**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

# INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEES' CREATIVITY IN CRISIS: MODERATING ROLE OF ROUTINE DISRUPTION

**Zille Huma Javed [1], Dr. Haris Ali [2]**

**DOI:** https://doi.org/10.63544/jbii.v5i11.286

**Affiliations:**

[1] Institute of Management Sciences, Bahauddin Zakariya University, Multan, Pakistan
Email: humajaved298@gmail.com

[2] Institute of Management Sciences, Bahauddin Zakariya University, Multan, Pakistan
Email: drharis@bzu.edu.pk

**Corresponding Author's Email:**

[2] drharis@bzu.edu.pk

**Copyright:**

Author/s

**License:**

open access

**Article History:**
Received: 04.10.2026
Accepted: 28.10.2026
Published: 09.11.2026

**Abstract**

*This study examines how proactive and situational leadership styles influence employees' creativity during crisis-induced lockdowns, with routine disruption as a moderating variable. Set in the information technology sector of Southern Punjab, Pakistan, during the COVID-19 pandemic, the research addresses the challenge leaders faced in maintaining employee creativity amid disrupted work routines. Grounded primarily in trait activation theory and supported by cognitive energetics theory, the study adopts a quantitative, correlational design. Data were collected through an online survey from 252 IT professionals who worked throughout the pandemic. The questionnaire measured proactive leadership, situational leadership, employee creativity, and routine disruption using established scales. Data were analysed using SPSS for descriptive statistics and SmartPLS for structural equation modelling. Results indicate that both proactive leadership ($\beta = 0.101$, $p = 0.034$) and situational leadership ($\beta = 0.241$, $p = 0.001$) have significant positive effects on employee creativity, with situational leadership exerting the stronger influence. However, routine disruption did not significantly moderate either relationship ($p > 0.05$), suggesting that employees' creative performance remained largely unaffected by disruptions to their daily routines. The findings highlight the importance of flexible, situationally responsive leadership in sustaining creativity during crises and offer practical implications for human resource managers and organizational leaders in developing countries. Limitations and directions for future research are discussed.*

**Keywords:** Proactive Leadership, Situational Leadership, Employee Creativity, Routine Disruption

## 1. Introduction

In recent years, the COVID-19 pandemic epidemic has made it difficult for corporate executives and managers to maintain their market position (Kaushik & Guleria, 2020). It has had a significant effect on the world by destabilizing economies and compelling firms to innovate and diversify how they carry out their work activities (Hussain et al., 2021). To prevent the transmission of disease, most organizations have migrated to virtual or online work environments nowadays (Alsharef et al., 2021). There are many possibilities, but selecting the best one to withstand such a pandemic and increase productivity among staff is difficult (Omodan, 2022). In addition, they assign equal weight to all workplace characteristics and examine the leadership style most conducive to the achievement of organizational objectives (STUOnline, 2021). Both types of leadership are crucial for effectively confronting any uncertain scenario (Sugiarto, Lestari, & Fachlevi, 2021). Especially in the lockdown situation, where employees and managers have encountered numerous ordinary disruptions to their everyday activities (van Zoonen & Ter Hoeven, 2021).

In Pakistan, due to the lockdown, this state's revenue and exports plummeted by one-third (50%) in 2020 (Junaidi, 2020). However, some industries, such as information technology, were not significantly impacted by this global epidemic. Despite COVID-19 outbreak, China's IT industry generated approximately USD 190 billion in 2020-21 (Javaid et al., 2020). However, the prevalent disruption factor among employees posed a danger to senior management's ability to expand (Begum and Mobeen, 2020). These difficulties, in turn, inform the primary research topic of the study: "In a crisis, what type of leadership style is most effective for boosting the creativity of people within an organization?"

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

Javed (2020) has previously evaluated the impact of coronavirus on Pakistan's hotel, tourism, and transportation industries. However, he was unable to emphasize the significance of effective leadership in enhancing the creative performance of employees. During this pandemic, there is a paucity of study on how to promote smart working among personnel in this industry. No study has focused on Pakistani IT enterprises and their employees' concerns during this global recession. In addition, they did not compare proactive leadership styles to determine which style is effective for promoting creativity in lockdown situations.

