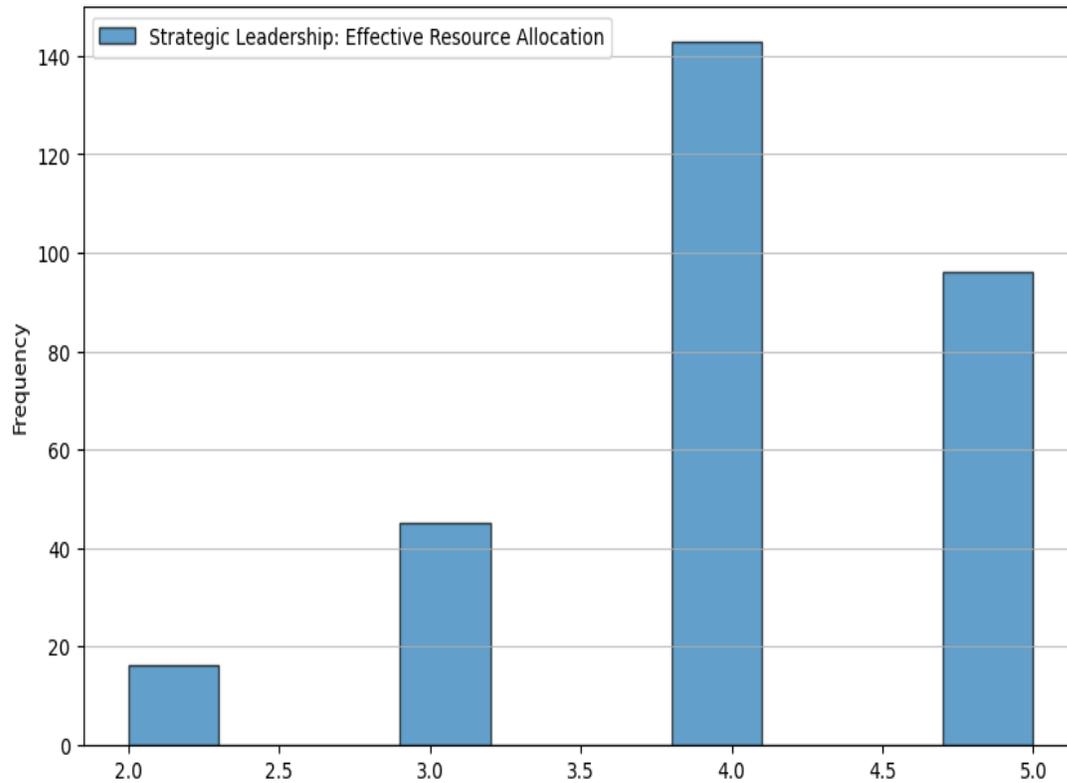


Figure 19 Strategic Leadership: Effective Resource Allocation

Strategic Leadership: In Figure 20 Effective Resource Allocation Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

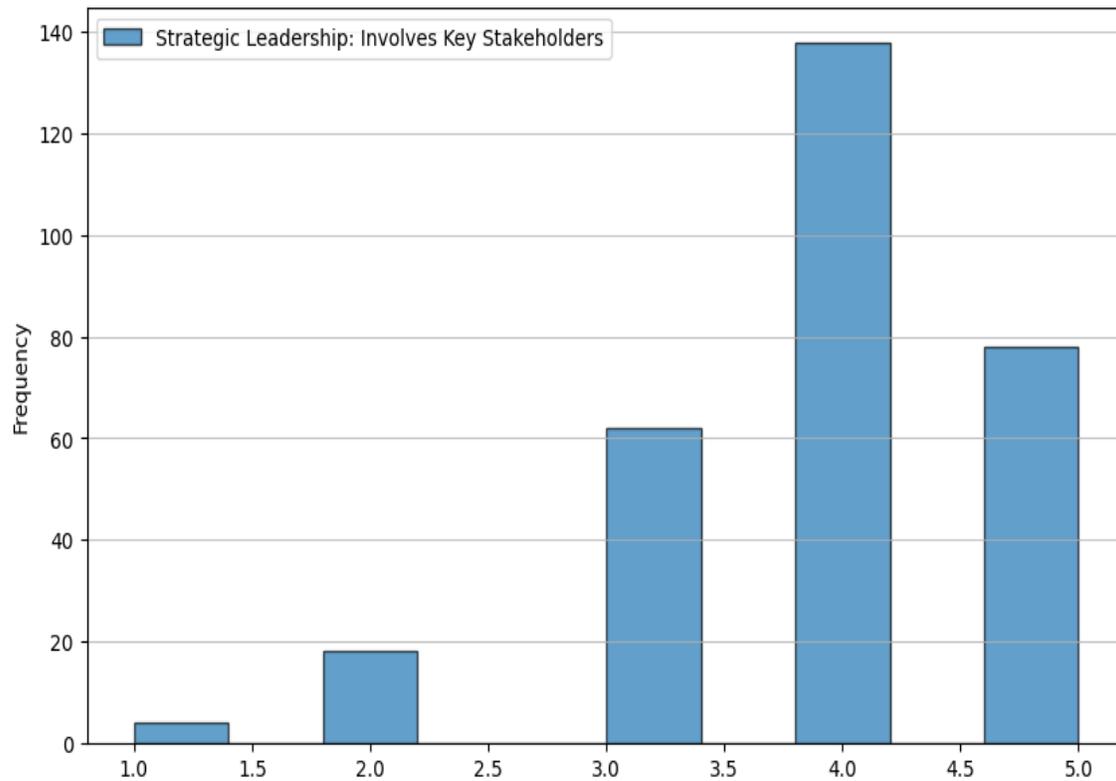


Figure 20 Strategic Leadership: Involves Key Stakeholders

Strategic Leadership: Involves Key Stakeholders Peak Frequency at 4: The majority of respondents (around 150) rated this aspect with a score of 4.

High Frequency at 5: Many respondents (around 60) rated it 5.

Moderate Frequencies at 3: Some respondents (around 40-50 each) rated it 3.

Low Scores: Very few respondents rated this aspect 1 or 2.

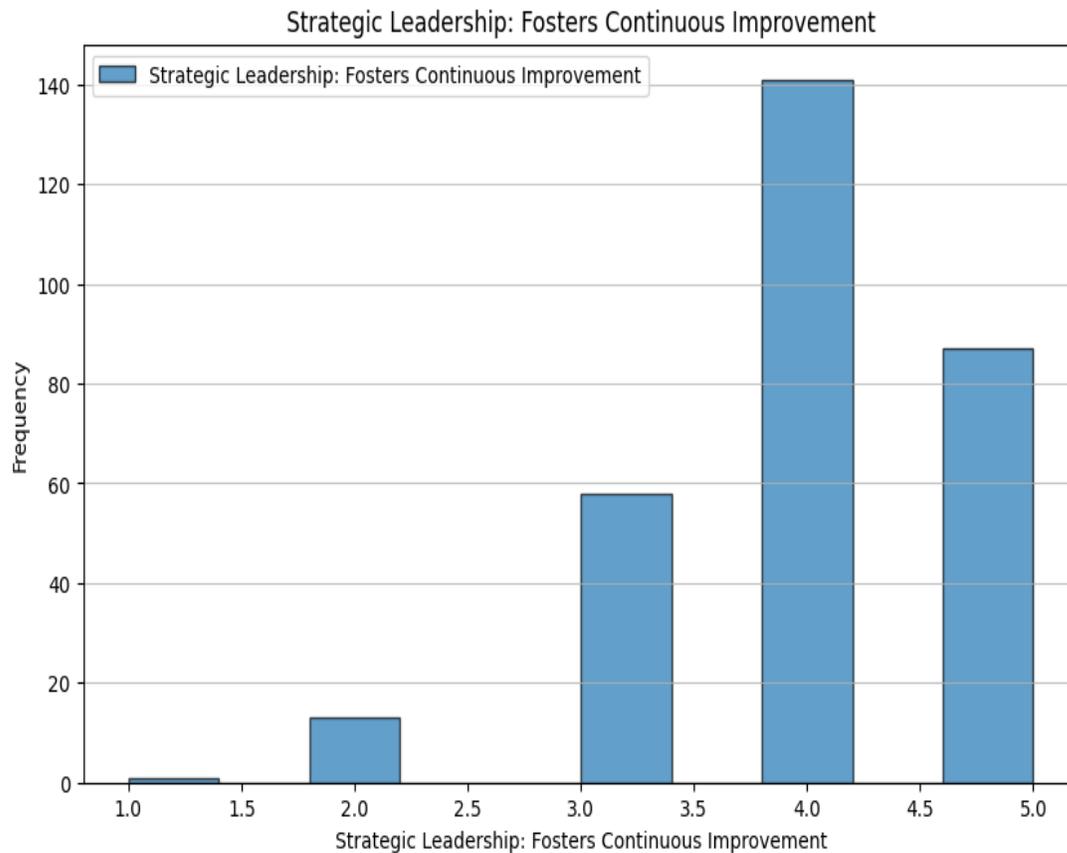


Figure 21 Strategic Leadership: Fosters Continuous Improvement

Strategic Leadership: Fosters Continuous Improvement Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

- Interpretation

Dominant Ratings: For all aspects of Strategic Leadership, the most frequent ratings are 4 and 5, indicating that respondents generally agree or strongly agree that strategic leadership is effective in these areas.

Minor Discontent: Very few respondents gave low ratings (1-2), suggesting minimal dissatisfaction.

Areas for Improvement: While high scores are common, the presence of moderate scores (3) indicates there may still be areas for improvement in achieving the highest standards of strategic leadership.

Descriptive statistical results on the impact of strategic leadership strategies on the effectiveness of humanitarian crisis management are presented in Table 8 below.

Effects of strategic leadership strategies					
Scales	Mean	Median	Mode	Std. Deviation	Skewness
Strategic leadership aligns the organization's vision with humanitarian crisis management strategies	3.92	4.00	4.00	0.85	-0.50
Strategic leadership encourages proactive planning for potential humanitarian crises	4.08	4.00	4.00	0.85	-0.67
Strategic leadership ensures the effective allocation of resources for humanitarian crisis management	4.06	4.00	4.00	0.83	-0.69
Strategic leadership involves key stakeholders in the development and execution of crisis management strategies	3.89	4.00	4.00	0.90	-0.72
Strategic leadership fosters a culture of continuous improvement in humanitarian crisis management approaches	4.00	4.00	4.00	0.83	-0.60

Table 8: Descriptive statistics on the Effects of strategic leadership strategies

According to Table 8, the mean score of 3.92 on the accountability scale assessing the role of strategic leadership in ensuring alignment between the organization’s vision and strategies for managing humanitarian crises indicates moderate agreement among the respondents. The data shows a low (0.85) standard deviation indicating moderate variability of responses, with the median and mode both at 4.00 indicating rising consensus. The skewness of -0.50 reveals a moderate tendency toward agreement. These findings

imply that while strategic leadership can facilitate alignment of organizational vision and crisis management approaches, there is still room for advancement to achieve greater, cohesive, and integrated alignment that supports more efficient and effective crisis responses.

As found in Table 8, strategic leadership's encouragement of proactive crisis planning received a mean of 4.08, indicating strong agreement on the importance of this with respect to potential humanitarian crises. With moderate response variability evidenced by the standard deviation of 0.85, the median and mode of 4.00 attest to some consistency. Negative skewness of -0.67 reflects a positive agreement tendency. This shows that the forward-looking leadership approach has the most belief in planning to not only withstand crisis management via planning but to be involved in planning.

The item that addressed the scale of strategic management, ensuring the effective allocation of financial resources for the management of the crisis, yielded a mean of 4.06 (Table 8), indicating the item was strongly agreed upon. With 0.83 standard deviations, there is moderate variability; median and mode of 4.00 grouped responses. A skewness of -0.69 indicates a slight peak towards agreement. These outcomes emphasize the importance of strategic leadership in moving resources effectively, so the required tools, money, and people are properly allocated to enable appropriate humanitarian responses.

Development and implementation of crisis management strategies with the involvement of key stakeholders had a mean value of 3.89, indicating moderate agreement. In comparison, the standard deviation of 0.90 indicates slightly more variability while the median and mode of 4.00 show general alignment. With a skewness of -0.72, this indicates a balance toward agreement. While strategic leadership engages stakeholders, these findings indicate the need for more inclusive approaches to leverage diverse perspectives and expertise in crisis management.

The scale examining strategic leadership that creates a culture of continuous improvement recorded a mean of 4.00, suggesting strong agreement. An SD of 0.83 indicates moderate, but not excessive variability in the data, and a median and mode of 4.00 indicates some consistency in the responses. A skewness of -0.60 indicates a skew towards agreement. Finally, these results highlight the importance of strategic leadership in fostering continuous learning and adaptation, which are critical to improving crisis management strategies and ensuring sustainable effectiveness over time.

Thereafter, to understand the relationship between the variables within this section, the researcher plots a correlation matrix:

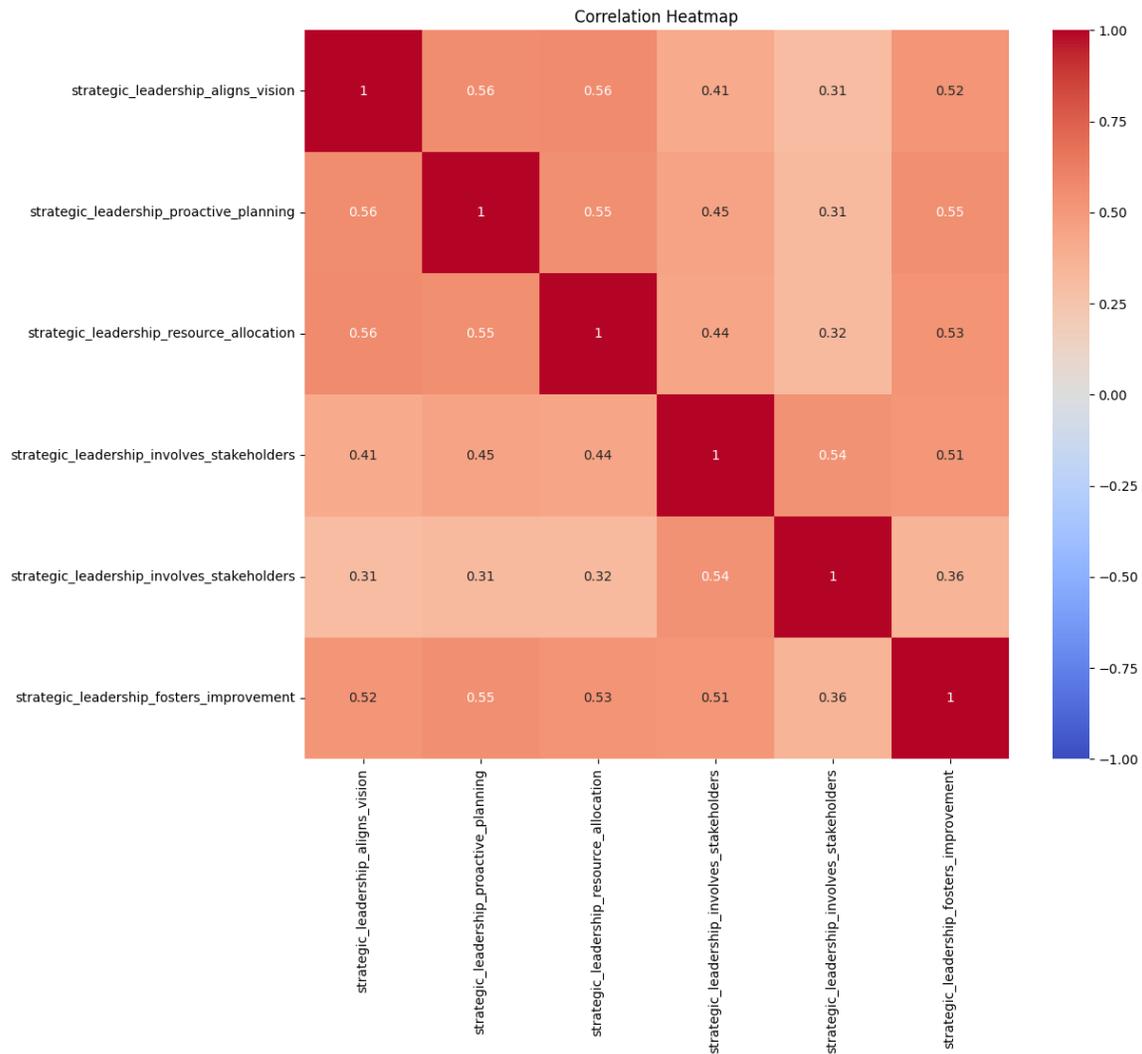


Figure 22 Strategic Leadership Correlation

1. [0-0.2] = No Correlation
2. (0.2-0.4] = Low Correlation
3. (0.4-0.7] = Medium Correlation
4. [0.7-1] = Strong Correlation

The correlation heatmap for strategic leadership aspects in crisis management reveals that most aspects have medium correlations with each other, indicating a moderate level of interdependence. The highest observed correlations are between:

"Strategic Leadership: Aligns Vision with Crisis Management" and "Strategic Leadership: Effective Resource Allocation" (0.56)

"Strategic Leadership: Proactive Planning for Crises" and "Strategic Leadership: Aligns Vision with Crisis Management" (0.56)

"Strategic Leadership: Proactive Planning for Crises" and "Strategic Leadership: Effective Resource Allocation" (0.55)

"Strategic Leadership: Fosters Continuous Improvement" and "Strategic Leadership: Proactive Planning for Crises" (0.55)

"Strategic Leadership: Involves Stakeholders" and "Strategic Leadership: Involves Key Stakeholders" (0.54)

These medium correlations suggest that aligning vision, proactive planning, effective resource allocation, involving key stakeholders, and fostering continuous improvement are interrelated and collectively contribute to strategic leadership in crisis management. There are no strong correlations (0.7 to 1), which implies that each aspect, while related, maintains some level of independence in its impact on crisis management.

Low correlations observed, such as between "Strategic Leadership: Involves Stakeholders" and other aspects, indicate that involving stakeholders may not be as closely linked to other strategic leadership activities. This suggests potential areas for improvement in integrating stakeholder involvement with other strategic leadership practices.

4.5 Challenges in Implementing Visionary, Collaborative, and Strategic Leadership

Visionary leadership challenges in humanitarian crisis management

Sections 4, 5, and 6 collectively explore the challenges faced by visionary, collaborative, and strategic leadership in the context of humanitarian crisis management. While each of these leadership styles plays a crucial role in effectively addressing crises,

they also encounter significant obstacles, especially in complex and unpredictable situations.

Section 4 focuses on the challenges of visionary leadership, such as ensuring a clear vision, gaining commitment from stakeholders, and overcoming resistance to change. In crisis settings, leaders with visionary qualities may face difficulties in aligning their vision with the evolving demands of the crisis, and this section analyzes how respondents perceive these leadership traits within their organizations in the Democratic Republic of the Congo (DRC).

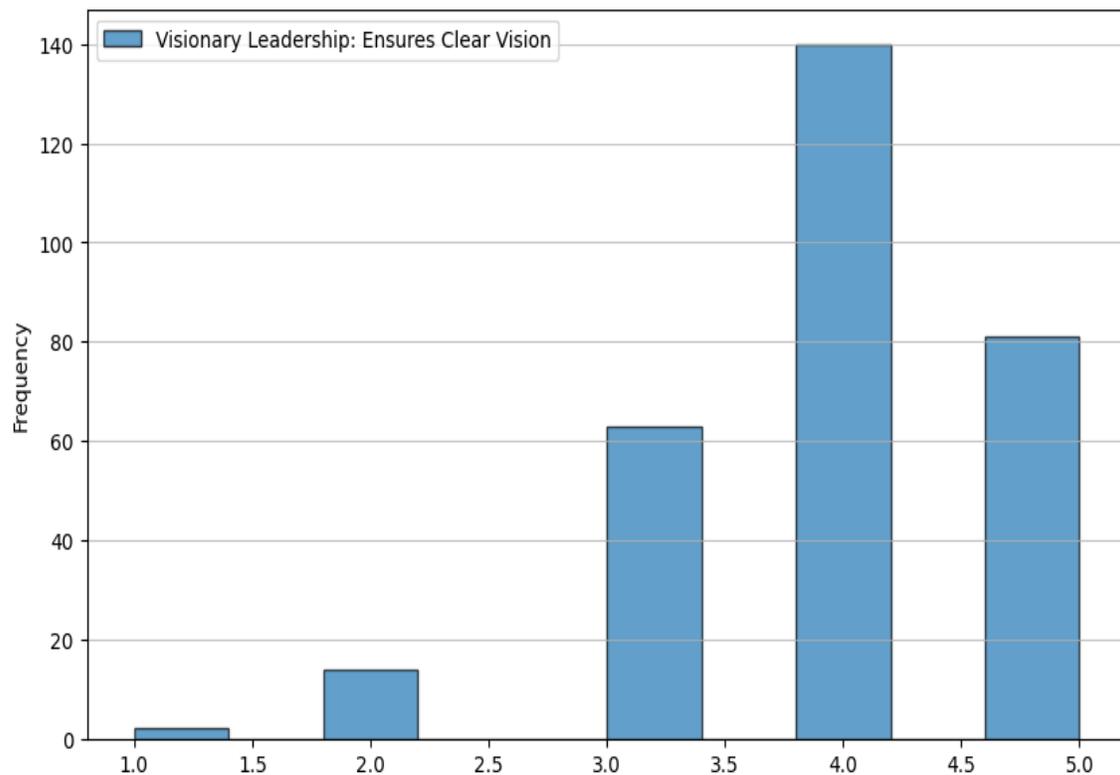


Figure 23 Visionary Leadership: Ensures Clear Vision

Visionary Leadership: In Figure 24 Ensures Clear Vision Peak Frequency at 4: The majority of respondents (around 140) rated this aspect with a score of 4, indicating strong agreement that visionary leadership ensures a clear vision. High Frequency at 5: A

significant number of respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.