Concerning its contributions, it can be concluded that it has both theoretical and practical implications. This study's theoretical objective is to investigate new research avenues in crisis management and advanced leadership. In addition, Pakistani business leaders can utilize its findings regarding effective leadership in a globally evolving environment in their upcoming projects. This study directly helped the upcoming leaders to evaluate the employees' perspective towards most effective leadership approach in crisis situation. Also, this research contributes to leadership and creativity literature. Moreover, this study underscores the role of leaders in influencing creativity. This shows that its constructive results helped to evaluate how such routine disruption factor, within the lockdown, may affect the IT employees' creativity. Such practical contribution will help the leaders to consider this factor in their upcoming strategies and decisions.

The introduction begins with a critical examination of the study's context, issue statement, research objectives/questions, gaps, scope, and contribution. The second component of the literature review is devoted to evaluating the researchers' competing perspectives on the pertinent themes. In addition, the theoretical foundations of several pertinent concepts and the conceptual framework will be developed. In the methodology section, the research design, methodology, population, sampling process, and sample size will be explained. Both SPSS and PLS will be used to analyze the results of the study.

This section will also elaborate on some practical recommendations, constraints, and implications for future study in the subject of crisis leadership.

## 2. Literature Review

### *2.1. Trait Activation Theory*

Trait Activation Theory explains how people express their personal traits when they encounter situational cues that are relevant to those traits (Tett et al., 2013). They further argued that, in general, employees look for intrinsic satisfaction in their work. Intrinsic motivation is viewed as an intrinsic personality attribute that motivates people's happiness (Horng et al., 2016). Creativity refers to the production of innovative and beneficial ideas for processes and methods at work by people (Hirst et al., 2009).

Proactivity is described as a stable tendency of a person to take prompt and decided activities (Du et al., 2021). Leaders with a proactive disposition tend to constantly question the status quo. They are less constrained by situational constraints and seek to generate change by influencing their environment (Peng et al., 2020). Their intrinsic desire inspires others to increase their creativity in order to accomplish organizational objectives (Crant, 1995). Situational leaders immediately improve employees' drive to execute innovatively in pursuit of organizational objectives (Schweikle, 2014). It can be claimed that both of these leadership styles increase the intrinsic drive of employees to increase their degree of creativity in an unpredictable setting. The characteristic activation idea has been extensively referenced by numerous researchers.

### *2.2. Cognitive Energetics Theory*

Cognitive energetics theory was introduced by Kruglanski in 2012. According to this view, the energy a person brings to a task matters more than anything else in reaching a goal, and the stronger that energy is, the faster the goal is achieved. Two kinds of energy make up this force: the first is the energy a person has on hand to devote to a purpose, and the second is the energy tied to an effective driving force, meaning the portion of that energy that is actually put to work toward the goal.

Researchers hold that disruptions to normal routines slow employees down as they work toward their job goals (Kruglanski et al., 2012). Routine interruption refers to inevitable alterations to a working schedule. Its presence in the workplace enables individuals to automate their daily tasks, lowering the amount of energy

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

expended on planning and coordinating activities (Evans & Stanovich, 2013; Neal et al., 2013). Therefore, once regular patterns are established, staff may simply conserve their energies for non-routine tasks (Bargh et al., 1996). In brief, it has the ability to increase their available energy to devote to everyday work objectives (Kruglanski et al., 2012).

### *2.3. Proactive Leadership and Employees' Creativity*

Proactive personality referred to as "individual leaders who are unconstrained by the situational forces, and who impacts organizational change" (Bateman & Crant, 1993). A proactive personality is essential to creativity among these traits because it denotes a preference for difficult or risky actions, such as creative endeavors. Recent research has recommended analyzing a proactive personality measure as a proxy indicator of personality traits that support creativity (Tai & Mai, 2016). Further, several scholars confirmed that proactive leadership is a significant antecedent of workplace adjustment, productivity and performance. It has been associated with the increased productivity, job performance, and career success (Fuller & Marler, 2009). Therefore, it is highly relevant to consider the proactive leadership in understanding the employee creativity.