Figure 24 Visionary Leadership: Gains Commitment

Visionary Leadership: In figure 25 Gains Commitment Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 70) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

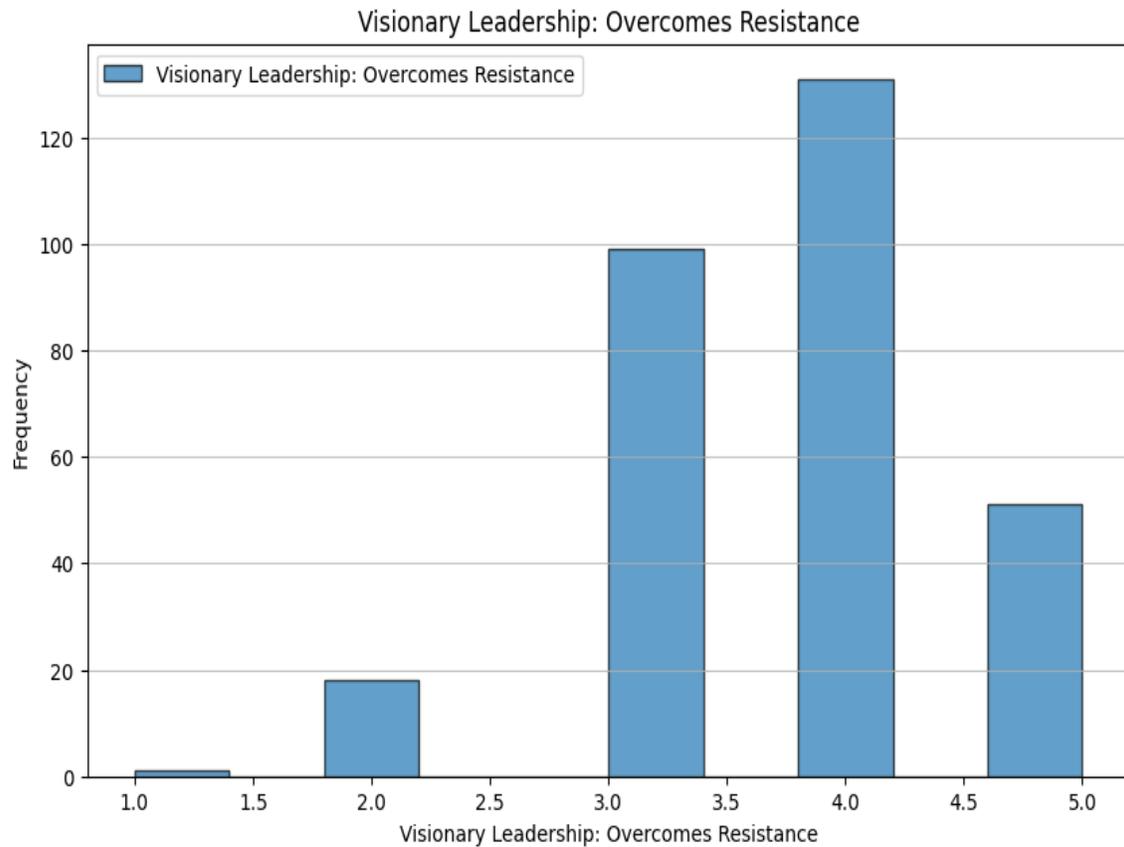


Figure 25 Visionary Leadership: Overcome Resistance

Visionary Leadership: In figure 26 Overcomes Resistance Peak Frequency at 4: The highest frequency (around 120) is at score 4. High Frequency at 5: Many respondents (around 60) rated it 5. Moderate Frequency at 3: Some respondents (around 80) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

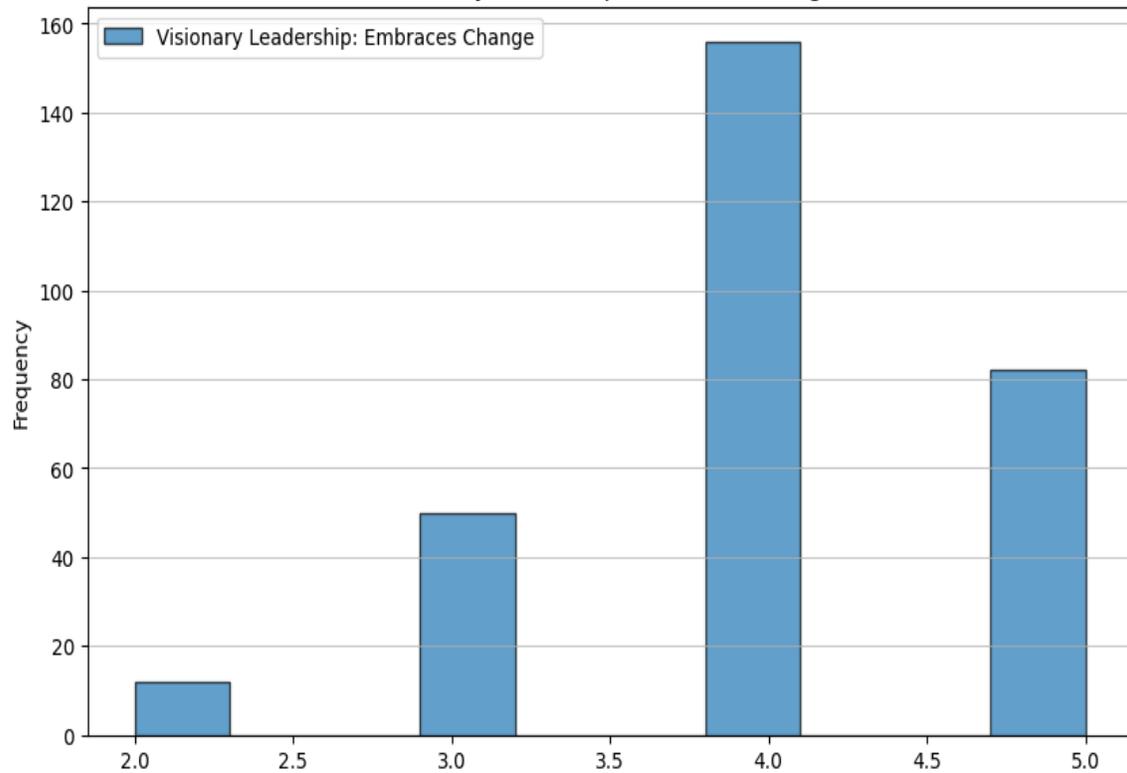


Figure 26 Visionary Leadership: Embraces Change

Visionary Leadership: In Figure 27 Embraces Change Peak Frequency at 4: The highest frequency (around 160) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

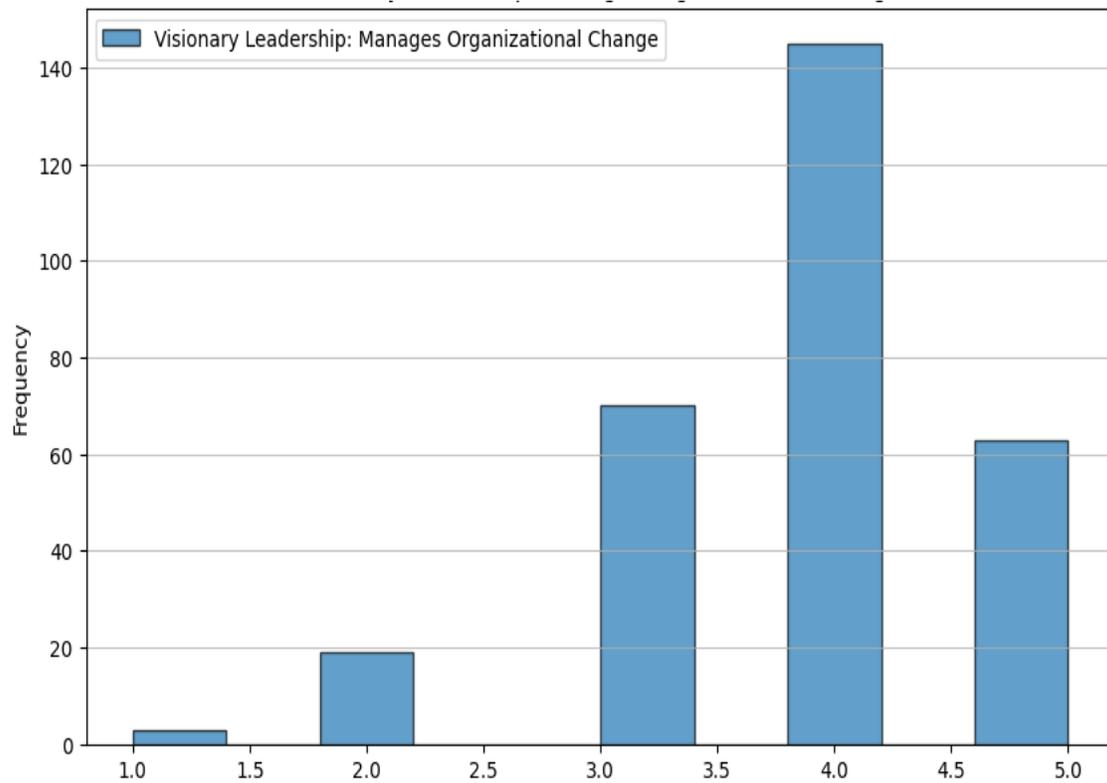


Figure 27 Visionary Leadership: Manages Organizational Change

Visionary Leadership: In Figure 28 Manages Organizational Change Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

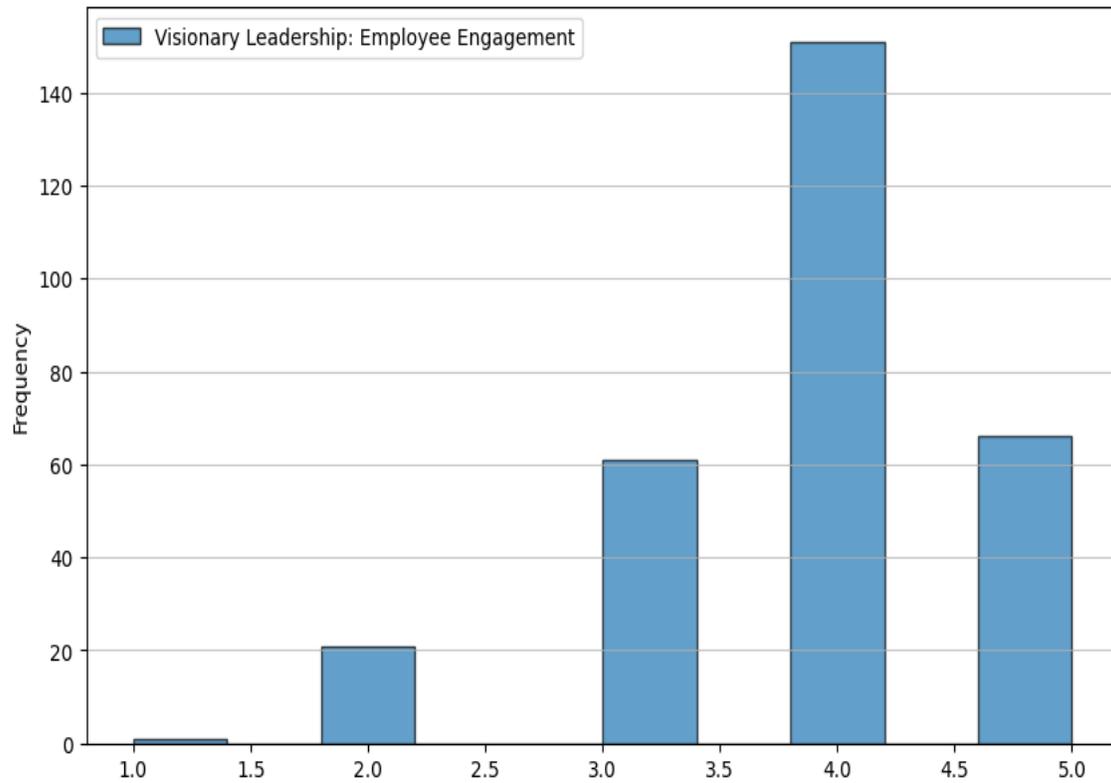


Figure 28 Visionary Leadership: Employee Engagement

Visionary Leadership: In Figure 29 Employee Engagement Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

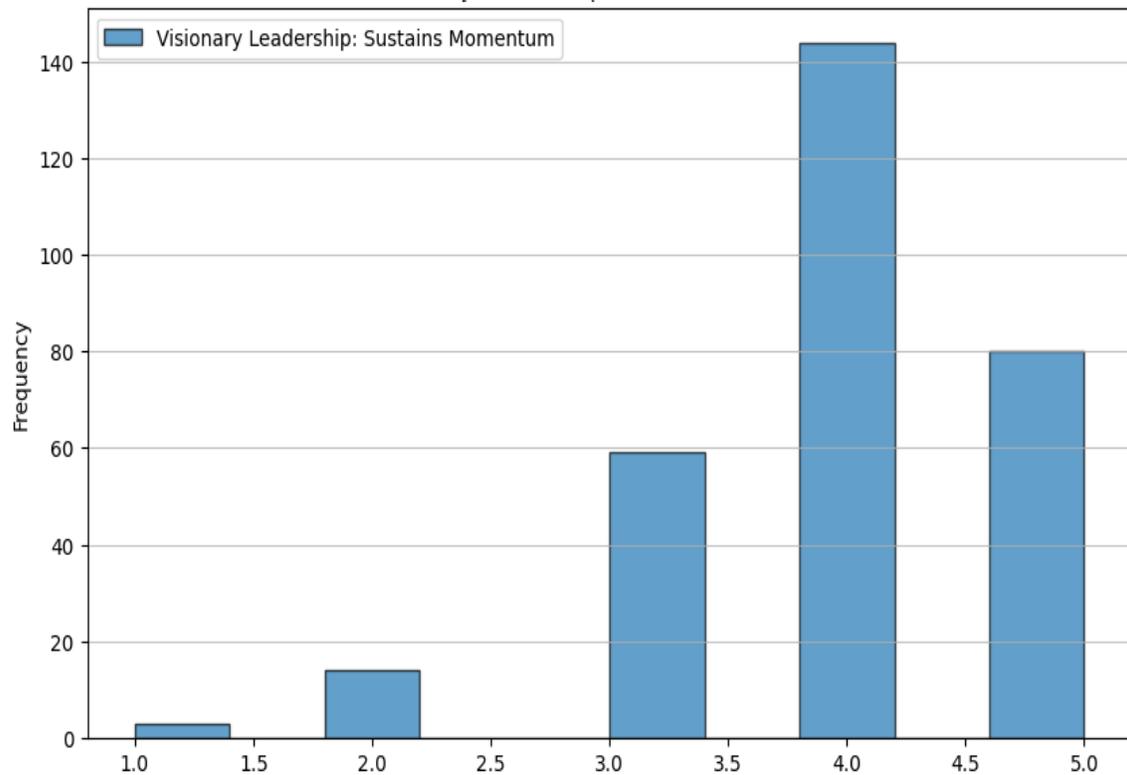


Figure 29 Visionary Leadership: Sustains Momentum

Visionary Leadership: Sustains Momentum Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

- Interpretation

Dominant Ratings: For all aspects of Visionary Leadership in this section, the most frequent ratings are 4 and 5, indicating that respondents generally agree or strongly agree that visionary leadership is effective in ensuring a clear vision, gaining commitment, overcoming resistance, embracing change, managing organizational change, engaging employees, and sustaining momentum.

Minor Discontent: Very few respondents gave low ratings (1-2), suggesting minimal dissatisfaction.

Areas for Improvement: While high scores are common, the presence of moderate scores (3) indicates there may still be areas for improvement in achieving the highest standards of visionary leadership.

Descriptive statistics concerning the major challenges associated with visionary leadership strategies in the context of effective humanitarian crisis management are presented in Table 9.

Visionary Leadership Challenges					
Scales	Mean	Median	Mode	Std. Deviation	Skewness
Ensuring that the visionary leadership's crisis management vision is clearly understood by all levels of the organization	3.95	4.00	4.00	0.85	-0.62
Gaining commitment from all organizational members to actively support the visionary leadership's vision for crisis management	3.86	4.00	4.00	0.84	-0.44
Overcoming resistance towards the visionary leadership's crisis management approach	3.71	4.00	4.00	0.83	-0.19
Fostering an organizational culture that embraces change and innovation in crisis management	4.03	4.00	4.00	0.78	-0.57
Managing the challenges associated with organizational change during humanitarian crises	3.82	4.00	4.00	0.87	-0.59
Ensuring active engagement and alignment of employees with the visionary leadership's crisis management vision	3.87	4.00	4.00	0.85	-0.57

Sustaining the momentum and relevance of the visionary leadership's crisis management vision over the long term	3.95	4.00	4.00	0.86	-0.72
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Table 9: Descriptive statistics of Visionary Leadership Challenges

The mean for the scale measuring urgency for a crisis management vision that can be interpreted at all levels of the organization was 3.95 (Table 9), indicating a significant challenge in segregating visionary leadership from ingrains. A standard deviation of 0.85 indicated moderate variability, while a median and mode of 4.00 indicated consistency of responses. A skewness of -0.62 indicates a slight agreement skew. These findings imply that communication gaps represented a significant barrier, pointing to the need for clearer communication of the vision to ensure effective alignment across all levels of the organization.

Concerning gaining commitment, any mean score above 4 reflects a moderate-to-significant level of difficulty, and the challenge related to engaging all members of the group in supporting the vision scored a mean of 3.86 (Table 9). A standard deviation of 0.84 means moderate variation, while statistically showing there is consistency, as the median and mode are at 4.00. A Skewness of -0.44 indicates a close-to-normal distribution. This implies that those who are more engaged and have robust strategies for driving from buy-in and participation of all parties to the second part, the implementation, because whenever there is a lack of involvement, then crisis management initiatives will falter.

The difficulty of overcoming resistance to the visionary leadership approach garnered a mean of 3.71 (Table 9). The standard deviation of 0.83 indicates some variability, while the median and mode both at 4.00 indicate that responses align generally on the same side. The skewness of -0.19 indicates a nearly normal distribution. These results indicate that resistance to change continues to be a major concern, suggesting that skepticism should be addressed proactively and organizational trust be nurtured.

Establishing a culture that welcomes change and innovation in crisis management scored a mean of 4.03, reflecting considerable difficulty. A standard deviation of 0.78 is a lower standard deviation, meaning responses were more concentrated around the center, and median and mode of 4.00 further confirm agreement. A Skewness of -0.57 indicates that the difficulty ratings are biased towards higher difficulty. It highlights the need to build an agile and adaptive organizational culture that fosters innovation — essential elements for successful crisis management.

Managing challenges with organizational change during crises received a mean score of 3.82, representing moderate-to-significant difficulty. A median and mode of 4.00, along with a standard deviation of 0.87, suggest moderate variability. Skewness of -0.59 indicates a slight tendency towards agreement. Organizational change in crisis settings is a multifaceted process that requires a thoughtful approach to change management practices.

The mean for employees actively engaged and aligned with the vision was 3.87, again reflecting moderate-to-significant difficulty. The standard deviation of 0.85 indicates a moderate spread with the anticipated median (4.00) and mode (4.00) aggregating responses. The skewness of -0.57 indicates there is a slight inclination towards agreement. That means, sustaining alignment is a continuous endeavor, and leaders need to employ motivational as well as participatory strategies to keep everyone engaged.

The difficulty with maintaining the momentum and relevance of the visionary leadership vision was rated with a mean of 3.95. This mean score indicates that there are significant challenges with that. With a standard deviation of 0.86 indicating moderate variability, and a median and mode of 4.00 confirming consistency. This -0.72 skewness indicates a bias to agree. The results underscore the importance of longer-term strategies to sustain momentum for the vision so that it responds to the changing dynamics of the crisis and remains relevant for organizational goals.

Regression analysis: Visionary leadership approach and its perceived challenges

Regression analysis has been run to explore the predictive role of the scale items of visionary leadership on the visionary leadership challenge. The results can be found in Table 10.

Model Summary							
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square Change	F Change	Sig. F Change	
.619 ^a	0.383	0.362	0.481	0.383	17.942	<0.001	
Coefficients ^b							
Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.13	0.21		5.40	0.00	0.72	1.55
Communicating a clear vision	0.03	0.05	0.04	0.60	0.55	-0.07	0.13
Organizational vision alignment	0.04	0.05	0.05	0.76	0.45	-0.06	0.14
Proactive planning	0.01	0.05	0.01	0.18	0.86	-0.09	0.10
Anticipating potential crises	0.11	0.05	0.13	2.11	0.04	0.01	0.21
Decision making	0.05	0.05	0.07	1.12	0.26	-0.04	0.14
Stakeholder involvement	0.09	0.05	0.13	2.08	0.04	0.01	0.18
Stakeholders' active participation	0.10	0.04	0.13	2.34	0.02	0.02	0.19
A culture of continuous improvement	0.07	0.04	0.10	1.61	0.11	-0.02	0.16
Learning from past crises	0.04	0.05	0.05	0.82	0.42	-0.05	0.13
The efficiency of humanitarian crisis management	0.13	0.05	0.16	2.63	0.01	0.03	0.23

Table 10: Results of regressing Visionary leadership challenge on the scale items of visionary leadership.

^a Predictors: Communicating a clear vision, Organizational vision alignment, Proactive planning, Anticipating potential crises, Decision-making, Stakeholder involvement, Stakeholders' active participation, A culture of continuous improvement, Learning from past crises, and The efficiency of humanitarian crisis management.

^b Dependent variable: Visionary leadership challenges (Composite score).