**H1:** There is a significant positive impact of proactive leadership on employee creativity.

### *2.4. Situational Leadership and Employees' Creativity*

Situational leadership emerged as a reaction to trait-based leadership (Ghazzawi et al., 2017). This integrates both supportive and directive components. Situational leaders evaluate subordinates' commitment in terms of task completion. Situational leaders address complexities creatively and promptly for success. According to studies, situational leadership is strongly associated with the increase in employee creativity and performance (Cnaff & Wright, 2013). Ridlwan et al. (2021) assert that organizational culture and situational leadership are significant from the perspective of creative performance. During COVID-19, Francisco and Nuqui (2020) explored the emergence of situational leadership. They maintained that this style of leadership style is better in promoting the efficiency in a crisis. Based on these studies, the following hypothesis has been postulated;

**H2:** There is a significant positive impact of situational leadership on employee creativity.

### *2.5. Moderating Role of Routine Disruption in Lockdown*

According to Majumdar et al. (2020), most individuals hold up their productivity because of the routine disruption. Another research examined the negative influence of COVID-based routine disruption on employees' performance (van Zoonen & Ter Hoeven, 2021). They observed that there is a notable effect of work disruption on daily work procedures and innovation. Recently, analysts highlighted that creative performance is strengthened through a form of leadership, that overcomes organizational inertia (AlKayid et al., 2022). In such scenario, proactive leadership is a plausible approach to manage any uncertain situation. On the basis of aforementioned studies, the following hypothesis is proposed;

**H3:** There is a significant negative moderating role of routine disruption between proactive leadership and employees' creativity.

Fernandez and Shaw (2020) found that during the COVID-19 crisis, a situational leadership approach facilitated employees strongly in terms of spotting opportunities within the disruption. These leaders were willing to decide on the spot and take calculated risks to protect teaching and learning. Leaders themselves faced heavy pressures at the time, including health safety, broken routines, and the need to re-energize their teams (Müller, 2020). Guan et al. (2021) later examined how employees adapted to limit service disruption and reported that situational leadership helped people find ways to blunt the effects of uncertainty.

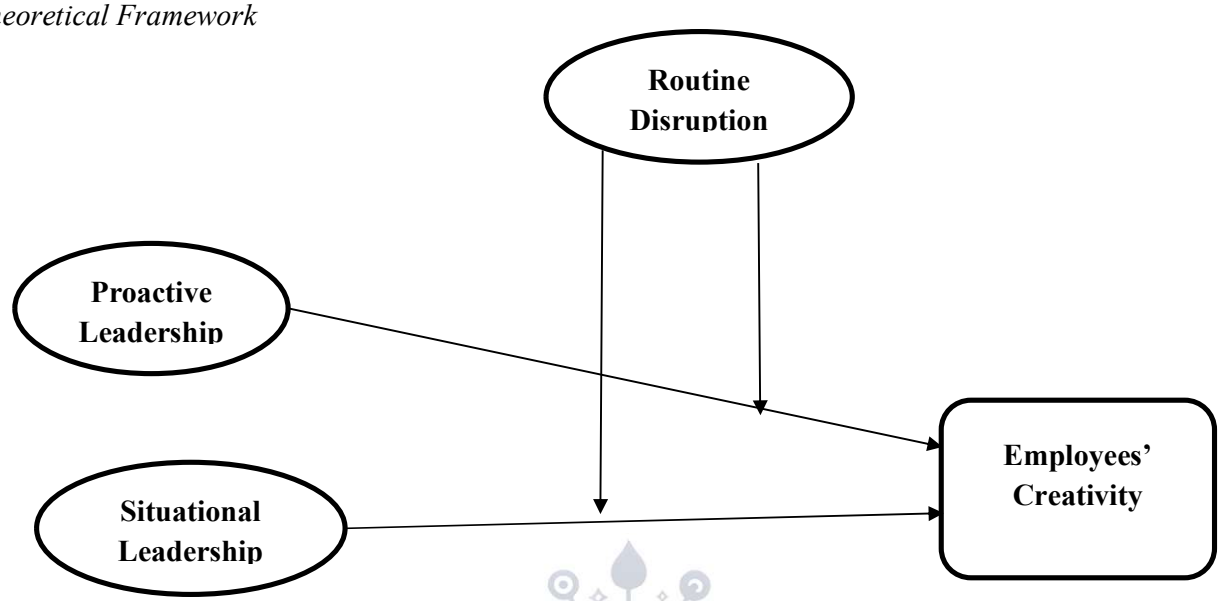
Drawing on event system theory across several studies, Chen et al. (2021) concluded that situational leadership cushions the impact of critical events and supports creativity. Gahan et al. (2021) similarly found that leadership capability and high-performance work systems both lift creativity and innovation, so situational leaders should build close relationships with employees. By contrast, Sahni (2020) showed that weak communication and remote work created confusion and fear that reduced creative output, and Gomes et al. (2021) found that poor connection and online classes weakened students' sense of belonging. García-Avilés (2021) described virtual newsrooms rebuilding collaboration. Given this literature, the following hypothesis is proposed:

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

**H4:** There is a significant negative moderating role of routine disruption between situational leadership and employees' creativity.

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

**Figure 1**
*Theoretical Framework*




*Note.* The figure displays the hypothesized relationships among proactive leadership, situational leadership, employee creativity, and the moderating role of routine disruption. Adapted from the authors' conceptual model.

## 3. Methodology

### *3.1. Research Design*

A quantitative design was chosen to determine which leadership style better enhances creativity among IT sector employees during a crisis. It suits the Pakistani context because it produces accurate findings from the target respondents. A correlational approach was adopted to measure the variables and describe the relationships between them, in line with the study's objectives and questions. A positivist philosophy guided data collection, sampling, and analysis throughout.

### *3.2. Study Population*

The participants in this study were IT professionals based in Southern Punjab, Pakistan, who had been employed throughout the COVID-19 outbreak. The inclusive criteria of choosing participants

### *3.3. Sample Size and Sampling Technique*

To avoid overgeneralizing the findings, the study drew its sample in line with Yan et al. (2022). The final sample comprised 250 IT sector employees from Southern Punjab. A non-probability approach was used, specifically convenience sampling, in which respondents were chosen because they were easy to reach (Martinez-Mesa et al., 2016). Data were gathered only from employees who agreed to take part (Yan et al., 2022). To apply this method effectively, respondents were profiled on four main demographic characteristics: gender, age, education, and work experience (Saeed et al., 2019). Overall, this approach gave IT employees who had struggled with performance-related problems during the COVID-19 pandemic a fair opportunity to be included. It was adopted mainly because it eased practical constraints, namely logistics, an unknown population size, limited time and budget, and ethical concerns (Amin & Aman, 2016).

### *3.4. Data Collection Method*

Primary data were collected for this quantitative study to capture respondents' views on leadership styles and their creative performance (Coe et al., 2021). An online survey was chosen as the data collection method. IT professionals who had worked through the pandemic and dealt with performance-related difficulties were sent the questionnaire by email. The instrument consisted of close-ended items hosted on Google Forms. Because it lets researchers reach the intended audience quickly and at low cost, this approach was considered practical (Siegfried, 2022).

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

### *3.5. Measuring Instrument*

Data was collected from an online survey, which let us capture how respondents saw leadership (situational and proactive). Each participant received a link by email and needed only a click to open the form and answer (Kelley-Quon, 2018). Because it was flexible and reached many people, the tool suited the study. It had two parts (Yan et al., 2022). Part one asked about background: education, gender, job experience, and age. Part two covered the constructs under study: employee creativity, routine disruption, proactive leadership, and situational leadership.

Proactive leadership, the independent variable, was gauged by ten indicators from Chen et al. (2021a). For situational leadership, the study adapted eleven indicators from Ghazzawi et al. (2017). Employee creativity was the dependent variable. Routine disruption acted as the moderator: respondents contrasted life during the coronavirus period with life before the outbreak to describe their experience as IT employees. A seven-point Likert scale from Yi-Feng Chen et al. (2021a) recorded their answers.

### *3.6. Statistical Tests*

Statistical testing was handled with two programs, SPSS and PLS, which together covered the calculation, interpretation, and analysis of the results. SPSS ran the descriptive statistics, since it offers detailed analytical tools along with strong plotting, reporting, and presentation features (Baffoe-Djan & Smith, 2019). PLS took over the testing of the variables, namely reliability, validity, and hypothesis testing.