The results of the regression analysis in Table 10 provide insight into the predictive nature of different facets of the visionary leadership approach regarding challenges to the implementation of the visionary leadership approach. The model summary shows an R-value of 0.619, suggesting a moderate positive association between predictor variables (scale items of visionary leadership) and the dependent variable (challenges in visionary leadership). The R Square value of 0.383 indicates that the model can account for around 38.3% of the variance in visionary leadership challenges, suggesting a substantial contribution of the predictors. Moreover, the Adjusted R Square of 0.362 is inclusive of the total number of predictors showing the model's power. The Sig. F Change value making <0.001 suggests that the model is statistically significant overall and the predictors influence visionary leadership challenges.

Table 10 of the Coefficients shows the contributions of predictors. Unstandardized coefficients (B values) represent the raw effect of each variable on the dependent variable, whereas standardized coefficients (Beta values) indicate relative importance. Among the predictors anticipating potential crises has a much larger impact (B = 0.11, Beta = 0.13, Sig. = 0.04). In other words, for every 1-unit increase in effective crisis anticipation, visionary leadership challenges increase by 0.11 units. The tight confidence interval (0.01–0.21) implies a narrow margin of error. This means that visionary leadership that involves anticipation of crises is key, but raises important challenges such as the difficulties of planning for unknown-unknowns and a question of readiness within the organizations.

Stakeholder involvement is another important predictor ($B = 0.09$, $Beta = 0.13$, $Sig. = 0.04$) indicating that enhanced stakeholder engagement adds to barriers, potentially because divergent expectations increase the complexity of incorporating diverse stakeholders. In the same vein, stakeholder participation is a prominent factor ($B = 0.10$, $Beta = 0.13$, $Sig. = 0.02$), with a wide confidence interval (0.02-0.19). Such findings indicate that while including voices increases effectiveness in leadership, it can also lead to conflict, differences, and procrastination, all contributing to perceived challenges at the process level.

Among the significant predictors, the efficiency of humanitarian crisis management has the strongest impact ($B = 0.13$, $Beta = 0.16$, $Sig. = 0.01$). Such situations bring to the top a duality in organizational decisions, between the fast track and due process, and the pressure of crisis to keep efficient levels from falling creates vice-like conditions. The confidence interval is narrow (0.03 to 0.23) and suggests that this result is reliable.

Conversely, having a clear vision ($B = 0.03$, $Beta = 0.04$, $Sig. = 0.04$), organizational vision alignment ($B = 0.04$, $Beta = 0.05$, $Sig. = 0.45$), and proactive planning ($B = 0.01$, $Beta = 0.01$, $Sig. = 0.86$) were not significant predictors. These findings indicate that although such characteristics are central to visionary leaders, they do not significantly contribute to the challenges encountered. Their much broader confidence intervals, which encompass zero, further highlight their poor predictive power. For example, the identification of vision communication and alignment challenges may be alleviated by pre-existing processes in organizations, thereby lowering its tangential impact on perceived challenges.

A continuous improvement culture ($B = 0.07$, $Beta = 0.10$, $Sig. = 0.11$) neared significance, suggesting that a culture that fosters such behavior could modestly be associated with the challenges. Its confidence interval (-0.02 to 0.16) expresses some

uncertainty about its impact. Likewise, learning from past crises ($B = 0.04$, $\text{Beta} = 0.05$, $\text{Sig.} = 0.42$) and decision-making ($B = 0.05$, $\text{Beta} = 0.07$, $\text{Sig.} = 0.26$) exhibit little effect, suggesting that these features may aid in overcoming rather than generating problems.

Thereafter, to understand the relationship between the variables within this section, the researcher plots a correlation matrix:

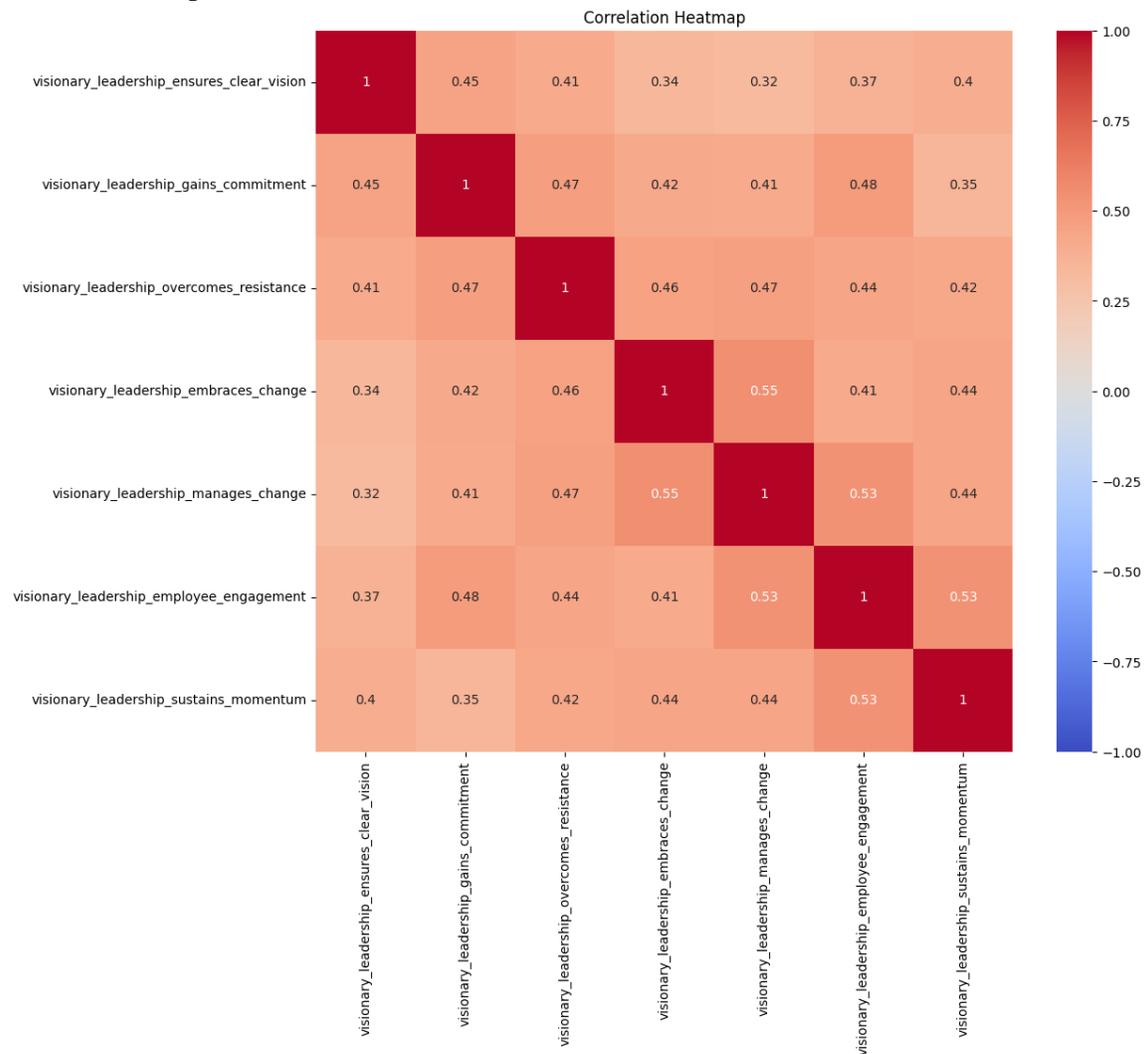


Figure 30 Challenges Visionary Leadership Variables

1. [0-0.2] = No Correlation
2. (0.2-0.4] = Low Correlation
3. (0.4-0.7] = Medium Correlation

4. [0.7-1] = Strong Correlation

The correlation heatmap for visionary leadership aspects indicates that there are several medium correlations among the various aspects, suggesting moderate interrelationships.

Strongest Correlations:

"Visionary Leadership: Embraces Change" and "Visionary Leadership: Manages Organisational Change" (0.55)

"Visionary Leadership: Employee Engagement" and "Visionary Leadership: Manages Organisational Change" (0.53)

"Visionary Leadership: Employee Engagement" and "Visionary Leadership: Sustains Momentum" (0.53)

These indicate that embracing change is closely related to managing organisational change, and both of these aspects significantly impact employee engagement and sustaining momentum.

Medium Correlations: Most of the other aspects have medium correlations, highlighting their interconnected nature within the framework of visionary leadership. For example, ensuring a clear vision moderately correlates with gaining commitment, overcoming resistance, and sustaining momentum.

Low Correlations: A few aspects show low correlations, such as ensuring a clear vision with embracing change and managing organizational change. This suggests that while these aspects are related, they operate somewhat independently within the broader context of visionary leadership.

Overall, the medium correlations suggest that these aspects of visionary leadership work together to some extent, influencing one another, but no single aspect dominates the

others in terms of strength of correlation. The insights can be useful for identifying key areas of focus to enhance overall leadership effectiveness.

Collaborative leadership challenges in humanitarian crisis management

This section examines the challenges of collaborative leadership, which, despite its importance in fostering teamwork and coordination, can be hindered by issues like ineffective communication, conflict management, and resistance. This section evaluates how well leaders are able to navigate these challenges, ensuring that collaboration between various stakeholders remains productive and that decision-making processes are enhanced through teamwork.

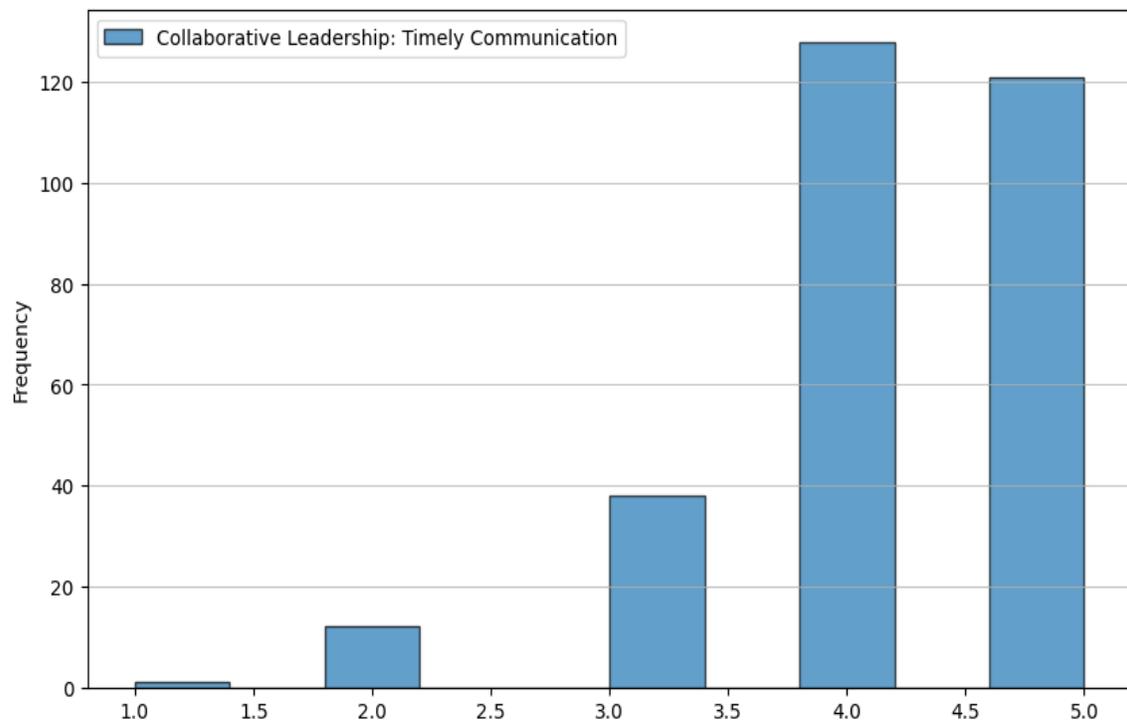


Figure 31 Collaborative Leadership: Timely Communication

Collaborative Leadership: Figure 32 Timely Communication Peak Frequencies at 4 and 5: The majority of respondents (around 120 for 4 and 110 for 5) rated this aspect highly, indicating strong agreement that collaborative leadership ensures timely

communication. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

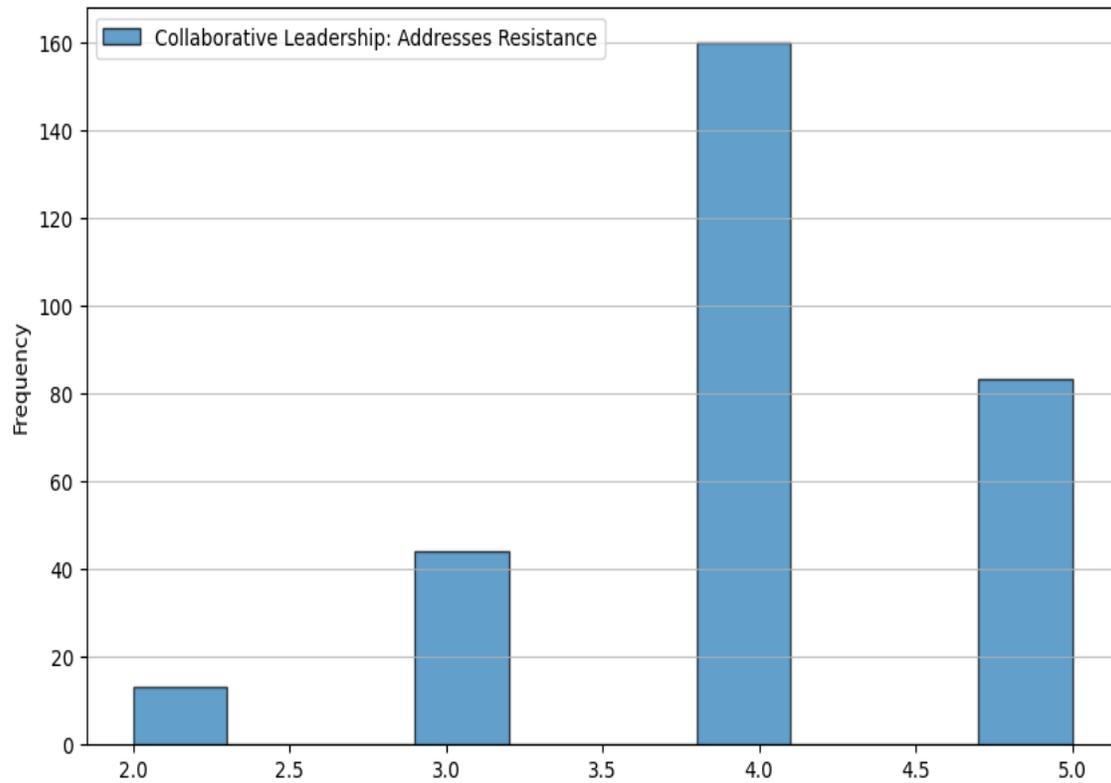


Figure 32 Collaborative Leadership: Addresses Resistance

Collaborative Leadership: In figure 33 Addresses Resistance Peak Frequency at 4: The highest frequency (around 160) is at score 4. High Frequency at 5: Many respondents (around 80) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

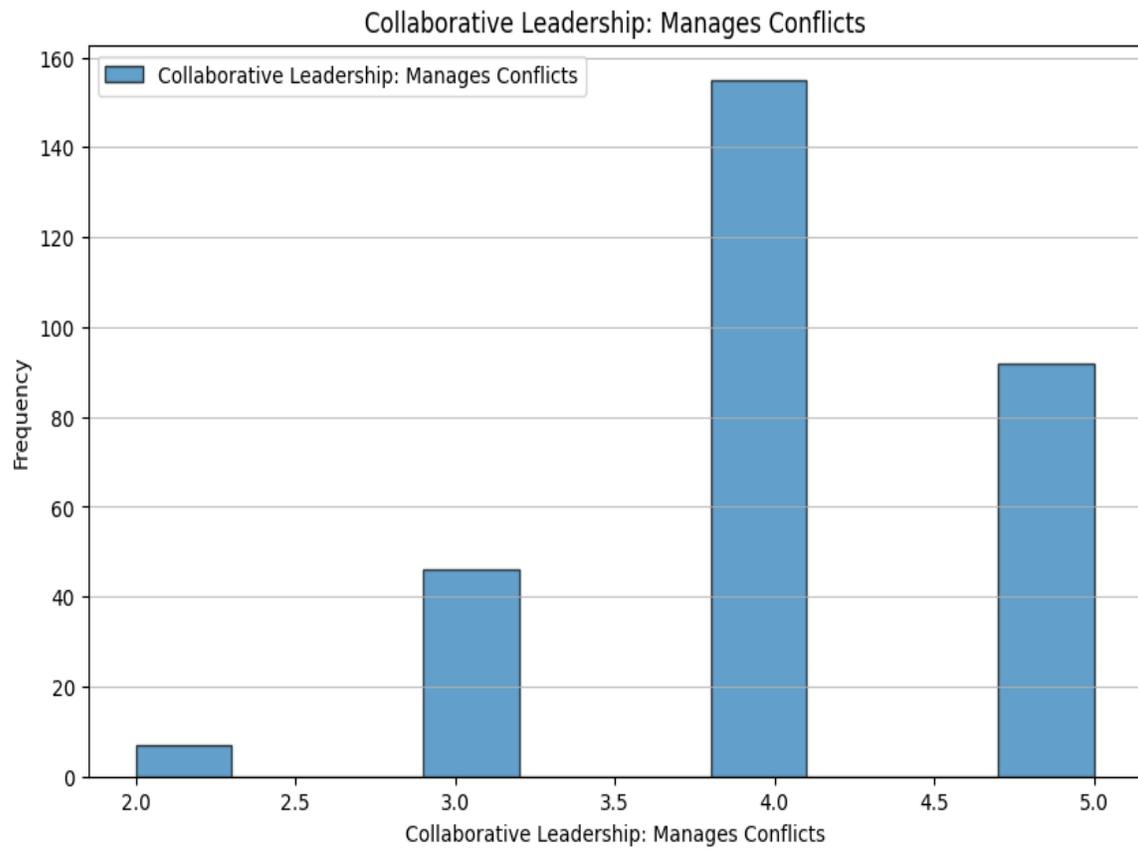


Figure 33 Collaborative Leadership: Manages Conflicts

Collaborative Leadership: In figure 34 Manages Conflicts Peak Frequency at 4: The highest frequency (around 160) is at score 4. High Frequency at 5: Many respondents (around 60) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 2 or lower.

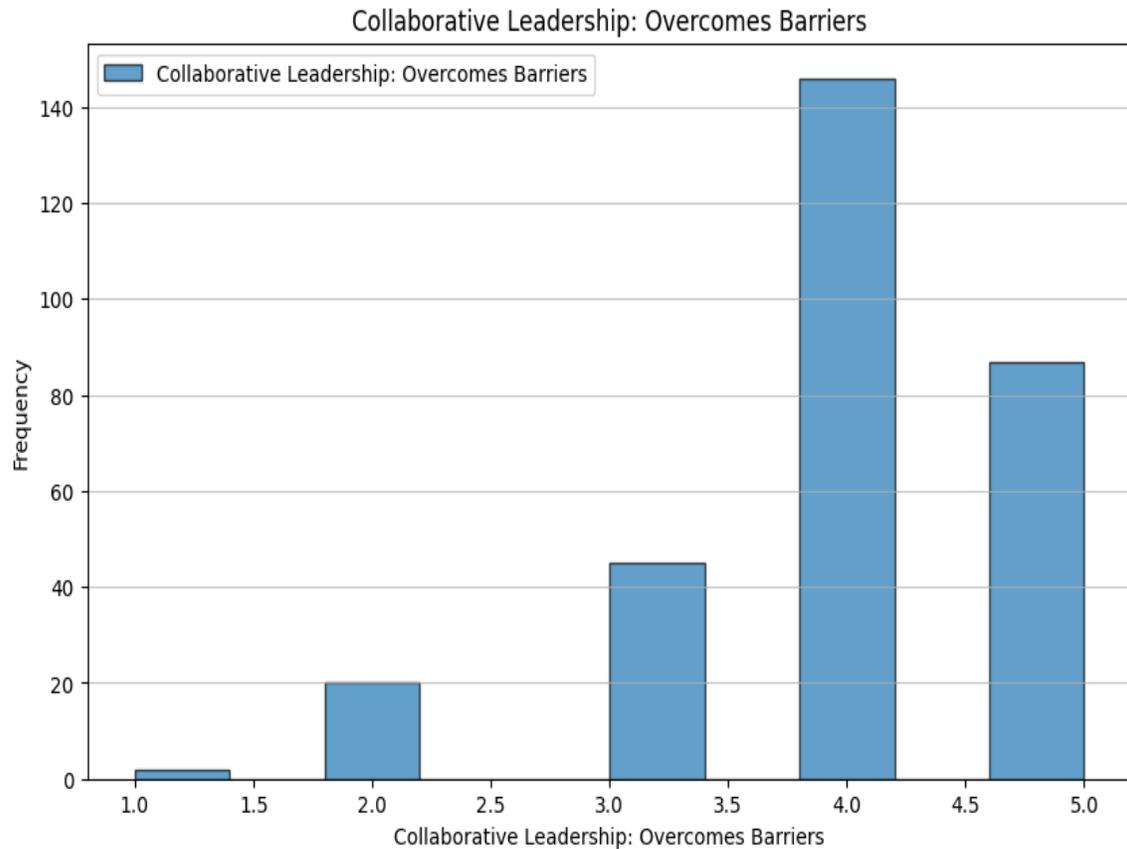


Figure 34 Collaborative Leadership: Overcome Barriers

Collaborative Leadership: In figure 35 Overcomes Barriers Peak Frequency at 4: The highest frequency (around 140) is at score 4. High Frequency at 5: Many respondents (around 60) rated it 5. Moderate Frequency at 3: Some respondents (around 40) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

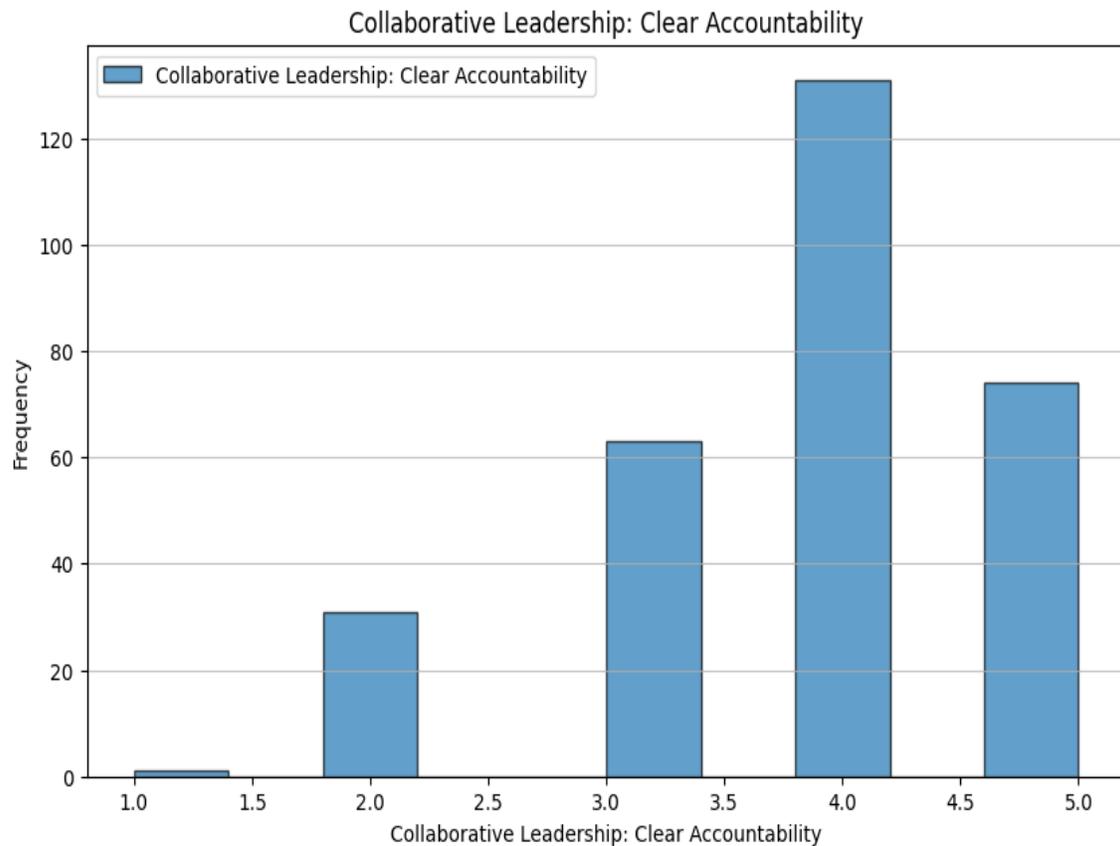


Figure 35 Collaborative Leadership: Clear Accountability

Collaborative Leadership: In Figure 36 Clear Accountability Peak Frequency at 4: The highest frequency (around 120) is at score 4. High Frequency at 5: Many respondents (around 60) rated it 5. Moderate Frequencies at 3 and 2: Some respondents (around 60) rated it 3, and a few (around 40) rated it 2. Low Scores: Very few respondents rated this aspect 1 or 1.5.