## 4. Results and Analysis

### *4.1. Demographic Analysis*

**Table 1**

*Descriptive Statistics*

| Variable | N | Mean | Median | SD | Variance | Skewness | SE of Skewness | Kurtosis | SE of Kurtosis | Range | Min | Max |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Gender | 252 | 1.31 | 1.00 | .463 | .215 | .829 | .153 | −1.323 | .306 | 1 | 1 | 2 |
| Age | 252 | 2.28 | 2.00 | 1.102 | 1.213 | .693 | .153 | −.184 | .306 | 4 | 1 | 5 |
| Education | 252 | 4.45 | 4.00 | .732 | .536 | −.510 | .153 | .953 | .306 | 4 | 2 | 6 |
| Job Experience | 252 | 2.83 | 3.00 | 1.298 | 1.685 | −.105 | .153 | −1.299 | .306 | 4 | 1 | 5 |

**Table 2**

*Demographic Analysis*

| Demographic | Category | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Gender | Male | 174 | 69.0 | 69.0 | 69.0 |
| | Female | 78 | 31.0 | 31.0 | 100.0 |
| | Total | 252 | 100.0 | 100.0 | |
| Age | 18–25 | 68 | 27.0 | 27.0 | 27.0 |
| | 26–35 | 94 | 37.3 | 37.3 | 64.3 |
| | 36–45 | 53 | 21.0 | 21.0 | 85.3 |
| | 46–55 | 26 | 10.3 | 10.3 | 95.6 |
| | Above 55 | 11 | 4.4 | 4.4 | 100.0 |
| Education | Graduate | 111 | 44.0 | 44.0 | 50.8 |
| | Post Graduate | 117 | 46.0 | 46.0 | 95.6 |
| | PhD | 24 | 9.6 | 9.6 | 100.0 |
| Job Experience | Less than 1 year | 56 | 22.2 | 22.2 | 22.2 |

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

| Demographic | Category | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | Over than 1 year, up-to 3 years | 50 | 19.8 | 19.8 | 42.1 |
| | Less than 5 years | 44 | 17.5 | 17.5 | 59.5 |
| | Over than 5 years, up-to 10 years | 84 | 33.3 | 33.3 | 92.9 |
| | Over than 10 years | 18 | 7.1 | 7.1 | 100.0 |

Male respondents numbered 174, more than double the 78 female respondents. By age, 94 participants fell in the 26–35 bracket, 68 in the 18–25 bracket, 53 in the 36–45 bracket, and 26 in the 46–55 bracket, while only 11 were older than 55. Regarding education, graduates (44%) and postgraduates (46%) made up most of the active responses, with Ph.D. holders (9.6%) far behind. Finally, respondents with substantial work experience clearly outnumbered those with little.

### *4.2. Measurement Model*

PLS regression extends and merges features of principal component analysis and multiple regression (Hair et al., 2021). Within PLS, the structural equation model is built from two submodels: the measurement model and the structural model. The measurement model examines how the latent variables relate to the observed data (Cho et al., 2022).

**Table 3**

*Factor Loadings*

| Construct | Item | Loading |
|---|---|---|
| Employee Creativity | EC1 | 0.769 |
| | EC11 | 0.73 |
| | EC12 | 0.753 |
| | EC13 | 0.791 |
| | EC2 | 0.642 |
| | EC3 | 0.629 |
| | EC4 | 0.644 |
| | EC5 | 0.73 |
| | EC6 | 0.703 |
| | EC7 | 0.718 |
| | EC8 | 0.714 |
| | EC9 | 0.75 |
| Proactive Leadership | PL1 | 0.412 |
| | PL10 | 0.737 |
| | PL2 | 0.685 |
| | PL4 | 0.631 |
| | PL5 | 0.675 |
| | PL7 | 0.799 |
| | PL8 | 0.69 |
| | PL9 | 0.771 |
| Routine Disruption | RD1 | 0.81 |
| | RD2 | 0.863 |
| | RD3 | 0.797 |
| | RD4 | 0.769 |
| | RD5 | 0.61 |
| Situational Leadership | SL1 | 0.696 |
| | SL10 | 0.726 |
| | SL2 | 0.734 |

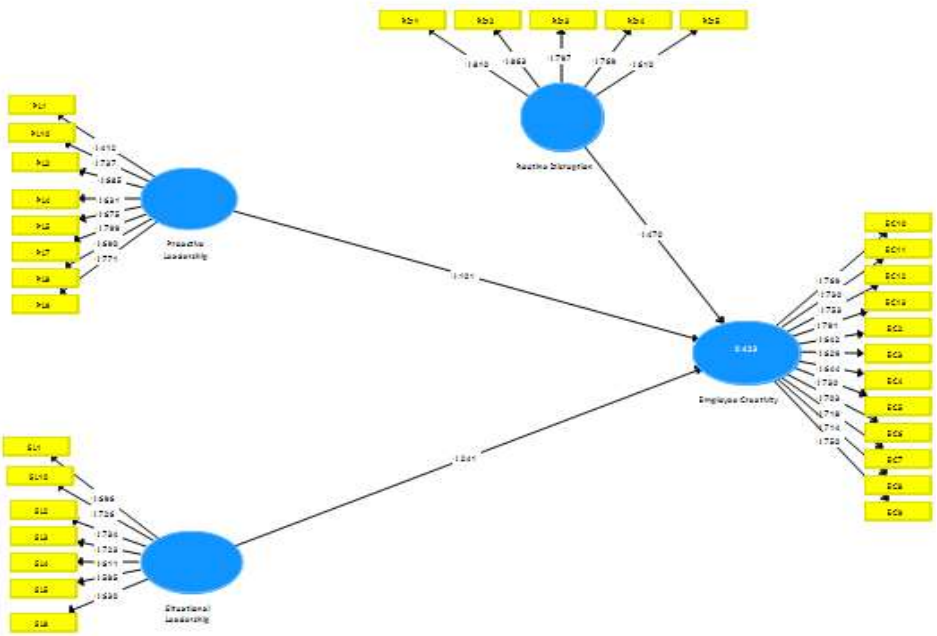
Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

| Construct | Item | Loading |
|---|---|---|
| | SL3 | 0.723 |
| | SL4 | 0.611 |
| | SL5 | 0.585 |
| | SL8 | 0.63 |

The results above show that most of the indicators for the tested variables load well in the model, as their values exceed 0.6. The exceptions are PL1 and SL5. The graphical representation follows below.

**Figure 4.1**

*Graphical Display of Factor Loadings*



*Note.* The figure shows the outer loadings for each indicator in the measurement model. Adapted from the authors' PLS analysis.

The absence of a multicollinearity issue between its variables is proved by the fact that the variance inflation factor (VIF) values for all of their indicators fall under the threshold range (less than 3) as highlighted in below table.

**Table 4**

*Multicollinearity Results*

| Construct | Factor | VIF |
|---|---|---|
| Employee Creativity | EC10 | 2.967 |
| | EC11 | 2.653 |
| | EC12 | 2.311 |
| | EC13 | 2.789 |
| | EC2 | 1.666 |
| | EC3 | 1.66 |
| | EC4 | 2.054 |
| | EC5 | 2.507 |
| | EC6 | 2.11 |
| | EC7 | 2.4 |
| | EC8 | 2.159 |
| | EC9 | 2.354 |
| Proactive Leadership | PL1 | 1.09 |

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

| Construct | Factor | VIF |
|---|---|---|
| | PL10 | 2.055 |
| | PL2 | 2.04 |
| | PL4 | 1.446 |
| | PL5 | 1.697 |
| | PL7 | 2.552 |
| | PL8 | 1.854 |
| | PL9 | 2.194 |
| Routine Disruption | RD1 | 2.229 |
| | RD2 | 2.913 |
| | RD3 | 1.968 |
| | RD4 | 1.888 |
| | RD5 | 1.567 |
| Situational Leadership | SL1 | 1.53 |
| | SL10 | 1.541 |
| | SL2 | 1.72 |
| | SL3 | 1.639 |
| | SL4 | 1.388 |
| | SL5 | 1.435 |
| | SL8 | 1.28 |

All variables' values are within their threshold range, as mentioned in Table 5. For instance, the alpha value of each variable according to Cronbach is more than 0.60. In addition, both rho A and composite reliability values exceed 0.7. AVE readings likewise fall inside their respective threshold range (e.g., 0.5 or greater than 0.5). This demonstrates that all respondents provided valid and reliable results for each measuring indicator.