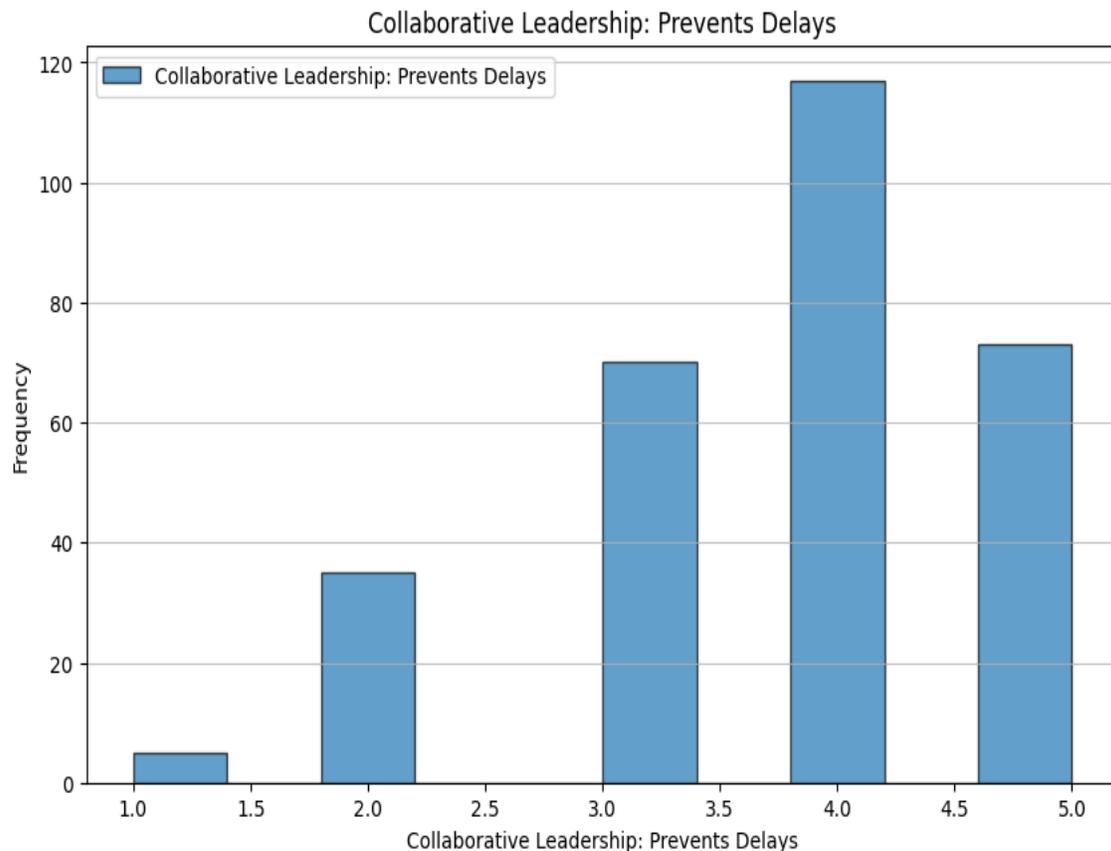


Figure 36 Collaborative Leadership: Prevent Delays

Collaborative Leadership: In figure 37 Prevents Delays Peak Frequency at 4: The highest frequency (around 120) is at score 4. High Frequency at 5: Many respondents (around 60) rated it 5. Moderate Frequency at 3: Some respondents (around 60) rated it 3. Low Scores: Very few respondents rated this aspect 1 or 2.

- Interpretation

Dominant Ratings: For all aspects of Collaborative Leadership in this section, the most frequent ratings are 4 and 5, indicating that respondents generally agree or strongly agree that collaborative leadership is effective in ensuring timely communication, addressing resistance, managing conflicts, overcoming barriers, maintaining clear accountability, and preventing delays.

Minor Discontent: Very few respondents gave low ratings (1-2), suggesting minimal dissatisfaction.

Areas for Improvement: While high scores are common, the presence of moderate scores (3) indicates there may still be areas for improvement in achieving the highest standards of collaborative leadership.

Table 10 presents descriptive statistics concerning Collaborative leadership challenges in humanitarian crisis management.

Collaborative Leadership Challenges					
Scales	Mean	Median	Mode	Std. Deviation	Skewness
Ensuring timely and accurate communication among all stakeholders involved in crisis management	4.19	4.00	4.00	0.83	-0.93
Addressing resistance from individuals or departments towards active collaboration in crisis management	4.04	4.00	4.00	0.77	-0.64
Managing conflicts that may arise due to diverse viewpoints in the collaborative process	4.11	4.00	4.00	0.74	-0.52
Overcoming any cultural or structural barriers that hinder effective collaboration	3.99	4.00	4.00	0.88	-0.81
Establishing clear accountability and ownership in a collaborative leadership model for crisis management	3.82	4.00	4.00	0.93	-0.50
Ensuring that the collaborative decision-making process does not lead to delays during crises	3.73	4.00	4.00	1.01	-0.51

Table 11: Descriptive statistics on Collaborative leadership challenges in humanitarian crisis management

The mean importance score for Timely and accurate communication between key stakeholders for crisis management was quite high at 4.19 which signified that it is a major

challenge (Table 10). With a standard deviation of 0.83 indicating moderate variability, the median and mode of 4.00 show consistency in responses. A skewness of -0.93 indicates a tendency toward agreement. These findings present the important requirements for effective modes of communication to prevent miscommunication whose significant deviation could cripple crisis coordination and efficient resource allocation.

Resistance from persons or divisions to work both actively and collaboratively on crisis management obtained a mean of 4.04, demonstrating strong agreement that is a big challenge (Table 10). The score of standard deviation (0.77) shows less variation and the distribution confirmed by median and mode both equal forming 4.00 confirmed little variability in the data. A skewness of -0.64 indicates a slight bias towards higher difficulty ratings. This finding implies that there is a potential need to combat internal resistance by building inclusive engagement practices and creating an inclusive mindset throughout the organization.

The mean score of 4.11 for managing conflicts owing to diverse viewpoints in the collaborative process also indicates it is a challenge (Table 10). With a standard deviation of 0.74, this low number shows that respondents tended to answer consistently, and with both a median and mode of 4.00, there is support for alignment. The skewness of -0.52 indicates a slight preference for agreement. Ultimately, the results imply a need to manage conflict appropriately to promote harmony and ensure the engagement of diverse perspectives; two important components of crisis management and effective collaborative leadership.

Facilitating joint action by overcoming cultural or structural barriers that impede collaboration received an average score of 3.99 (Table 10), indicating moderate-to-significant difficulty in this area. With a median and mode of 4.00 providing strong alignment in responses, the standard deviation of 0.88 shows moderate variation. Skewness

of -0.81 indicates a tendency to agree. Such an environment requires cultural sensitivity and structural adaptations to support working together in crises.

The study noted that establishing clear accountability and ownership in a collaborative leadership model for crisis management. The mean difficulty received a score of 3.82 (moderate difficulty), which states that there is clearer accountability and ownership in a collaborative leadership model. The standard deviation of 0.93 indicates more variability in responses, while a median of 4.00 and a mode of 4.00 show in keeping with alignment. A skewness of -0.50 is considered a near-normal distribution. These findings highlight the importance of clear roles and responsibilities to prevent confusion and inefficiency in responding to crises.

The possibility that the collaborative decision-making process does not lead to delays during crises received a mean score of 3.73, which means a moderate score and moderate challenge. The standard deviation of 1.01 indicates more variation in responses, while the median and mode of 4.00 provide some degree of relief for the credibility of the data. It indicates a slight skew toward agreement (skewness of -0.51). This finding points to the tension between ensuring inclusivity in decision-making and the need for swift action, which necessitates processes streamlined enough to avoid delays without sacrificing the effectiveness of collaboration.

Regression analysis: Collaborative leadership approach and its perceived challenges.

Regression analysis has been run to explore the predictive role of the scale items of collaborative leadership on the collaborative leadership challenge. The results can be found in Table 12.

Model Summary							
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square Change	F Change	Sig. F Change	
.657a	0.432	0.422	0.455	0.432	44.667	<0.001	
Coefficients							
Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.45	0.19		7.51	0.00	1.07	1.83
Decision-making process	0.11	0.04	0.16	3.00	0.00	0.04	0.19
Coordination among different departments	0.05	0.05	0.06	1.10	0.27	-0.04	0.15
Involvement of multiple stakeholders in decision-making	0.14	0.04	0.20	3.76	0.00	0.07	0.22
Response times during humanitarian crises	0.13	0.03	0.24	4.68	0.00	0.08	0.19
Innovation in developing effective solutions	0.17	0.04	0.22	4.20	0.00	0.09	0.26

Table 12: Results of regressing Collaborative leadership challenge on the scale items of Collaborative leadership

^a Predictors: Decision-making process, Coordination among different departments, Involvement of multiple stakeholders in decision-making, Response times during humanitarian crises, Innovation in developing effective solutions.

^b Dependent variable: Collaborative leadership challenges (Composite score).

The results of the regression analysis in Table 12 provide insight into the predictive role that different elements of collaborative leadership play in the challenges related to their implementation. The model summary presented an R-value of 0.657 which correlates to a moderately strong positive relationship between the predictor variables (the scale items of collaborative leadership) and the dependent variable (collaborative leadership challenges). The model accounts for 43.2% of the variance in collaborative leadership

challenges, as indicated by the R Square value of 0.432, demonstrating a meaningful impact of the predictors. An Adjusted R Square of 0.422, which corrects for the number of predictors further suggests that the model fulfills uncertainty with respect to forecasting. Additionally, the Sig. Extremely small p values of F Change < 0.001 suggest that the model is statistically significant as a whole and that the predictor variables jointly have a statistically significant predictive influence on collaborative leadership challenges.

The coefficient table gives additional insights for each predictor. Of these, humanitarian crisis response times appear to have the strongest effect, with an unstandardized coefficient (B) of 0.13 and a standardized coefficient (Beta) of 0.24 (Sig. < 0.001). These findings imply that delays, or lack of efficiency, during response times, present a significant impediment to successful collaborative leadership because, in a crisis, such processes of gaining diverse inputs and constructing formal consensus can undermine the speed of critical decision-making.

Innovation in creating effective solutions is identified as another leading predictor (B = 0.17 and Beta = 0.22 (Sig. < 0.001). The confidence interval (0.09 to 0.26) indicates a narrow margin of error, corroborating its significance. It indicates how fostering innovation is an important benefit of collaboration but also a potential source of challenges, as innovative ideas often must be weighed against the urgency and practicality of a crisis, with an opportunity for friction or disorganization.

Important variables are also the involvement of multiple stakeholders in decision-making: B = 0.14, Beta = 0.20 (Sig. < 0.001). The fact that the confidence interval of the relative risk (0.07 to 0.22) is so narrow underlines the robustness of the data. While stakeholder involvement positively contributes to inclusivity and provides different perspectives, it may also complicate decision-making processes by introducing conflicting viewpoints and logistical challenges, therefore presenting a struggle for shared leadership.

The decision-making process has also been found potential, $B = 0.11$ and $Beta = 0.16$ (Sig. = 0.00). Also, the confidence interval (0.04 to 0.19) adds to the certainty of this predictor. These findings reveal that collaborative leadership, which focuses on shared decision-making, may struggle to reach consensus or manage disagreements among contributors, even more so when under pressure in crisis situations.

On the other hand, coordination between different sectors has a comparatively lesser impact, with $B=0.05$ and $Beta=0.06$ (Sig. = 0.27). Its confidence interval (-0.04 to 0.15) also reveals that the predictor is non-significative in regard to the perceived challenges. This could imply that firms that practice collaborative leadership have a process and structural advantages for coordinating across their own siloes and could make interdepartmental coordination a less pressing challenge.

Thereafter, to understand the relationship between the variables within this section, the researcher plots a correlation matrix:

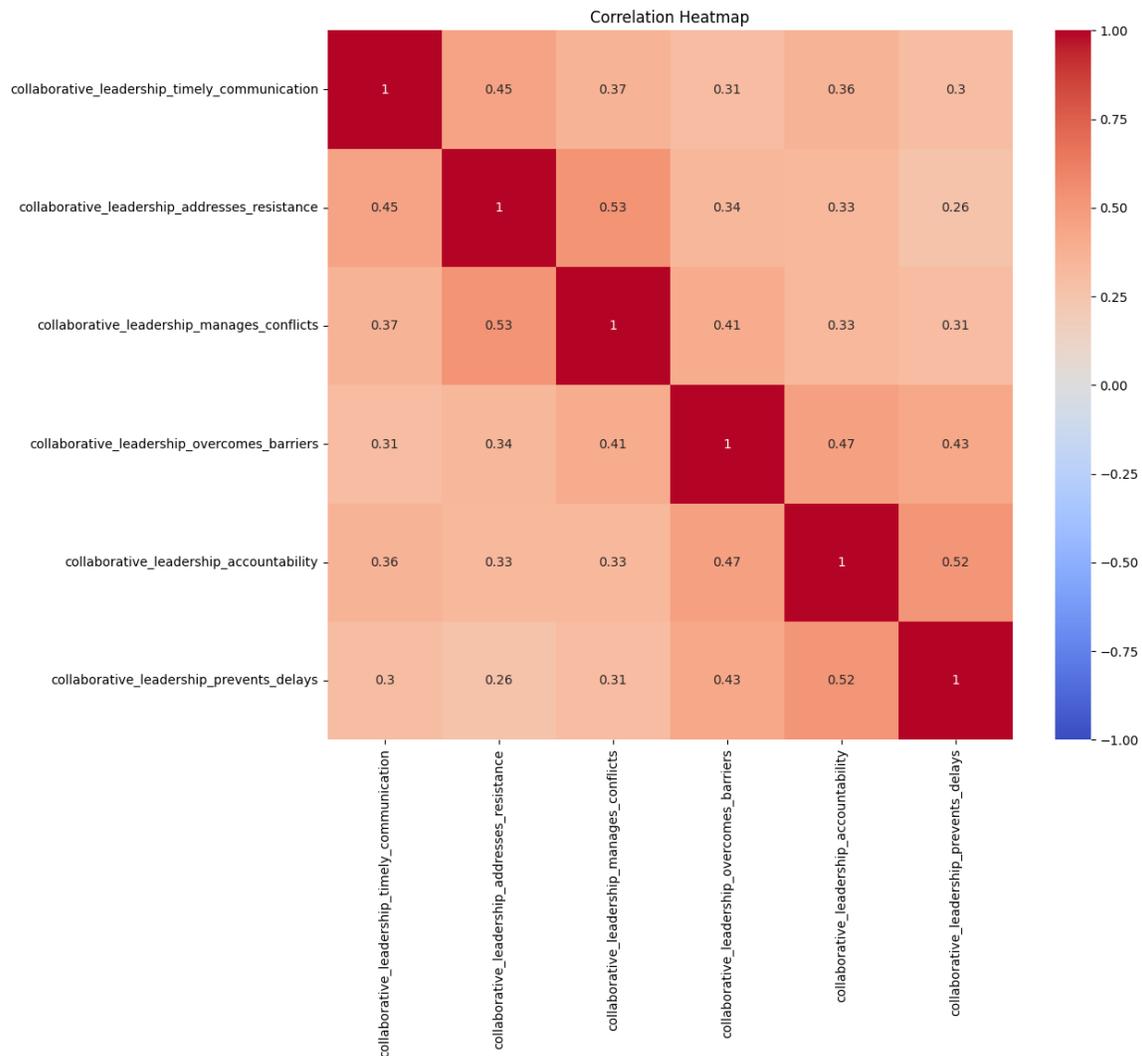


Figure 37 Collaborative Leadership Challenges Variables

1. [0-0.2] = No Correlation
2. (0.2-0.4] = Low Correlation
3. (0.4-0.7] = Medium Correlation
4. [0.7-1] = Strong Correlation

The correlation heatmap for collaborative leadership aspects indicates several medium and low correlations among the various aspects, suggesting moderate and weaker interrelationships.

- Strongest Correlations:

No strong correlations (above 0.7) are present in this heatmap, indicating no exceptionally high interdependence among the surveyed aspects of collaborative leadership.

- Medium Correlations:

The highest correlation observed is between "Collaborative Leadership: Addresses Resistance" and "Collaborative Leadership: Manages Conflicts" (0.53), indicating a moderate relationship where effective addressing of resistance moderately supports better conflict management. Other medium correlations include:

"Collaborative Leadership: Timely Communication" and "Collaborative Leadership: Addresses Resistance" (0.45)

"Collaborative Leadership: Manages Conflicts" and "Collaborative Leadership: Overcomes Barriers" (0.41)

"Collaborative Leadership: Clear Accountability" and "Collaborative Leadership: Overcomes Barriers" (0.47)

"Collaborative Leadership: Clear Accountability" and "Collaborative Leadership: Prevents Delays" (0.52)

- Low Correlations:

The majority of the other correlations fall into the low category (0.2-0.4), suggesting that while there is some interrelation, it is not particularly strong. For example, "Collaborative Leadership: Timely Communication" shows low correlations with several other aspects like managing conflicts, overcoming barriers, clear accountability, and preventing delays.

Overall, the medium correlations suggest that these aspects of collaborative leadership do work together to some extent, influencing one another. The low correlations indicate that these aspects operate somewhat independently within the broader context of

collaborative leadership. The insights can be useful for identifying key areas of focus to enhance overall collaborative leadership effectiveness, particularly focusing on areas like addressing resistance and managing conflicts, which appear more interrelated.

Strategic leadership challenges in humanitarian crisis management

Section 6 focuses on the challenges faced by strategic leadership, specifically addressing issues related to organizational alignment, resource allocation, and navigating complex crises. Strategic leadership is essential for long-term crisis preparedness and response, but this section investigates how well corporate leaders in the DRC manage these challenges in real-world crisis scenarios.

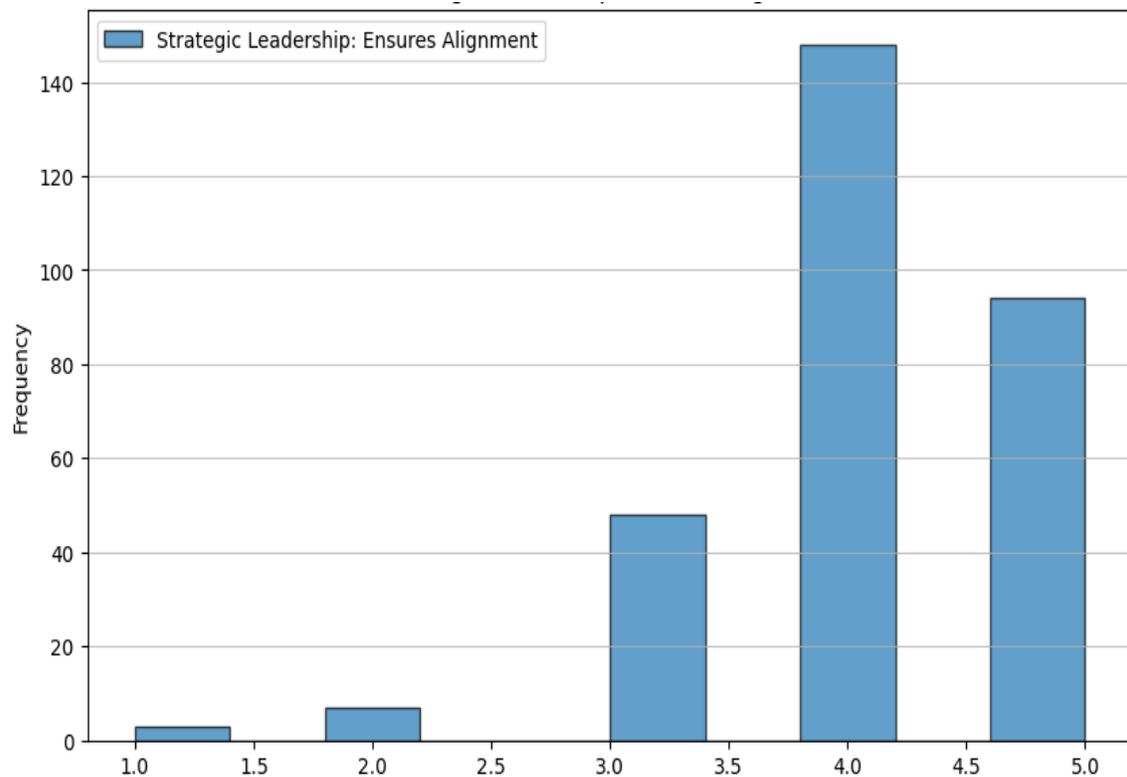


Figure 38 Strategic Leadership: Ensures Alignment

- Ensures Alignment:

High ratings at 4 and 5. Strategic leadership is perceived as ensuring alignment within the organization.

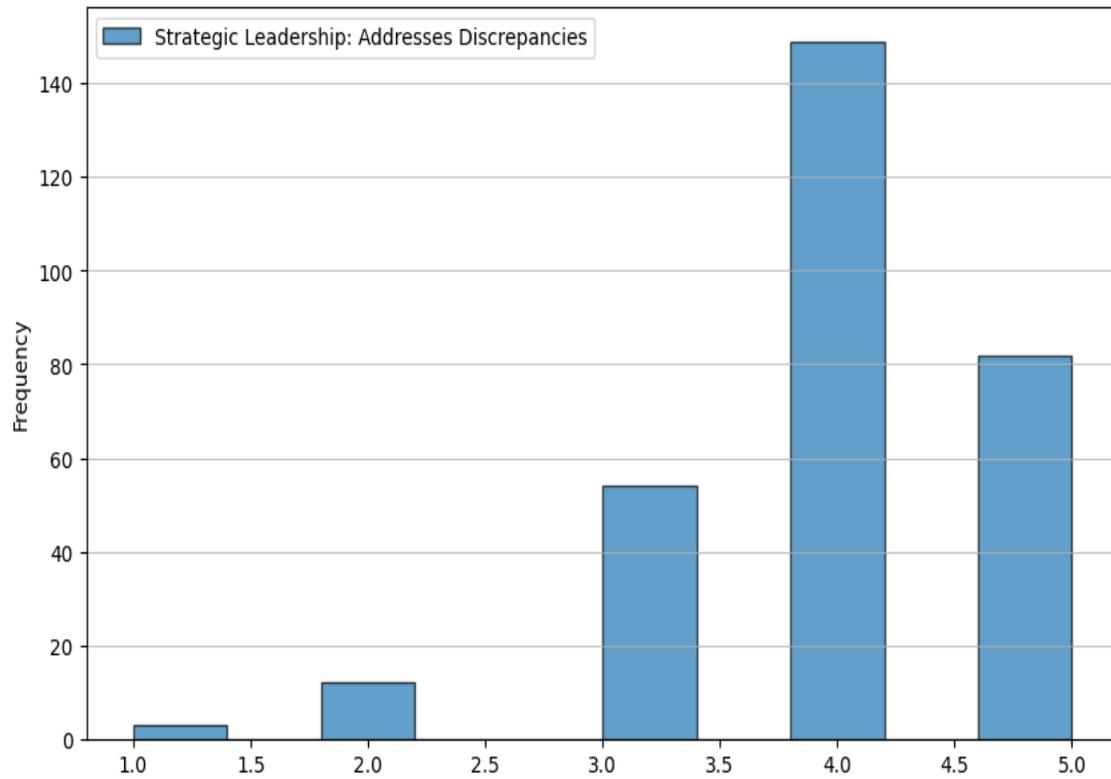


Figure 39 Strategic Leadership: Addresses Discrepancies

- Addresses Discrepancies:

Most ratings are 4, indicating a positive perception. Strategic leadership is effective in addressing discrepancies.

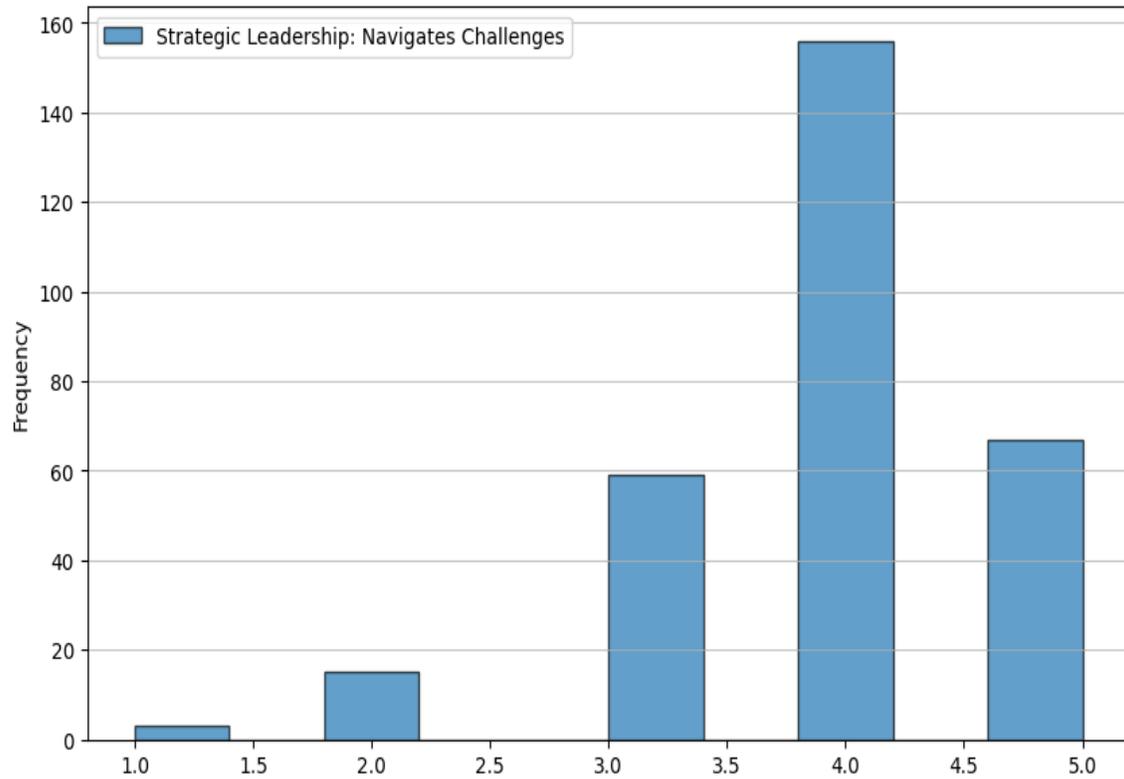


Figure 40 Strategic Leadership: Navigates Challenges

- Navigates Challenges:

High frequency of ratings at 4. Strategic leadership is seen as capable of navigating challenges effectively

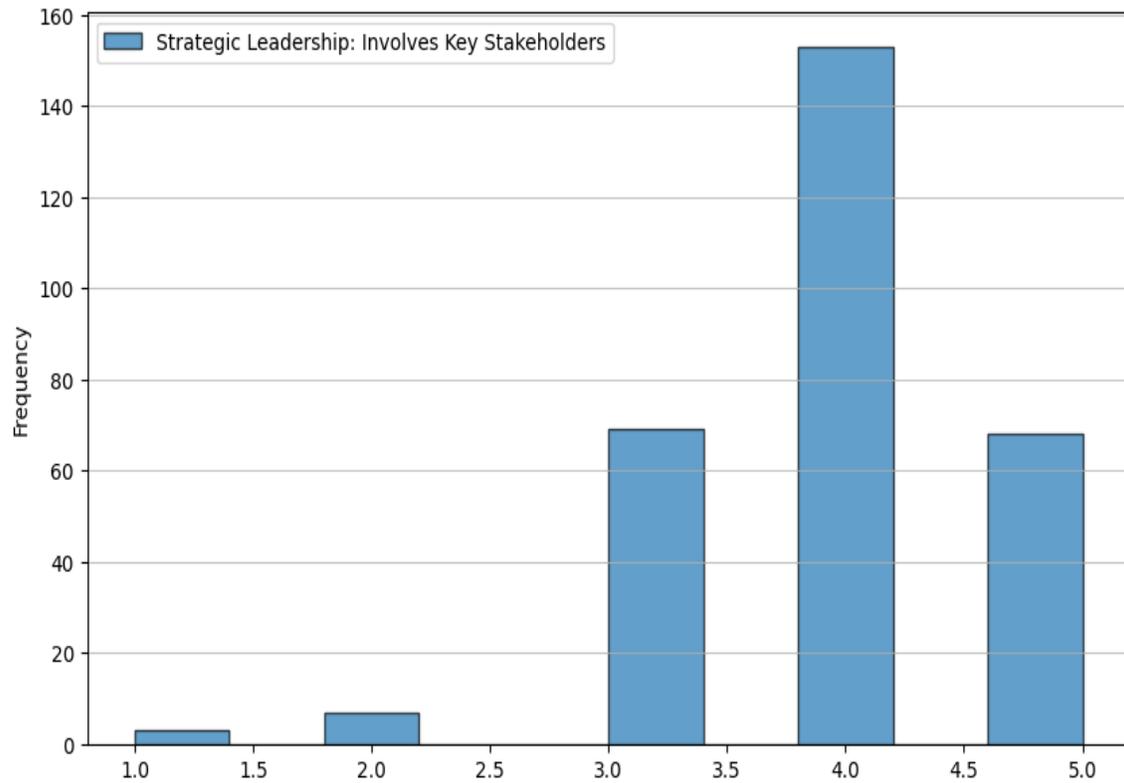


Figure 41 Strategic Leadership: Involves Key Stakeholders

- Involves Key Stakeholders:

Ratings are concentrated around 4 and 5. Reflects that strategic leadership effectively involves key stakeholders.

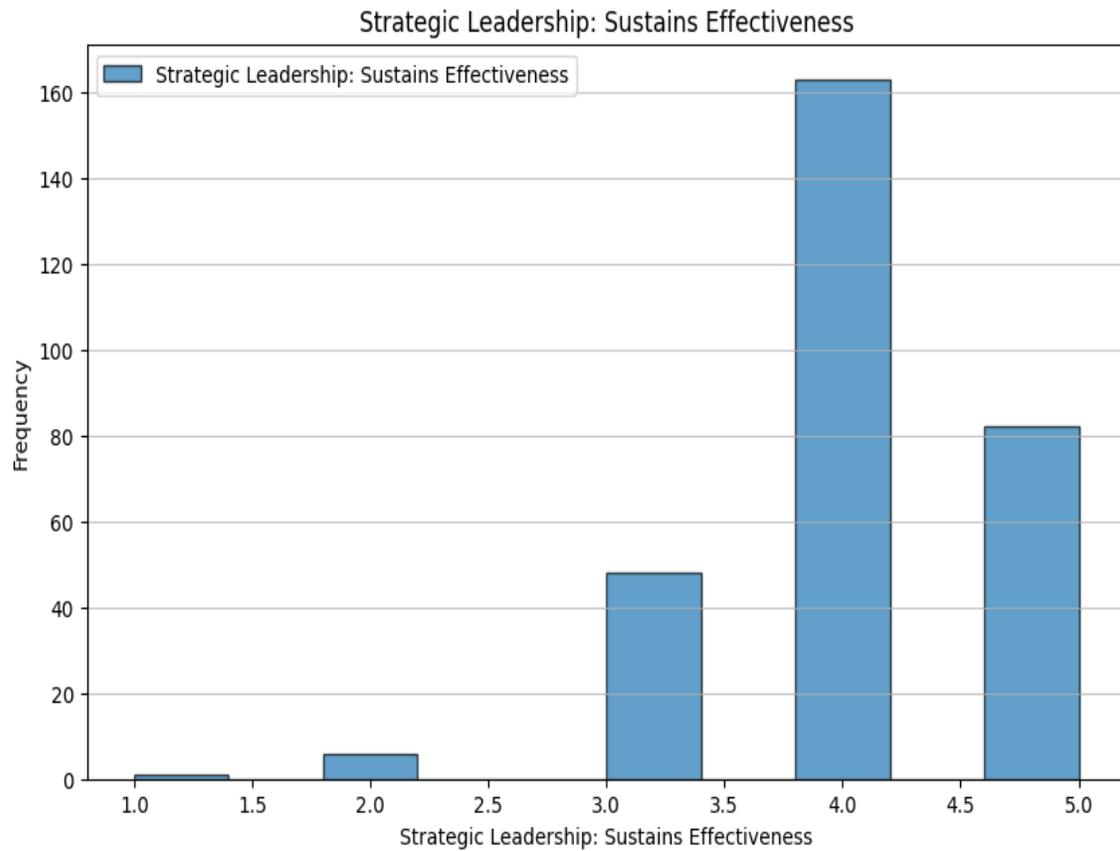


Figure 42 Strategic Leadership: Sustains Effectiveness

- Sustains Effectiveness:

High ratings at 4. Strategic leadership is perceived to sustain effectiveness.

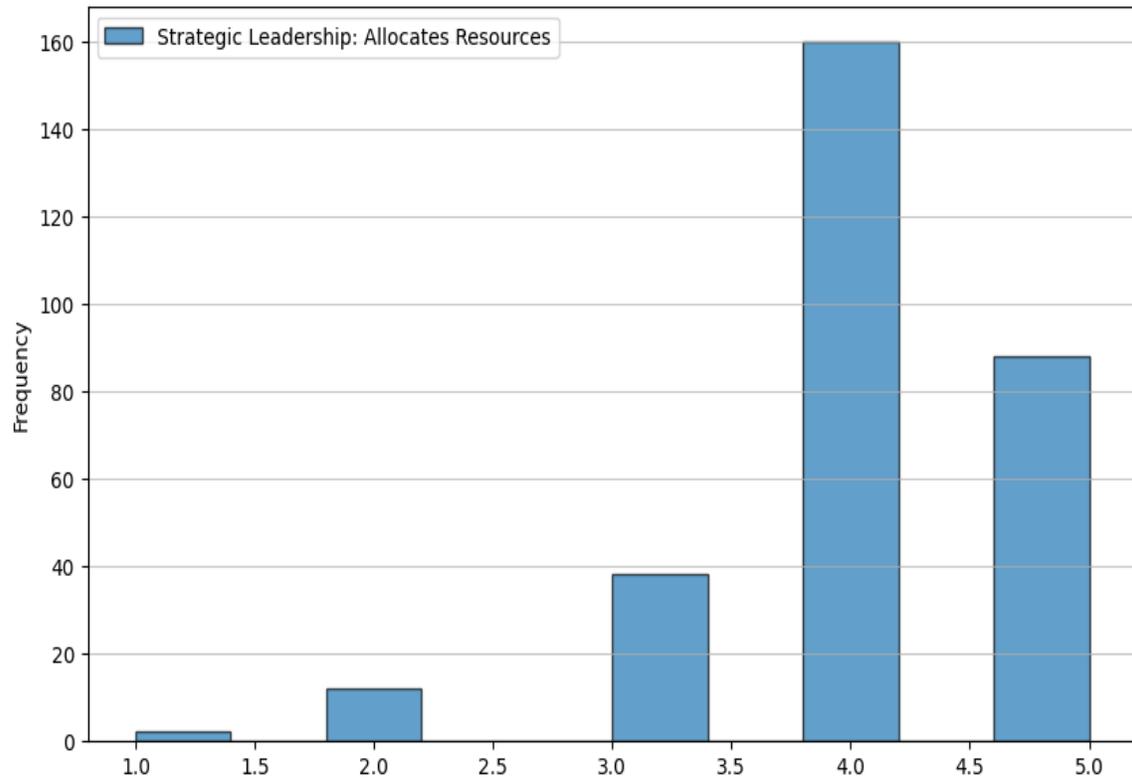


Figure 43 Strategic Leadership: Allocates Resources

- Allocates Resources:

Predominantly rated at 4. Strategic leadership is seen as effective in resource allocation.

Dominant Ratings: 4 and 5 across all aspects.

General Interpretation: Strategic leadership is highly valued for its effectiveness in ensuring alignment, addressing discrepancies, navigating challenges, involving key stakeholders, sustaining effectiveness, and allocating resources. Respondents have a strong positive perception of the impact of strategic leadership on organizational success.

Descriptive statistics concerning strategic leadership challenges in humanitarian crisis management are presented in Table 11.

Strategic Leadership Challenges					
Scales	Mean	Median	Mode	Std. Deviation	Skewness
Ensuring alignment between the strategic vision of leadership and the goals of effective humanitarian crisis management	4.08	4.00	4.00	0.81	-0.87
Addressing any discrepancies between the overall strategic direction and the specific needs of crisis management	3.98	4.00	4.00	0.84	-0.79
Navigating unforeseen challenges and changes in crisis scenarios without compromising the strategic plan	3.90	4.00	4.00	0.84	-0.73
Involving key stakeholders in the development and execution of strategic crisis management plans	3.92	4.00	4.00	0.80	-0.61
Sustaining the long-term effectiveness of strategic leadership approaches in humanitarian crisis management	4.06	4.00	4.00	0.74	-0.61
Effectively allocating resources based on strategic priorities for humanitarian crisis management	4.07	4.00	4.00	0.80	-0.91

Table 13: Descriptive statistics on Strategic leadership challenges in humanitarian crisis management

The extent to which a strategic vision of leadership can effectively align with the issues and challenges of humanitarian crisis management scored a mean of 4.08, indicating significant challenges. This is further echoed in the median and mode of 4.00 which both suggest agreement with the statement, while a standard deviation of 0.81 reflects moderate variation. Negative skewness of -0.87 suggests a tendency towards higher levels of challenges. These findings indicate that obtaining a cohesive alignment between overarching strategic visions and tactical operational objectives is paramount, as such misalignment can produce inefficiencies and subpar outcomes in the management of crises.

Addressing differences in the overall strategic direction with the specific needs of crisis management had a mean score of 3.98, which is considered a moderate-to-significant difficulty. With a standard deviation ranging from 0.84, it can be seen that on a scale of 1 to 5, there is moderate variability but most of the respondents seem to be consistent with their responses towards a median and mode of 4.00. Skewness of -0.79 indicates a tendency toward more challenges. It shows the need for adaptable strategic frameworks that can be sensitive to the needs of individual crises and be well suited for addressing them.

The challenge of unforeseen difficulties and changes within crisis scenarios without compromising the strategic plan (mean = 3.90, SD = 0.953) was a moderate-to-significantly difficulty level. The 0.84 standard deviation indicates moderate variability, while a 4.00 median and mode show response consistency. A -0.73 skewness suggests a mild leaning towards a tendency to believe that there are high difficulties. Such results highlight the need for flexible tactical plans to adjust to dynamic states of crisis while maintaining fidelity to the larger goals of the leadership.

The issue of involving appropriate stakeholders in the creation and implementation of strategic crisis plans received a mean score of 3.92, indicating moderate or substantial difficulty. Response variability was moderate (standard deviation of 0.80), with a median and mode of 4.00 indicating even greater consistency in response. A skew of -0.61 in the general agreement of higher challenges. It highlights the necessity of promoting discursive stepwise planning that can maximize different expertise and align stakeholders around strategic goals.

Sustaining the long-term effectiveness of strategic leadership systems in humanitarian crisis management received a mean score of 4.06, signaling a lot of challenges. For instance, an individual can interpret lower data variability for the value

with a standard deviation of 0.74, while the median and mode of 4.00 exhibit consistency. This highlights the necessity of long-term strategies that work; continuing to prepare, all stakeholders must be regulated, with regular evaluation readapting to the needs of the crisis.

The challenge of allocating resources in alignment with strategic objectives for humanitarian crisis management had a mean of 4.07 indicating considerable challenge. With a standard deviation of 0.80, there is moderate variability, and the median and mode of 4.00 indicate they are on the same page. Negative skewness (-0.91) indicates a strong bias toward the higher end in the Likert scale. The implications of these results imply the importance of strategic resource allocation during a crisis, maximizing the efficiency of what needs to be done to cover the most immediate needs effectively.

Regression analysis: Strategic leadership approach and its perceived challenges.

Regression analysis has been run to explore the predictive role of the scale items of strategic leadership on the strategic leadership challenge. The results can be found in Table 14.

Model Summary							
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square Change	F Change	Sig. F Change	
.669 ^a	0.447	0.438	0.432	0.447	47.537	<0.001	
Coefficients ^b							
Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.69	0.15		11.09	0.00	1.39	1.99
Aligning the organization's vision	0.13	0.04	0.20	3.41	0.00	0.06	0.21

Proactive planning for potential humanitarian crises	0.15	0.04	0.22	3.84	0.00	0.07	0.23
Allocation of resources	0.11	0.04	0.15	2.61	0.01	0.03	0.19
Involving key stakeholders	0.11	0.03	0.17	3.16	0.00	0.04	0.17
Continuous improvement	0.08	0.04	0.12	1.97	0.05	0.00	0.16

Table 14: Results of regressing Strategic leadership challenge on the scale items of Strategic leadership

^a Predictor variables: Aligning the organization's vision, Proactive planning for potential humanitarian crises, Allocation of resources, Involving key stakeholders, Continuous improvement.

^b Independent variable: Collaborative leadership challenges (Composite score)

The results from the regression analysis emphasize that certain dimensions of strategic leadership play a fundamental role in foreseeing implementation challenges. The model summary shows the R value=0.669 suggests a moderate positive correlation between the predictors as scale items of strategic leadership and the dependent value to predict strategic leadership challenges. This is also indicated by the R Square value of 0.447, meaning that 44.7% of the variance in strategic leadership challenges can be explained by the model, indicating a significant contribution of the predictors. An adjusted R Square of 0.438 explains the number of predictors and further validates the model. The Sig. $P < 0.001$ is yet another indication of statistical significance, as the predictors taken together are able to describe meaningfully the value of the dependent variable.

In the coefficient table, it can be observed that exercising proactive planning for future humanitarian crises is the strongest predictor, with an unstandardized coefficient (B) of 0.15 and a standardized coefficient (Beta) of 0.22 (Sig. <0.001). An interval of 0.07 to 0.23 means a very minimal margin of error, which confirms the reliability of the result. Although outcome-driven strategic planning is a key tenant of effective strategic leadership, these findings suggest that the establishment of plans before maximum

uncertainty occurs in the context of highly dynamic crisis settings presents its own complications of lack of foresight and less adaptability.

Another important predictor is aligning the organization's vision with crisis management goals ($B = 0.13$, $Beta = 0.20$, $Sig. <0.001$). This value is supported by the confidence interval (0.06, 0.21). And so, these findings highlight the challenge of reconciling long-term strategic visions with the short-term needs of humanitarian crises. Misalignment creates inefficiencies, leads to miscommunications, and reduces the overall coherence of organizational responses, representing a challenge to strategic leadership.

Engaging important stakeholders also has a significant effect ($B = 0.11$ and $Beta = 0.17$ ($Sig. <0.001$)). And its confidence interval (0.04 to 0.17) indicates a small margin of error. These findings suggest that whereas stakeholder involvement is extremely important to accommodate the diversity of perspectives that support inclusiveness, it could also bring up logistical issues and operational obstacles. The decision-making and execution processes may perhaps become complex when there are differences in priorities or conflicting interests among the respective stakeholders.

The distribution of resources according to strategic priorities yielded a B value of 0.11 and a $Beta$ value of 0.15 ($Sig. = 0.01$), which makes it a relatively important although somewhat less important predictor. The confidence interval (0.03 to 0.19) shows that the result is significant. These findings indicate that, although an efficient allocation of what resources are available is crucial for optimizing responses, balancing the competing demands for limited resources can be challenging in resource-limited settings. Balancing effective and equitable distribution of resources can test the mettle of leaders.

Continuous improvement has the least significant impact among the predictors ($B = 0.08$, and $Beta = 0.12$ ($Sig. = 0.05$)). A wider confidence interval (0.00 to 0.16) shows the margin of error can be wide, indicating some uncertainty. Digging deeper into the meaning

of course, the interpretation indicates that although encouraging continuous improvement is good, it doesn't necessarily relate to challenges. Rather, it could be a strategic goal on one end but not necessarily a cause of concern on the other end.

Thereafter, to understand the relationship between the variables within this section, the study plot a correlation matrix:

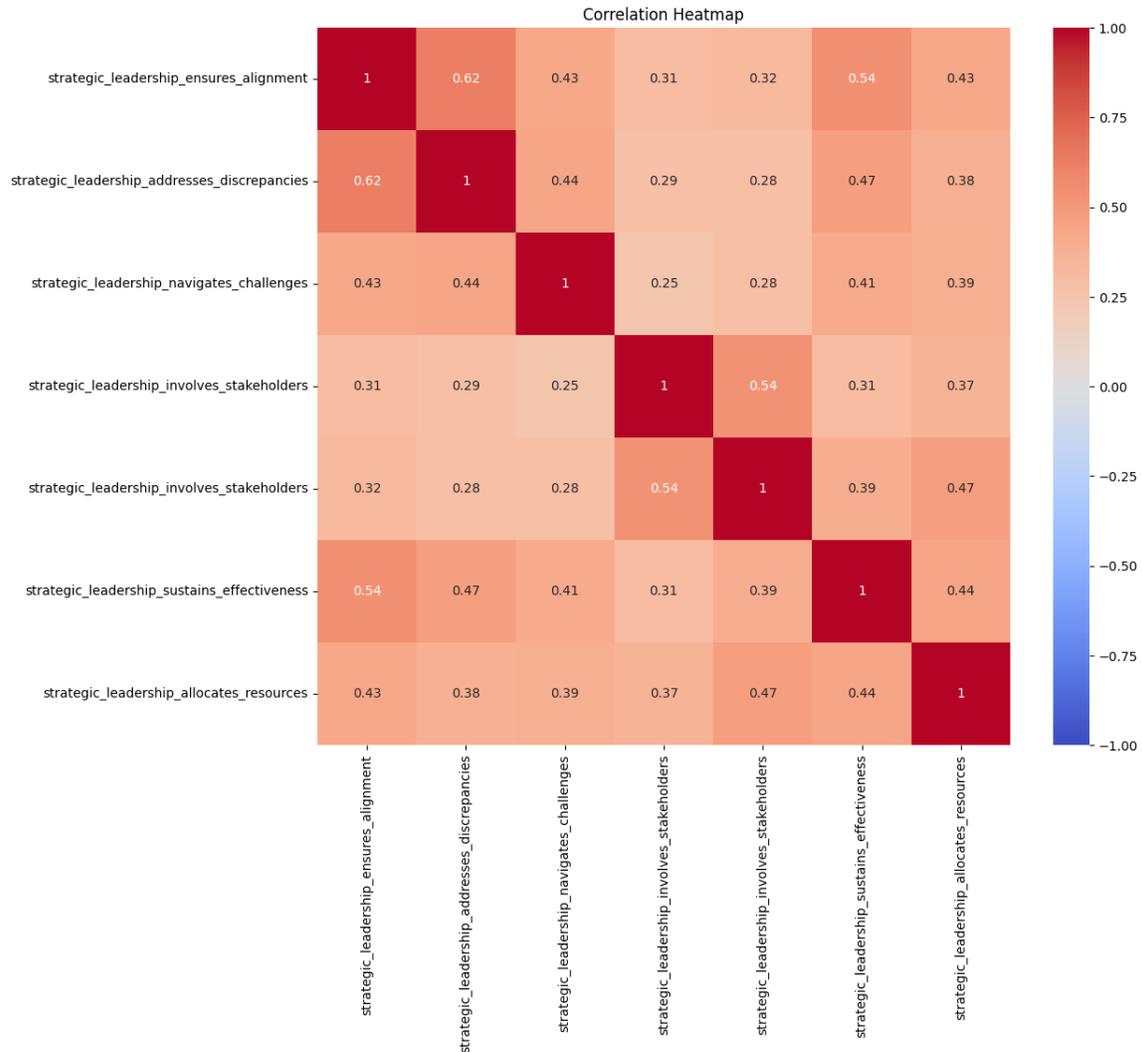


Figure 44 Strategic Leadership Challenges variables

- Interpretation

Together, these sections provide a comprehensive analysis of the barriers that leaders encounter in implementing visionary, collaborative, and strategic leadership

strategies during humanitarian crises. By identifying the areas where leadership struggles, the findings from these sections will help highlight opportunities for improvement, ultimately enhancing the effectiveness of leadership in future crisis management efforts.

1. [0-0.2] = No Correlation
2. (0.2-0.4] = Low Correlation
3. (0.4-0.7] = Medium Correlation
4. [0.7-1] = Strong Correlation

The correlation heatmap for strategic leadership aspects shows several medium and low correlations among the various aspects, indicating moderate and weaker interrelationships.

- Strongest Correlations:

No strong correlations (above 0.7) are present in this heatmap, indicating no exceptionally high interdependence among the surveyed aspects of strategic leadership.

Medium Correlations:

The highest correlation observed is between "Strategic Leadership: Ensures Alignment" and "Strategic Leadership: Addresses Discrepancies" (0.62), indicating a moderate relationship where ensuring alignment moderately supports addressing discrepancies. Other medium correlations include: "Strategic Leadership: Ensures Alignment" and "Strategic Leadership: Sustains Effectiveness" (0.54) "Strategic Leadership: Involves Stakeholders" and "Strategic Leadership: Involves Key Stakeholders" (0.54) "Strategic Leadership: Addresses Discrepancies" and "Strategic Leadership: Sustains Effectiveness" (0.47)

- Low Correlations:

The majority of the other correlations fall into the low category (0.2-0.4), suggesting that while there is some interrelation, it is not particularly strong. For example,

"Strategic Leadership: Navigates Challenges" shows low correlations with several other aspects like involving stakeholders, involving key stakeholders, sustaining effectiveness, and allocating resources.

Overall, the medium correlations suggest that these aspects of strategic leadership do work together to some extent, influencing one another. The low correlations indicate that these aspects operate somewhat independently within the broader context of strategic leadership. The insights can be useful for identifying key areas of focus to enhance overall strategic leadership effectiveness, particularly focusing on areas like ensuring alignment and addressing discrepancies, which appear more interrelated.

4.6 Summary of Findings

This analysis explores various aspects of leadership in the context of humanitarian crisis management through a series of histograms, correlation heatmaps, and statistical tests. Below is a detailed summary of the findings from the different sections analyzed.

- Section 1: Visionary Leadership

Histogram Analysis:

The histograms for Visionary Leadership indicated that most respondents rated the leadership traits positively, with the majority of ratings falling between 3 and 5. This suggests a general consensus that visionary leadership traits such as clear vision, proactive planning, and influencing decision-making are perceived as effective in managing humanitarian crises.

Correlation Analysis:

Medium Correlation (0.4-0.7): Most visionary leadership traits were moderately correlated with each other. For example, 'Clear Vision for Humanitarian Crisis Management' had a medium correlation with 'Aligns Vision with Crisis Management Goals' (0.62) and 'Proactive Planning for Crises' (0.49).

Key Insights: This indicates that respondents who rated one aspect of visionary leadership highly tended to rate other aspects positively as well, highlighting a consistent perception of effective leadership across various traits.

- Section 2: Collaborative Leadership

Histogram Analysis:

Similar to visionary leadership, collaborative leadership traits were also rated positively, with the majority of ratings in the range of 3 to 5. Traits such as enhancing decision-making and improving coordination received favorable ratings, reflecting the importance of collaboration in crisis management.

Correlation Analysis:

Medium Correlation (0.4-0.7): 'Enhances Decision-Making' was moderately correlated with 'Improves Coordination' (0.45) and 'Involves Multiple Stakeholders' (0.44).

Key Insights: The moderate correlations suggest that these collaborative traits are interrelated, with effective decision-making being linked to better coordination and stakeholder involvement.

- Section 3: Strategic Leadership

Histogram Analysis:

The histograms for strategic leadership traits showed a similar trend, with high frequencies of ratings between 3 and 5. This indicates that respondents view strategic leadership traits, such as aligning vision and proactive planning, as crucial for effective crisis management.

Correlation Analysis:

Medium Correlation (0.4-0.7): Significant medium correlations were observed between 'Aligns Vision with Crisis Management' and 'Proactive Planning for Crises' (0.56),

as well as between 'Effective Resource Allocation' and 'Fosters Continuous Improvement' (0.53).

Key Insights: These correlations underscore the interconnectedness of strategic leadership traits. Effective alignment of vision and planning appears to be critical for resource allocation and continuous improvement.

Section 4: Visionary Leadership Challenges

Histogram Analysis: The histograms for Visionary Leadership traits reveal a generally positive perception among respondents, with the majority of ratings between 3 and 5. Key traits such as ensuring clear vision, gaining commitment, and overcoming resistance are seen as critical components of visionary leadership.

Correlation Analysis:

Medium Correlation (0.4-0.7): Significant correlations exist between 'Ensures Clear Vision' and 'Gains Commitment' (0.45), as well as 'Overcomes Resistance' (0.41). This suggests that leaders who can articulate a clear vision are more likely to gain commitment and overcome resistance.

Key Challenges:

Ensuring Clear Vision: Leaders must effectively communicate their vision to align team efforts and achieve organizational goals. **Gaining Commitment:** Securing buy-in from team members and stakeholders is essential for the successful implementation of strategies.

Overcoming Resistance: Leaders need to address resistance to change, which can impede progress and adaptation during crises.

- Section 5: Collaborative Leadership Challenges

Histogram Analysis: Collaborative Leadership traits, such as timely communication, addressing resistance, and managing conflicts, received high ratings. This underscores the importance of collaboration in crisis management.

Correlation Analysis: Medium Correlation (0.4-0.7): There are notable correlations between 'Timely Communication' and 'Addresses Resistance' (0.45), as well as 'Manages Conflicts' and 'Overcomes Barriers' (0.41). Effective communication and conflict management are crucial for collaboration.

Key Challenges: Timely Communication: Ensuring timely and effective communication is vital to coordinating efforts and sharing critical information. Addressing Resistance: Collaborative leaders must be adept at addressing and mitigating resistance to maintain team cohesion. Managing Conflicts: Conflict management skills are essential to resolve disputes and maintain a productive working environment.

- Section 6: Strategic Leadership Challenges

Histogram Analysis: Strategic Leadership traits, including ensuring alignment, addressing discrepancies, and navigating challenges, were rated favorably. This highlights the perceived importance of strategic alignment and problem-solving in leadership.

Correlation Analysis: Medium Correlation (0.4-0.7): Significant correlations include 'Ensures Alignment' and 'Addresses Discrepancies' (0.62), as well as 'Sustains Effectiveness' and 'Allocates Resources' (0.44). These correlations suggest that strategic alignment and resource allocation are key for sustaining effectiveness.

Key Challenges: Ensuring Alignment: Strategic leaders must align organizational vision and goals with operational activities to ensure coherence and direction. Addressing Discrepancies: Identifying and addressing discrepancies is crucial to maintaining organizational integrity and performance. Navigating Challenges: Effective navigation of challenges requires strategic foresight and adaptability to respond to evolving crises.

The table below summarizes the results for each indicator examined in this study. Following the table, a summary of the key findings will be provided.

Table 15

Summarize the Results for each Indicator

Indicator	Visionary Leadership	Collaborative Leadership	Strategic Leadership
Setting Direction and Vision	Effective in creating long-term goals; challenges in practical implementation.	Strong alignment with organizational goals, but occasionally lacks full stakeholder buy-in.	A clear focus on aligning with crisis needs, though challenges in maintaining a long-term focus.
Resource Mobilization	Facilitates resource gathering but faces constraints in real-time allocation.	Enables resource pooling through partnerships; moderates logistical conflicts.	Efficient resource distribution, though balancing priorities can be challenging.
Stakeholder Engagement	Generally positive engagement, but struggles with securing broad buy-in.	Enhances communication across stakeholders; challenges in managing conflicts.	Effective engagement, but maintaining continuous support is difficult.
Coordination and Communication	Sets clear expectations but limited flexibility in fast-changing crises.	Highly effective in establishing cross-sector communication.	Ensures structured processes, though can be slow to adapt.
Crisis Preparedness and Adaptability	Proactive planning is strong but struggles with adaptability in crisis shifts.	Strong adaptability through stakeholder collaboration.	Balances preparedness with logistical planning; needs faster responsiveness.

Long-term Recovery Focus	A clear vision for recovery; difficult to convert to practical steps.	Strong in post-crisis partnerships but limited by varied stakeholder goals.	Sustained focus on recovery goals but challenged by immediate crisis needs.
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4.7 Conclusion

Overall, the analysis reveals a consistent positive perception of various leadership traits in humanitarian crisis management. The correlations suggest that different aspects of leadership are interrelated, highlighting the importance of a holistic approach to leadership. The significant variations in opinions based on experience further emphasize the need for tailored leadership strategies to accommodate diverse perspectives within a team.

The analysis identifies key challenges associated with visionary, collaborative, and strategic leadership in humanitarian crisis management within a corporate setting. Visionary leadership faces challenges in ensuring a clear vision, gaining commitment, and overcoming resistance. Collaborative leadership must address timely communication, resistance, and conflict management. Strategic leadership needs to focus on alignment, addressing discrepancies, and navigating challenges.

Addressing these challenges effectively requires a comprehensive approach that integrates the strengths of visionary, collaborative, and strategic leadership. Leaders must communicate clearly, foster collaboration, and strategically align resources and actions to manage humanitarian crises effectively. The correlations suggest that these traits are interrelated and collectively contribute to effective crisis management. By understanding and addressing these challenges, organizations can enhance their resilience and responsiveness in times of crisis.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

In the discussion chapter, the study aims to interpret and analyze the results presented in the previous sections, focusing on the implications of the findings for corporate leadership in the specific context of humanitarian crisis management in the Democratic Republic of the Congo (DRC). This chapter will connect the data from the study to the broader theoretical frameworks of visionary, collaborative, and strategic leadership, evaluating how these leadership strategies influence crisis management outcomes in the context of humanitarian emergencies in the DRC.

The results revealed significant insights into how corporate leaders in the DRC approach crisis management, including their strengths and challenges in executing effective leadership during humanitarian crises. In particular, the data showed that while many respondents perceive their leaders to exhibit visionary, collaborative, and strategic traits, there are still areas where improvements can be made. For instance, challenges related to aligning vision with crisis goals, enhancing coordination among stakeholders, and ensuring timely resource allocation were identified as critical areas for development.

This discussion will compare the findings to existing literature on corporate leadership in crisis settings, highlighting consistencies and discrepancies with previous studies. Additionally, the chapter will explore the practical implications of these findings for corporate executives, humanitarian organizations, and policymakers in the DRC. By reflecting on the strengths and limitations of current leadership practices in the specific context of the DRC, this chapter will offer detailed recommendations for enhancing corporate leadership strategies to improve the management of humanitarian crises in the future, considering the unique challenges and opportunities present in the DRC.

5.2 Discussion of the impact of visionary leadership on humanitarian crisis management

Visionary leadership is pivotal in guiding organizations through humanitarian crises by offering a clear, forward-looking direction. This leadership style emphasizes creating a compelling vision, aligning organizational goals with crisis management efforts, and proactively planning for potential challenges. The data collected in this study offers important insights into how visionary leadership impacts the effectiveness of humanitarian crisis management, particularly within corporate settings in the Democratic Republic of the Congo (DRC). The results highlight visionary leadership's strengths and challenges in these high-pressure contexts.

The study's findings indicate that respondents strongly agree that their leaders demonstrate a clear vision for managing crises. Many respondents rated this aspect of leadership positively, with most scores clustering at the higher end of the Likert scale. This suggests that most corporate leaders in the DRC are influential in articulating a well-defined vision during crises. A clear vision allows leaders to provide direction in uncertain situations, crucial for quick decision-making and coordinated efforts in fast-moving humanitarian crises. These results align with existing literature, which underscores the importance of visionary leadership in maintaining focus and ensuring that organizational resources are directed toward the most critical areas (Fleming, 2017).

However, some respondents rated this aspect moderately, signaling that while some leaders have a clear vision, others may need help communicating it effectively to their teams. This points to a potential gap between the leader's vision and how it is understood and executed by the rest of the organization. In crises, more is needed to have a vision; leaders must ensure that all team members understand and buy into that vision to achieve coordinated and effective responses.

The data also reflects a high level of agreement that visionary leaders successfully align their long-term vision with immediate crisis management goals. This alignment is essential for ensuring that the organization's strategic direction complements the urgent needs of the crisis. Leaders who align their vision with practical, on-the-ground actions can direct resources more efficiently and ensure that all efforts are focused on achieving specific crisis management objectives. Most respondents rated this aspect highly, indicating that corporate leaders are seen as capable of maintaining this balance.

However, moderate scores in this area suggest that some leaders may need help bridging the gap between their high-level vision and the operational realities of crisis response. This challenge is consistent with findings from other studies, which note that visionary leaders may sometimes focus too much on long-term strategy at the expense of addressing immediate, practical needs (Ahmad, 2001). In humanitarian crises, where quick and decisive action is often required, leaders must find ways to ensure that their vision translates into timely and effective actions on the ground.

As the data highlights, a key strength of visionary leadership is the ability to engage in proactive planning and anticipate potential crises. Most respondents rated this aspect highly, indicating that visionary leaders are perceived as forward-thinking and capable of preparing their organizations for future challenges. Proactive planning is essential in humanitarian crises, allowing organizations to remain agile and adaptable in unpredictable events. Leaders who can foresee potential risks and prepare in advance are more likely to mitigate the impacts of crises and ensure a smoother response.

Despite these positive perceptions, a few respondents rated this aspect moderately. This suggests that while many leaders are proactive, others may not fully capitalize on their ability to anticipate crises or focus more on reactive measures. In high-stakes crisis environments, planning is critical for minimizing damage and ensuring that response

efforts are both timely and effective. Leaders who struggle in this area may benefit from enhancing their risk assessment and contingency planning processes.

The ability of visionary leaders to involve key stakeholders in decision-making is another critical factor in effective humanitarian crisis management. The data shows that most respondents agree that their leaders successfully engage stakeholders, crucial for building a collaborative and unified crisis response. Visionary leaders who bring diverse perspectives and include various stakeholders—corporate executives, humanitarian workers, and local communities—are better equipped to create comprehensive and effective crisis management strategies. Engaging stakeholders also helps build trust and ensures that decisions are informed by a wide range of insights, which can lead to more successful outcomes.

However, the data also revealed that some leaders face challenges in this area. A noticeable portion of respondents gave moderate ratings, suggesting that while many leaders involve stakeholders, others may need help fully integrating their views into decision-making processes. This may be due to the urgency of crises, where time constraints make it challenging to engage all relevant parties. Leaders may also need help balancing their vision with the input of stakeholders, leading to tension or conflicts in decision-making. This finding aligns with previous research, which suggests that visionary leaders, while effective at setting direction, sometimes prioritize their own vision over the input of others (Hotho & Girschik, 2019).

A hallmark of visionary leadership is the focus on continuous improvement and the ability to learn from past experiences. The data shows that respondents generally agree that their leaders are committed to fostering a culture of continuous improvement, particularly by reflecting on past crises to enhance future crisis management efforts. Leaders who

emphasize learning from previous experiences are more likely to improve their strategies and increase their organizations' resilience to future crises.

Despite these positive perceptions, a small group of respondents gave moderate ratings, indicating that while many leaders emphasize learning and improvement, there may be instances where these lessons still need to be fully implemented. This suggests a gap between the desire to improve and the steps to integrate lessons from past crises into organizational processes. For visionary leadership to be fully effective, leaders must ensure continuous improvement is embedded into the organization's crisis management framework, allowing for accurate, actionable change based on past experiences.

According to the descriptive statistics contained in Table 6, there are also noticeable trends in how visionary leadership strategies affect humanitarian crisis management. One of the observed noteworthy trends was the necessity of forecasted crises' statesmanship and visionary leadership with a mean score of 4.24 the highest score and a low standard deviation of 0.74. In support of this, Van Wart and Kapucu (2011) noted the importance of visionary leaders who promote long-term preparedness and who strive for congressional and executive continuity in times of crisis. Leaders who do so best are proactive planners, helping organizations anticipate risks, and deploying strategies that limit and mitigate the impact of crises.

Visionary leadership positively influencing decision-making and encouraging proactive planning also appears as a clearly strong trend with mean scores of 4.09 and 4.16 respectively. This aligns with the findings from Dubey (2022), emphasizing the importance of adaptability during crisis situations. Visionary leaders in humanitarian settings who remain aligned with strategic goals and effectively navigate through uncertainty and challenges do so because of foresight and planning and clear processes for decision-making that keep them poised to respond when the time is right.

Visionary leadership serves as a core determinant facilitating stakeholder involvement and participation ranks as the next important trend (mean scores of 4.02 and 3.89). This indicates engagement is apparent, but that there are opportunities to enhance stakeholder activeness. This is backed in the literature, where Striepe and Cunningham (2021) highlight the importance of visionary leaders who create multi-layered collaborations leading to resource-sharing and alignment of operations.

Finally, continuous improvement and learning from past crises had mean scores of 4.04 and 4.14 respectively as all of these insights suggest a strong level of agreement on the role of a vision-driven leadership that leads to iterative learning. Indeed, this is in line with Kapucu's (2015) research stating that lessons learned from past events are rational for enhancing crisis management approaches and readiness for future occurrences.

5.3 Discussion of the role of collaborative leadership in crisis management

Collaborative leadership is essential in managing humanitarian crises, where successful outcomes depend on coordinating multiple stakeholders, including corporate entities, non-governmental organizations (NGOs), governments, and local communities. In crises, no single organization can address all the challenges alone, and collaborative leadership ensures that efforts are aligned, resources are shared, and decision-making processes are inclusive. This study examines the impact of collaborative leadership on crisis management, particularly in the context of corporate involvement in humanitarian crises in the Democratic Republic of the Congo (DRC).

One of collaborative leadership's key strengths, as highlighted by the study's data, is its ability to improve communication and coordination among stakeholders. Most respondents indicated that their leaders foster open communication channels, ensuring that all parties involved in the crisis management process are kept informed and engaged. This aligns with the literature, which emphasizes that collaborative leaders prioritize

transparency and inclusivity, creating a foundation for better decision-making and problem-solving (VanVactor, 2012).

Effective communication is critical in crisis management, where rapid information sharing can mean the difference between timely interventions and missed opportunities. Collaborative leaders are seen as facilitators who bring together diverse groups—corporate leaders, humanitarian workers, and local authorities—ensuring that each voice is heard. By doing so, they can coordinate efforts more effectively, reducing duplication of work and ensuring that resources are allocated to where they are most needed. The data shows that respondents rate this aspect of collaborative leadership positively, with most ratings clustering around 4 and 5, indicating that corporate leaders in the DRC are perceived as competent in managing communication during crises.

However, some respondents rated communication moderately, suggesting that while many leaders excel in this area, some may need help ensuring consistent and timely communication across all levels of the organization. This may be due to the complexities of crises, where time pressures and rapidly changing circumstances can make it difficult to maintain open lines of communication. Leaders who struggle in this area may need to implement more structured communication protocols to ensure all stakeholders remain informed and engaged throughout the crisis.

Collaborative leadership is also highly effective in promoting teamwork and inclusivity, which are vital for managing the complexities of humanitarian crises. The data shows that respondents generally agree that their leaders encourage teamwork, creating an environment where collaboration is prioritized. This is consistent with the view that collaborative leaders facilitate the integration of diverse perspectives, leading to more holistic and effective crisis management strategies (Uhr, 2017).

By fostering a culture of teamwork, collaborative leaders help to break down silos and ensure that different departments and organizations work together towards a common goal. In humanitarian crises, where resources are often limited, and challenges are multifaceted, teamwork enables organizations to pool their expertise and resources, leading to more comprehensive solutions. Respondents rated this aspect of leadership highly, indicating that corporate leaders in the DRC successfully promote a collaborative spirit within their organizations and across different stakeholders.

Despite these strengths, some respondents noted challenges in maintaining inclusivity during decision-making. A small group rated this aspect moderately, suggesting that while leaders aim to be inclusive, there may be instances where certain voices are not fully represented. In crises, the urgency of decisions can sometimes lead to the exclusion of less prominent stakeholders, particularly local communities or smaller NGOs. This reflects a challenge identified in the literature, where collaborative leaders must balance the need for quick decisions with the importance of ensuring that all relevant parties are involved in the process (Ansell et al., 2021). Leaders may need to implement more deliberate efforts to ensure that even under time constraints, inclusivity remains a priority.

Another critical role of collaborative leadership in crisis management is the ability to address conflicts and resistance that may arise between stakeholders. Humanitarian crises often involve multiple actors with differing priorities and approaches, leading to disagreements over resource allocation, strategy, or leadership. Collaborative leaders mediate these conflicts and ensure disagreements do not derail crisis response efforts.

The data from this study revealed mixed results in this area. While many respondents rated conflict management positively, a noticeable portion of ratings fell in the moderate range, indicating that some leaders struggle with managing conflicts effectively. This could be due to the inherent complexity of crises, where tensions are high, and

stakeholders may have competing interests. Leaders who successfully manage conflicts can navigate these tensions by finding common ground and creating a sense of shared purpose among stakeholders (Uhr, 2017). However, those struggling may need to develop stronger conflict resolution skills or implement more apparent protocols for resolving disputes.

Respondents also noted the challenges of managing resistance to collaborative efforts. In crisis settings, specific stakeholders may resist collaborative efforts due to mistrust, fear of losing control, or concerns about resource allocation. Leaders who excel in collaboration can overcome this resistance by building trust, fostering open dialogue, and demonstrating the value of working together. However, those facing difficulties in this area may need to focus more on building relationships and ensuring all stakeholders feel valued and heard.

Collaborative leadership also plays a crucial role in ensuring that financial and logistical resources are shared efficiently among stakeholders. In humanitarian crises, the effective use of resources can mean the difference between life and death for affected populations. Leaders who promote collaboration are better able to coordinate resource allocation, ensuring that aid reaches those who need it most promptly.

The data shows that respondents rated resource sharing positively, with many agreeing that their leaders effectively ensure that resources are used efficiently and fairly. Collaborative leaders who prioritize transparency and resource allocation accountability help build trust among stakeholders, leading to more effective crisis management. This is consistent with findings in the literature, which highlight the importance of collaboration in optimizing the use of resources during crises (VanVactor, 2012).

However, some respondents noted challenges in this area, with a small portion rating resource sharing moderately. This suggests that while collaborative leaders are

generally influential, there may be instances where resources could be allocated more efficiently. In crises, logistical challenges, political pressures, or lack of coordination can lead to delays or inefficiencies in resource distribution. Leaders who struggle in this area must focus on improving their coordination mechanisms and ensuring all stakeholders are aligned on resource allocation priorities.

Trust and accountability are foundational elements of collaborative leadership, particularly in crisis management. Leaders who can build trust among stakeholders are more likely to foster a collaborative environment where everyone feels invested in the success of the crisis response. The data shows that respondents generally agree that their leaders successfully build trust, with most ratings in the positive range.

Building trust is essential for ensuring stakeholders are willing to collaborate and share resources. Collaborative leaders who are transparent, open, and consistent in their communication are more likely to gain the trust of their teams and external partners. However, moderate ratings in this area suggest that some leaders may need help maintaining accountability, particularly in high-pressure situations where mistakes or miscommunications occur. Leaders who face challenges in building trust may need to focus on improving their transparency and ensuring that all stakeholders clearly understand their roles and responsibilities in the crisis response.

The descriptive statistics presented in Table 7 provide us with prominent observations in this regard relating to the comparative effectiveness of collaborative leadership in managing humanitarian crises. Enhanced interdepartmental coordination scored the highest mean of 4.38 and a low standard deviation of 0.69 which is also considered as a megatrend of collaborative leadership. It highlights the importance of collaboration to improve communication and resource sharing during crises as reflected in Johansson and Bäck's (2017) research. Their research shows that structured

communication promotes coordination among heterogeneous teams, which helps achieve coherent crisis response. Findings illustrate operational alignment with collaborative leadership, reducing redundancies in humanitarian emergencies.

Another crucial trend is the impact of stakeholder involvement and participation in decision making which achieved a mean of 4.20 and moderate variability. This is consistent with stakeholder theory which stresses the importance of identifying and prioritizing the needs of the various stakeholders (Freeman, Phillips & Sisodia, 2020). Collaborative leadership engages the stakeholders and this transforms into better outcomes through the inclusion of different perspectives (Fontainha et al., 2017).

In contrast, the option for response times during crises had the mean rank of 3.78 and also had the widest standard deviation of 1.08. While collaboration enhances the quality of the decision-making process, practical constraints like coordination delays make rapid responses difficult. In support of this, Sopha (2022) observes that while collaborative approaches can lead to improved communication, however a compromise between centralized control and local flexibility must be struck to achieve faster reaction times.

Lastly, a significant agreement on collaboration drives innovation (mean 4.20) falls under the category of intellectual stimulation mentioned in transformational leadership theory, where leaders encourage a creative approach to problem-solving (Kabetu & Iravo, 2018). Collaborative leaders encourage the sharing of knowledge and ideas, resulting in efficient and innovative solutions for crisis situations.

5.4 Discussion of Influence of Strategic Leadership on Humanitarian Crisis

Response

Strategic leadership is crucial to effective humanitarian crisis management, particularly in rapidly evolving and complex situations. It encompasses setting a clear direction, aligning resources, and engaging stakeholders to enhance an organization's

capacity to respond to emergencies. This section discusses the findings related to strategic leadership, drawing insights from the data collected in the study, particularly in the context of corporate leadership within the Democratic Republic of the Congo (DRC).

One of the significant findings regarding strategic leadership is the emphasis on aligning organizational goals with crisis management efforts. The data indicated that most respondents perceive their leaders as effective in this aspect, with many scoring high on the Likert scale regarding their leaders' ability to integrate strategic objectives with the immediate needs of crisis management. This alignment is essential for ensuring that resources are effectively mobilized and directed toward addressing the most pressing challenges during humanitarian crises.

Strategic leaders who successfully align their goals with crisis management can make informed decisions that address immediate needs and lay the groundwork for long-term recovery. This finding is consistent with existing literature, highlighting that strategic leadership is vital for creating a cohesive response strategy considering both short-term and long-term objectives (Samimi et al., 2022). However, moderate ratings suggest that some leaders struggle to maintain this alignment, indicating a potential gap between strategy formulation and practical execution.

The data also revealed that respondents view their strategic leaders as effective in resource allocation and decision-making during humanitarian crises. Many participants indicated that their leaders can assess available resources, identify critical needs, and make swift decisions to ensure efficient deployment. This ability to allocate resources effectively is vital in crises, where timely interventions can significantly impact the outcomes for affected populations.

However, some respondents rated this aspect moderately, pointing to challenges leaders face in resource allocation during high-pressure situations. In crises, decision-

making often involves balancing competing priorities and navigating logistical constraints. Leaders may need help promptly ensuring that resources reach the most vulnerable populations. This is consistent with findings from previous research, which suggests that strategic leaders may need help with the complexities of crisis management that require rapid and effective resource allocation (Al Shobaki et al., 2016).

Another critical aspect of strategic leadership identified in the study is the ability to engage and involve stakeholders in decision-making processes. The data indicates that many respondents agree that their leaders effectively foster collaboration among various stakeholders, including corporate partners, NGOs, and government agencies. This engagement is crucial in ensuring that diverse perspectives are considered in decision-making, leading to more comprehensive and effective crisis responses.

The positive ratings regarding stakeholder involvement reflect a recognition of the importance of collaboration in crisis management. Strategic leaders who actively engage stakeholders are better positioned to build trust, facilitate communication, and create a unified response strategy. Nonetheless, moderate scores in this area suggest that some leaders may need help fully integrating stakeholder input into their strategic planning processes. These challenges may stem from time constraints, differing stakeholder priorities, or the complexities of managing multiple relationships.

Proactive planning and risk management are critical components of strategic leadership, particularly in humanitarian crises. The study found that respondents generally perceive their leaders as proactive in anticipating potential crises and preparing their organizations to respond effectively. Most ratings in this area were high, indicating that many leaders engage in forward-thinking planning, considering various scenarios and potential risks.

However, a smaller subset of respondents rated this aspect moderately, suggesting that while some leaders excel in proactive planning, others may need to leverage this capability fully. This indicates a need for ongoing risk assessment and contingency planning development among strategic leaders. Effective proactive planning not only enables organizations to respond quickly but also contributes to building resilience against future crises.

Despite the positive perceptions of strategic leadership, the study also identified several challenges leaders face in implementing their strategies during humanitarian crises. One significant challenge is balancing long-term strategic goals with the immediate demands of crisis response. While strategic leaders are often focused on creating a vision for the future, the urgent nature of humanitarian crises can divert attention from long-term planning.

Additionally, respondents noted that strategic leaders may encounter difficulties navigating the complexities of crisis management, mainly when dealing with rapidly changing situations. This reflects a broader concern in the literature, where researchers have pointed out that strategic leadership can sometimes be hindered by the chaotic nature of crises, requiring leaders to adapt quickly and be flexible in their approaches (Budhiraj & Torre, 2010).

The frequency distribution in Table 8 uncovers important evidence about the vertical distribution of strategic leadership strategies and their effects on humanitarian crisis management. The most visible trend present in the results is the significance of strategic leadership in facilitating proactive crisis planning, which obtained the highest mean value (4.08) with a standard deviation of 0.85. This suggests a consensus that proactive strategic stewardship leads to humanitarian preparedness. This result is consistent with transformational leadership theory, which suggests that proactive leaders

offer inspirational motivation for encountering unexpected challenges (Korejan & Shahbazi, 2016). In the same vein, Vargo and Seville (2011) argue that leaders who stay flexible and plan for different crisis scenarios can minimize risks and respond quickly and effectively.

The next critical trend is resource allocation, with a mean score of 4.06. The need to have strategic leadership that can utilize financial as well as human resources for humanitarian challenges is therefore paramount. These findings are congruent with the work of Johansson and Bäck (2017) who emphasize the importance of strategic leaders facilitating communication channels that aid the flow of resource allocation to improve operational efficiency.

The factor of involvement of key stakeholders had a mean of 3.89 indicating moderate agreement. Strategic leadership engages stakeholders well ($SD = 0.90$) but is variable reflective of barriers to inclusive participation. This is consistent with stakeholder theory that focuses on determining and meeting stakeholder needs for successful responses to crises (Freeman, Phillips & Sisodia, 2020).

Finally, the mean for developing a culture of ongoing improvement was 4.00, or strongly agree. Iterative learning is promoted by strategic leaders so organizations can adapt to changing crisis environments (Devitt & Borodzicz, 2008). That continuous evaluation contributes to ongoing preparation for future crises.

5.5 Discussion of Challenges in Implementing Visionary, Collaborative, and Strategic Leadership

Effective leadership is crucial for managing humanitarian crises, yet leaders often face significant challenges in implementing visionary, collaborative, and strategic approaches. This discussion analyzes the challenges associated with each leadership style,

drawing on insights from the study's findings to highlight areas where improvement is needed.

Challenges in Implementing Visionary Leadership

Visionary leadership is characterized by the ability to create a compelling vision and inspire others to work towards it. However, the study revealed several challenges that visionary leaders encounter in crisis situations.

Execution of Vision: While leaders may have a strong vision for managing crises, translating that vision into actionable steps can be difficult. Respondents noted that the clarity of a leader's vision does not always guarantee its effective implementation. Challenges in execution can arise from resource constraints, operational complexities, and the unpredictable nature of crises. Leaders may find it challenging to maintain focus on their vision amidst the chaos of a crisis, leading to potential discrepancies between their strategic goals and on-the-ground actions.

Balancing Long-Term and Short-Term Needs: Visionary leaders often focus on long-term outcomes, but humanitarian crises require immediate responses. The tension between maintaining a long-term vision and addressing urgent, short-term needs can create challenges. Some respondents highlighted instances where leaders prioritized their visionary goals at the expense of immediate crisis demands, which could hinder effective crisis management.

Gaining Stakeholder Commitment: Visionary leaders must also work to gain the buy-in and commitment of all stakeholders involved. The study indicated that while many leaders are perceived as effective in this area, there are still challenges related to ensuring that all voices are heard and valued. In high-pressure situations, some stakeholders may resist or question the leader's vision, leading to conflict and undermining the collective response efforts.

Descriptive statistics and regression results of visionary leadership challenges in humanitarian crisis management were captured descriptively. The challenge with the highest mean score, 4.03, is to foster a culture that embraces change and innovation. This illustrates the challenges organizations encounter in building agility in a crisis, which is in line with transformational leadership theory by stressing intellectual stimulation. In changing crisis contexts, leaders are required to drive innovations and challenge the existing status quo (Kabetu & Iravo, 2018). Resistance to change, as noted in Stockton (2002), varies in humanitarian crises due to pervasive operational environments and entrenched processes.

The study revealed (concerning ensuring that the visionary leadership's crisis management vision is clearly understood by all levels of the organization) that the mean of 3.95 also stands out as another strong trend, which might indicate difficulty in having a common vision of the crisis throughout all levels of the organization. This corroborates Johansson and Bäck (2017) arguing that clear communication is mandatory for aligning stakeholders' understanding and limiting operational ambiguity.

The regression analysis emphasizes crisis anticipation ($B = 0.11$, $Beta = 0.13$, $Sig. = 0.04$) and stakeholder involvement ($B = 0.09$, $Beta = 0.13$, $Sig. = 0.04$) as significant predictors for common challenges. These findings indicate that although vision expansion through proactive planning and engaging constituencies improves visionary leadership, it has drawbacks such as conflicting priorities and detours (Freeman, Phillips & Sisodia, 2020). Hierarchy of health effects and health policy priorities. More specifically, efficiency in crisis policy also surfaced as the key predictor ($B = 0.13$, $Beta = 0.16$, $Sig. = 0.01$), highlighting the competing demands that leaders feel to move quickly and with purpose while attending to long-term vision.

Finally, results confirm the challenge for visionary leadership to sustain momentum (mean = 3.95), highlighting the necessity of long-term strategies to maintain the relevance and actionability of the vision. This is in keeping with the transformational leadership theory notion of inspirational motivation, which emphasizes the need to sustain enthusiasm and alignment over the long term during crises (Zaidi & Bellak, 2019).

Challenges in Implementing Collaborative Leadership

Collaborative leadership emphasizes teamwork, inclusivity, and the engagement of diverse stakeholders. However, the data revealed several challenges that leaders face when trying to foster collaboration during humanitarian crises.

Communication Barriers: Effective collaboration relies heavily on clear and open communication. The study found that while many leaders are successful in promoting communication among stakeholders, some respondents experienced challenges in ensuring that information flows smoothly. In chaotic crises, miscommunication or lack of timely updates can lead to confusion, duplication of efforts, and ultimately ineffective responses.

Conflict Resolution: Collaboration in crisis management often involves stakeholders with differing priorities and perspectives. The study highlighted that leaders must navigate conflicts that arise during decision-making processes. While some leaders are skilled at managing these conflicts, others may struggle, leading to unresolved tensions that can impede collaboration and slow down response efforts.

Engaging Diverse Stakeholders: Although collaboration aims to bring together various stakeholders, some leaders face challenges in ensuring full participation. The study's findings indicated that while many leaders strive to engage diverse voices, certain stakeholders—particularly local communities or smaller organizations—may not always be adequately included in decision-making. This lack of inclusivity can result in solutions that do not fully address the needs of all affected populations.

Descriptive statistics and regression findings related to collaborative leadership challenges in humanitarian crisis management reflect telling trends aligned with theoretical constructs and the extant literature. Mean scores show that ensuring timely and accurate communication (4.19), managing challenges associated with different perspectives (4.11), and resistance to collaboration (4.04) are among the largest challenges. Fair to moderate variability is indicated by standard deviations (0.74 to 1.01) and negative skewness values show respondents' bias in the perception that these variables are also the major challenges.

The regression analysis highlights crisis response times ($B = 0.13$, $Beta = 0.24$, $Sig. <0.001$) as the most powerful predictor, underscoring those postponements prompted by collaborative decision-making processes hindered effective crisis responses. It also supports the findings of Kapucu (2015) who emphasizes the need for multi-level governance structures for improving response efficiency. In contrast, Johansson and Bäck (2017) discuss the inherent trade-off between inclusivity and speed, and they highlight that fragmented communication can create delays in crisis coordination.

Innovation in developing effective solutions ($B = 0.17$, $Beta = 0.22$, $Sig. <0.001$) factor, demonstrating that working together spurs more innovation but is also messy. According to Kabetu and Iravo (2018), intellectual stimulation gained from engaging various stakeholders frequently promotes problem-solving but needs effective leadership to manage the dichotomy of creativity in the face of practical considerations.

Moreover, the participation of various stakeholders ($B = 0.14$, $Beta = 0.20$, $Sig. (- <0.001)$) predicts occasional strain from differing line priorities and logistics. A similar pattern was observed by Freeman et al. (2020), who highlight the main argument of stakeholder theory to describe how the interests of diverse stakeholders need to be balanced to achieve collective objectives. On the other hand, inter-departmental coordination ($B = 0.05$, $Beta = 0.06$, $Sig. =0.27$) had a weak influence, indicating that if companies have

already well-established processes in place, such processes may reduce coordination challenges when organizations merge.

Challenges in Implementing Strategic Leadership

Strategic leadership is vital for aligning organizational goals with effective crisis management. However, leaders encounter several challenges in executing strategic initiatives during humanitarian crises.

Resource Allocation: One of the most significant challenges strategic leaders face is efficiently allocating limited resources in crisis situations. The study indicated that while leaders may have strategic plans in place, the chaotic nature of crises often complicates resource distribution. Respondents noted instances where logistical challenges or time constraints hindered effective resource allocation, ultimately affecting the quality and timeliness of crisis responses.

Short-Term Focus in Crisis Situations: Strategic leaders must also contend with the urgency of immediate needs during crises. While they typically focus on long-term strategic goals, the demands of humanitarian crises can necessitate quick, reactive decision-making. The study revealed that some leaders struggled to balance their long-term strategies with the immediate operational requirements of crisis management, leading to potential gaps in overall effectiveness.

Maintaining Stakeholder Engagement: The ability to engage and align multiple stakeholders is essential for strategic leadership. However, the data showed that some leaders experienced difficulties in fostering collaboration among diverse groups. High levels of stakeholder involvement are necessary for effective crisis management, but leaders may find it challenging to maintain momentum and commitment from all parties over time, particularly in protracted crises.

In conclusion, while visionary, collaborative, and strategic leadership styles each offer valuable frameworks for managing humanitarian crises, they also come with significant challenges. Visionary leaders face difficulties in executing their vision, balancing long-term goals with immediate needs, and securing stakeholder commitment. Collaborative leaders must navigate communication barriers, and conflict resolution, and ensure the engagement of diverse stakeholders. Meanwhile, strategic leaders grapple with resource allocation, maintaining focus on both short-term and long-term goals, and sustaining stakeholder engagement.

Addressing these challenges is crucial for enhancing the effectiveness of leadership in humanitarian crisis management. By recognizing the obstacles inherent in each leadership style, organizations can develop targeted strategies to improve their crisis response capabilities, ultimately leading to better outcomes for affected communities.

Descriptive statistics along with the regression results depict key trends that perfectly match the available theories and secondary literature. The average most common efforts include keeping orientation among strategic vision and crisis objectives (Mean = 4.08, SD = 0.81) and efficient resource allocation (Mean = 4.07, SD = 0.80). Negative skewness values for these scales suggest a general agreement on the higher end of the Likert scale among respondents that these characteristics are significant barriers.

The regression confirms that proactive planning for humanitarian crises is the best predictor of challenges ($B = 0.15$, Beta = 0.22, Sig. < 0.001). This is the contradiction of strategic leadership: any proactive planning is key to being able to plan but is of limited utility when confronted by rapidly changing and unpredictable contexts such as crises. Vargo and Seville (2011) also supported this by pointing out that in order for businesses to address challenges they did not anticipate, they need to be flexible and can react to changes, therefore they need to be able to be adaptable.

Similarly, having the organization's vision align with crisis goals is a prominent predictor ($B = 0.13$, $Beta = 0.20$, $Sig. < 0.001$). Supporting this total vision reduced ambiguity and improved coordination (Devitt and Borodzicz 2008). But the trick is to balance long-range strategic goals with the current and changing realities of crisis control because the two organizations can quickly come out of sync, leading to wasted resources and lags in operational execution.

Specifically, Stakeholder involvement ($B = 0.11$, $Beta = 0.17$, $Sig. < 0.001$) indicates that while inclusivity ensures more complete decision-making and accountability, the resulting complexity adds friction to execution. This resonates with Kapucu (2015), who stresses the challenges associated with cross-agency collaboration, especially in getting different sets of stakeholders with conflicting priorities on the same page during time-sensitive conditions.

The distribution of resources ($B = 0.11$, $Beta = 0.15$, $Sig. = 0.01$) risk underscores the strategic dilemma of optimizing limited resources across competing priorities. This observation aligns with that of Nyahunda et al. (2022) state that bureaucratic procedures and financial constraints frequently hinder the efficient allocation of resources in times of crisis.

5.6 Chapter Summary

This chapter identified several dimensions in which it was observed how leadership approaches affect humanitarian crisis management. The chapter highlights the critical challenges of strategic leadership in humanitarian crisis management, including aligning organizational vision with crisis goals, fostering proactive planning, involving stakeholders, and allocating resources efficiently. Proactive planning and vision alignment are the most significant predictors of leadership challenges, underscoring the tension between long-term strategy and immediate crisis needs. The findings align with

transformational leadership and stakeholder theory, emphasizing the need for adaptability, collaboration, and strategic communication. The following chapter concludes the dissertation.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This dissertation explores the effects of corporate business leadership strategies on humanitarian crisis management, focusing on visionary, collaborative, and strategic leadership. The study was motivated by the increasing complexity of humanitarian crises, such as natural disasters, armed conflicts, and pandemics, which require robust leadership to ensure timely and effective responses. The research was carried out in the context of the Democratic Republic of the Congo (DRC). This region has faced significant humanitarian challenges, making it an ideal setting to assess leadership strategies in crisis management.

The study employed quantitative data collection and analysis. This methodology allowed for a comprehensive understanding of how corporate leaders engage in crisis management and how different leadership styles impact the effectiveness of their responses. Data were collected from corporate executives.

The first research question was how visionary leadership strategies impact the effectiveness of humanitarian crisis management in terms of resource mobilization, long-term recovery, and crisis preparedness. The results demonstrate that visionary leadership indeed improves humanitarian crisis management, increasing the efficacy of resource mobilization, long-term recovery, and crisis preparedness significantly. These visionary leaders articulate a compelling and ambitious future state, aligning the objectives of the organization with the current crisis impact, enabling organizations to velocity decide how to correlate their energy. With their proactive planning and foresight, they allow organizations to predict challenges, bringing agility and preparedness in challenging situations. Moreover, visionary leadership fosters stakeholder engagement, enhancing a sense of collaboration and trust, which fortifies crisis responses. Yet issues around

communication gaps, long-term vision versus operational realities, and the incorporation of stakeholder input still remain. Learning from the past not only builds organizational resilience, it supports continuous improvement. These findings are consistent with literature highlighting the importance of foresight, flexibility, and collaboration with affected populations in order to ensure successful humanitarian crisis management.

The second research question was in what ways collaborative leadership strategies enhance coordination and communication between corporate entities, NGOs, and governments during humanitarian crises. The insights highlight that coalition management models can criminalization dynamic and transition relationships with businesses in the humanitarian context through NGOs and agencies and government. Open channels of communication are promoted by a collaborative leader, who improves transparency and keeps all stakeholders informed, thus reducing overlap and increasing efficiency. Stakeholder engagement proved to be a key success factor, facilitating this diversity of perspectives and an inclusive decision-making process, in line with stakeholder theory. However, challenges emerged, particularly during time-critical crises, including coordination delays and resistance to collaboration. Even with this challenge, collaboration-oriented leadership allows for constructive teamwork, trust, and innovation, making room for sharing resources, tools, and solutions. These approaches allow for the optimization of crisis handling for collective capacities to scale up and for stakeholders to synchronize toward humanitarian results.

The third research question was how strategic leadership approaches influence the planning, resource allocation, and decision-making processes in corporate responses to humanitarian crises. Study findings highlight the pivotal role of strategic leadership in shaping the planning, resource allocation, and decision-making processes in humanitarian crises. The concept of proactively following steps and plans was key as strong leaders in

the IT domain with a transformational style were managing crises and preparing new ways of thinking relevant to transformational leadership theory. The efficiency of allocating financial and human resources—where the leader is able to direct their strengths to ensure timely interventions—was also rated highly. Stakeholder involvement and variability were important, although not as much as the study would have expected from stakeholder theory suggesting there are challenges to integrating various perspectives as much as desired. Strategic leaders are those who embrace a learning mindset that facilitates continuous adaptability and refinement of crisis responses through consistently iterative learning; in between they learn and adapt the process. Such findings emphasize the critical role of strategic leadership in balancing long-term aspirations with short-term crisis demands.

The fourth research question was what are the key challenges faced by corporate leaders when implementing visionary, collaborative, and strategic leadership strategies in humanitarian crisis management, and how do these challenges affect overall crisis outcomes? The study highlights major struggles that business executives encounter while applying transformative contact leadership tactics in humanitarian crisis governance. Visionary leaders face difficulty in delivering on their vision against operational complexity, balancing long-term vision with short-term needs with stakeholder buy-in. Resistance to change, poor communication, etc. are some challenges that only lead to ineffective implementation. When cooperative leaders negotiate inclusive decisions, they face communication difficulties, disagreements among stakeholders, and delays, and all of this can lead to a loss of response time and resource slicing. It is this middle level where the tension arises for strategic leaders in successfully aligning strategic objectives with crisis realities, navigating resource allocation, and balancing immediate crisis response against longer-term planning and impact. These challenges, inherent in dynamic crisis

situations, negatively impact overall crisis outcomes by creating delays, either deliberate or random, as well as inefficiencies and misalignment of actions.

6.2 Theoretical and practical implications

This research provides valuable insights into leadership during humanitarian crises. It shows how different leadership styles—visionary, collaborative, and strategic leadership—can be used effectively and highlights the challenges associated with each style.

From a theoretical perspective, the research adds to our understanding of leadership by demonstrating how these styles work in real-life crises. Visionary leadership helps organizations maintain a long-term focus, collaborative leadership brings different groups together to work as a team, and strategic leadership ensures resources are used wisely and plans are aligned with crisis needs. However, it also became clear that leaders often need help implementing these strategies, especially when facing limited resources or managing conflicts between different groups.

This research offers practical advice for corporate leaders. It emphasizes the importance of proactive planning, collaboration with other groups, and balancing immediate needs with long-term goals. Additionally, involving local communities and ensuring everyone's voice is heard will lead to better outcomes.

These findings can also benefit policymakers. Governments and international organizations should create policies that encourage corporate involvement in crises, not just as donors but as active participants in planning and response. Stronger partnerships between businesses, governments, and humanitarian groups will lead to more effective crisis management. Training programs focusing specifically on crisis situations are also needed to ensure that leaders are ready to handle these challenges.

Organizations can make changes by adopting more flexible leadership structures. This means creating crisis management teams that combine different leadership styles so they're better prepared to act quickly and effectively. It's also important for organizations to learn from past crises and use those lessons to improve their responses in the future.

For future research, it's important to continue exploring how leadership styles can be combined or adapted for different types of crises. More studies could look at how leadership works in different regions or types of disasters, like pandemics or climate-related events. Long-term research could also help us understand how leadership strategies evolve during prolonged crises.

This research shows that corporate leadership plays a crucial role in managing humanitarian crises. By improving their planning, collaboration, and resource use, corporate leaders can significantly improve the effectiveness of crisis management worldwide. These findings also provide a foundation for future research and better policy development.

6.3 Recommendations for Future Research

There are several important areas for future research in crisis management leadership. One key area is the exploration of hybrid leadership models that integrate various styles, such as visionary, collaborative, and strategic leadership. These hybrid models aim to create more adaptable and flexible approaches to crisis management. Researchers can identify the most effective combinations to enhance crisis management and overall outcomes by studying the interplay of these leadership styles in different crises.

Another significant area for future research is examining leadership in diverse humanitarian crises. While this study focused on crises in the Democratic Republic of the Congo, it is essential to recognize that leadership strategies may vary based on the nature of the crisis, whether it is a natural disaster, pandemic, or political conflict. Understanding

how leadership adapts to different types of crises will contribute to developing more targeted and effective crisis management approaches.

Furthermore, future research should encompass long-term studies on leadership effectiveness. By observing leadership strategies over time and across various stages of a crisis, from preparedness and initial response to long-term recovery, researchers can gain a deeper understanding of how leaders sustain their efforts and navigate the evolving demands of protracted crises.

Lastly, there is a pressing need to investigate how corporate leaders collaborate with governments, NGOs, and local communities during humanitarian crises. Cross-sector collaboration is crucial for effective crisis management, and future studies should delve into the dynamics of these partnerships. This research will provide valuable insights into how leaders can enhance coordination, communication, and resource-sharing among stakeholders to improve crisis outcomes.

6.4 Conclusion

This dissertation explored how corporate leadership strategies—specifically visionary, collaborative, and strategic leadership—affect the management of humanitarian crises. Focusing on the Democratic Republic of the Congo (DRC), the study aimed to understand how leaders in corporate settings contribute to crisis response efforts and what challenges they face.

The results showed that each leadership style plays a crucial role in addressing different aspects of crisis management. Visionary leaders are essential for setting a clear direction and long-term goals, helping organizations stay focused during chaotic situations. However, these leaders sometimes need help turning their vision into practical actions, mainly when resources are limited or the crisis evolves unpredictably.

Collaborative leadership effectively brought together various stakeholders, including corporations, NGOs, governments, and local communities. Leaders prioritizing teamwork and inclusivity are better at ensuring everyone involved works toward a common goal. Despite this, the study revealed that maintaining smooth communication and resolving conflicts between different groups can be challenging, especially in high-pressure crises.

Strategic leaders, on the other hand, excel in planning and resource allocation. They help organizations manage their resources efficiently, addressing immediate needs and long-term recovery plans. However, balancing the short-term demands of a crisis with the organization's long-term goals remains a significant challenge for these leaders.

The research also highlighted some common obstacles across all leadership styles. Leaders often need help with priorities, engage relevant stakeholders, and adapt their strategies to rapidly changing conditions. These challenges underline the need for more flexible, adaptive leadership approaches that can address the complexities of humanitarian crises.

In conclusion, corporate leadership plays a vital role in humanitarian crisis management. Visionary, collaborative, and strategic leadership styles each offer unique strengths, but leaders must overcome significant challenges to be fully effective. This study has shown that a balanced approach, combining elements of all three leadership styles, may offer the best path forward for managing future crises. By improving planning, communication, collaboration, and resource management, corporate leaders can make a real difference in the lives of those affected by humanitarian crises.

The findings from this research offer practical insights for corporate leaders, policymakers, and humanitarian organizations. They provide a foundation for improved leadership strategies that can lead to more effective crisis responses. Future research will

be crucial to exploring how these leadership approaches can evolve and continue to contribute positively to global crisis management efforts.

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APPENDIX A
SURVEY COVER LETTER

Dear Respondent,

I am presently engaged in research work titled “**Effects of Corporate Business Leadership Strategies Regarding Effective Humanitarian Crisis Management.**” Your views and experiences would be very helpful for this research, and I would be extremely grateful if you could take some time to share them through this questionnaire with the utmost honesty and thoughtfulness possible. The completion of this questionnaire is very important to the overall design of the study and should take you less than 10 minutes to complete. Your timely completion and return of this questionnaire are highly appreciated and will meaningfully contribute to our collective body of knowledge within this field... All the data you provide will be strictly confidential and used for the stated purpose only. Furthermore, your responses will only be presented in aggregate, and no single result will be traceable back to an individual respondent.

I once again thank you for your participation, and if you have any questions or concerns, please do not hesitate to contact me at dawencih86@gmail.com

Part A: General Information

Please place a tick (✓) or a mark (x) in the box (cell) that represents your appropriate level of opinion.

DEMOGRAPHIC INFORMATION				
SEX	AGE	ACADEMIC QUALIFICATION	PROFESSION	LOCATION
<ul style="list-style-type: none"> • MALE • Female 	<ul style="list-style-type: none"> • 20-30 • 31-40 • 41-50 	<ul style="list-style-type: none"> • GRADUATE • Masters/Post-Graduate • PhD. 	<ul style="list-style-type: none"> • JOB HOLDER • Business • NGO Worker 	<ul style="list-style-type: none"> • CONTINENT • Country

	<ul style="list-style-type: none"> • 51- Above 	<ul style="list-style-type: none"> • Other..... 	<ul style="list-style-type: none"> • Corporate Business Leaders (Executives Manager, Individuals) • Others..... 	
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Part B: (For Service seekers only)

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of agreement

Objective 1,2,3:

This questionnaire aims to identify the perceived effects of visionary leadership, collaborative leadership, and strategic leadership strategies on effective humanitarian crisis management within a corporate business setting.

Instructions: Please rate your agreement with each statement on a scale from 1 to 5, where:

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

The effects of visionary leadership strategies regarding effective humanitarian crisis management.		Strongly Disagree..... Strongly Agree				
		1	2	3	4	5
VL1	Visionary leadership effectively communicates a clear vision for humanitarian crisis management					
VL2	The organizational vision aligns with the goals of effective humanitarian crisis management					
VL3	Visionary leadership encourages proactive planning for potential humanitarian crises					
VL4	The organization anticipates and prepares for potential crises based on the visionary leadership's guidance					
VL5	Visionary leadership positively influences decision-making during humanitarian crises					

VL6	Visionary leadership involves key stakeholders in the development and execution of crisis management strategies					
VL7	Stakeholders actively participate and contribute to the humanitarian crisis management process					
VL8	Visionary leadership fosters a culture of continuous improvement in humanitarian crisis management approaches					
VL9	The organization consistently learns from past crises to enhance future crisis management strategies					
VL10	Visionary leadership can positively impact the efficiency of humanitarian crisis management in a corporate environment					

The effects of collaborative leadership strategies regarding effective humanitarian crisis management.		Strongly Disagree.....				
		Strongly Agree				
		1	2	3	4	5
CL1	Collaborative leadership enhances the decision-making process during humanitarian crises					
CL2	Collaborative leadership improves coordination among different departments when responding to humanitarian crises					
CL3	Involvement of multiple stakeholders in decision-making contributes to the overall efficiency of humanitarian crisis management					
CL4	Collaborative leadership leads to quicker and more effective response times during humanitarian crises					
CL5	A culture of collaboration fosters innovation in developing effective solutions for humanitarian crises					
The effects of strategic leadership strategies regarding effective humanitarian crisis management.		Strongly Disagree.....				
		Strongly Agree				
		1	2	3	4	5
SL1	Strategic leadership aligns the organization's vision with humanitarian crisis management strategies					
SL2	Strategic leadership encourages proactive planning for potential humanitarian crises					
SL3	Strategic leadership ensures the effective allocation of resources for humanitarian crisis management					

SL4	Strategic leadership involves key stakeholders in the development and execution of crisis management strategies					
SL5	Strategic leadership fosters a culture of continuous improvement in humanitarian crisis management approaches					

Objective 4:

This questionnaire aims to assess the major challenges associated with visionary, collaborative, and strategic leadership strategies in the context of effective humanitarian crisis management within a corporate business setting.

Instructions

Please rate the extent to which you believe each statement represents a challenge for the specified leadership strategy on a scale from 1 to 5, where:

1. Not a Challenge
2. Minor Challenge
3. Moderate Challenge
4. Significant Challenge
5. Major Challenge

The major challenges associated with visionary, collaborative, and strategic leadership strategies in the context of effective humanitarian crisis management within a corporate business setting		Not a Challenge..... Major Challenge				
		1	2	3	4	5
<u>Visionary Leadership Challenges</u>						
VLC1	Ensuring that the visionary leadership's crisis management vision is clearly understood by all levels of the organization					
VLC2	Gaining commitment from all organizational members to actively support the visionary leadership's vision for crisis management					
VLC3	Overcoming resistance towards the visionary leadership's crisis management approach					

VLC4	Fostering an organizational culture that embraces change and innovation in crisis management					
VLC5	Managing the challenges associated with organizational change during humanitarian crises					
VLC6	Ensuring active engagement and alignment of employees with the visionary leadership's crisis management vision					
VLC7	Sustaining the momentum and relevance of the visionary leadership's crisis management vision over the long term					
<u>Collaborative Leadership Challenges</u>						
CLC1	Ensuring timely and accurate communication among all stakeholders involved in crisis management					
CLC2	Addressing resistance from individuals or departments towards active collaboration in crisis management					
CLC3	Managing conflicts that may arise due to diverse viewpoints in the collaborative process					
CLC4	Overcoming any cultural or structural barriers that hinder effective collaboration					
CLC5	Establishing clear accountability and ownership in a collaborative leadership model for crisis management					
CLC6	Ensuring that the collaborative decision-making process does not lead to delays during crises					
<u>Strategic Leadership Challenges</u>						
SLC1	Ensuring alignment between the strategic vision of leadership and the goals of effective humanitarian crisis management					
SLC2	Addressing any discrepancies between the overall strategic direction and the specific needs of crisis management					
SLC3	Navigating unforeseen challenges and changes in crisis scenarios without compromising the strategic plan					
SLC4	Involving key stakeholders in the development and execution of strategic crisis management plans					

SLC5	Sustaining the long-term effectiveness of strategic leadership approaches in humanitarian crisis management					
SLC6	Effectively allocating resources based on strategic priorities for humanitarian crisis management					

Thank you for your participation! Your feedback is valuable for our research on the effects of corporate business leadership strategies regarding effective humanitarian crisis management.