**Table 5**

*Construct Reliability and Validity*

| Construct | Cronbach's Alpha | rho_A | Composite Reliability | AVE |
|---|---|---|---|---|
| Employee Creativity | 0.913 | 0.916 | 0.926 | 0.513 |
| Proactive Leadership | 0.835 | 0.826 | 0.873 | 0.5 |
| Routine Disruption | 0.831 | 0.849 | 0.881 | 0.6 |
| Situational Leadership | 0.801 | 0.808 | 0.853 | 0.5 |

**Table 6**

*Convergent Reliability and Validity*

| Construct | Item | Loading | α | Composite Reliability | AVE |
|---|---|---|---|---|---|
| Employee Creativity | EC10 | 0.769 | 0.913 | 0.926 | 0.513 |
| | EC11 | 0.73 | | | |
| | EC12 | 0.753 | | | |
| | EC13 | 0.791 | | | |
| | EC2 | 0.642 | | | |
| | EC3 | 0.629 | | | |
| | EC4 | 0.644 | | | |
| | EC5 | 0.73 | | | |
| | EC6 | 0.703 | | | |
| | EC7 | 0.718 | | | |
| | EC8 | 0.714 | | | |
| | EC9 | 0.75 | | | |
| Proactive Leadership | PL1 | 0.412 | 0.835 | 0.873 | 0.5 |
| | PL10 | 0.737 | | | |

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

| Construct | Item | Loading | α | Composite Reliability | AVE |
|---|---|---|---|---|---|
| | PL2 | 0.685 | | | |
| | PL4 | 0.631 | | | |
| | PL5 | 0.675 | | | |
| | PL7 | 0.799 | | | |
| | PL8 | 0.69 | | | |
| | PL9 | 0.771 | | | |
| Situational Leadership | SL1 | 0.696 | 0.801 | 0.853 | 0.5 |
| | SL10 | 0.726 | | | |
| | SL2 | 0.734 | | | |
| | SL3 | 0.723 | | | |
| | SL4 | 0.611 | | | |
| | SL5 | 0.585 | | | |
| | SL8 | 0.63 | | | |
| Routine Disruption | RD1 | 0.81 | 0.831 | 0.881 | 0.6 |
| | RD2 | 0.863 | | | |
| | RD3 | 0.797 | | | |
| | RD4 | 0.769 | | | |
| | RD5 | 0.61 | | | |

To evaluate its discriminant validity, the Fornell–Larcker criterion has been implemented. The results were displayed in Table 7, which demonstrated that all diagonal values are bigger than the lower values. It indicates that no discriminant validity issue has persisted in the tested items.

**Table 7**

*Fornell–Larcker Criterion-Based Discriminant Validity*

| Construct | Employee Creativity | Proactive Leadership | Routine Disruption | Situational Leadership |
|---|---|---|---|---|
| Employee Creativity | 0.716 | | | |
| Proactive Leadership | 0.258 | 0.684 | | |
| Routine Disruption | 0.601 | 0.219 | 0.775 | |
| Situational Leadership | 0.475 | 0.221 | 0.452 | 0.675 |

Its R-squared value is 0.423, which indicates that the dependent variable (i.e., employee creativity) is 42% off its mean position as a result of the independent variables (i.e., proactive leadership and situational leadership) and moderator (i.e., routine disruption).

### *4.3. Structural Model Direct Effect-Based Hypotheses Testing*

The SEM model is used to analyze the direct link between independent and dependent variables, and its results are presented in the table below;

**Table 8**

*Direct Effects*

| Path | Standard Beta | Standard Error | t Value | p Value | Result |
|---|---|---|---|---|---|
| Proactive Leadership → Employee Creativity | 0.101 | 0.048 | 2.125 | 0.034 | Supported |
| Situational Leadership → Employee Creativity | 0.241 | 0.072 | 3.36 | 0.001 | Supported |

A p-value of 0.034 indicates a substantial and favorable link between proactive leadership and employee creativity (lower than 0.05). Additionally, situational leadership considerably and positively increased employee creativity with a 0.001 coefficient (within the threshold range). In contrast, situational leadership has a far greater effect on the inventiveness of Pakistani employees.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

### *4.4. Moderating Effect-Based Hypotheses Testing*

**Table 9**

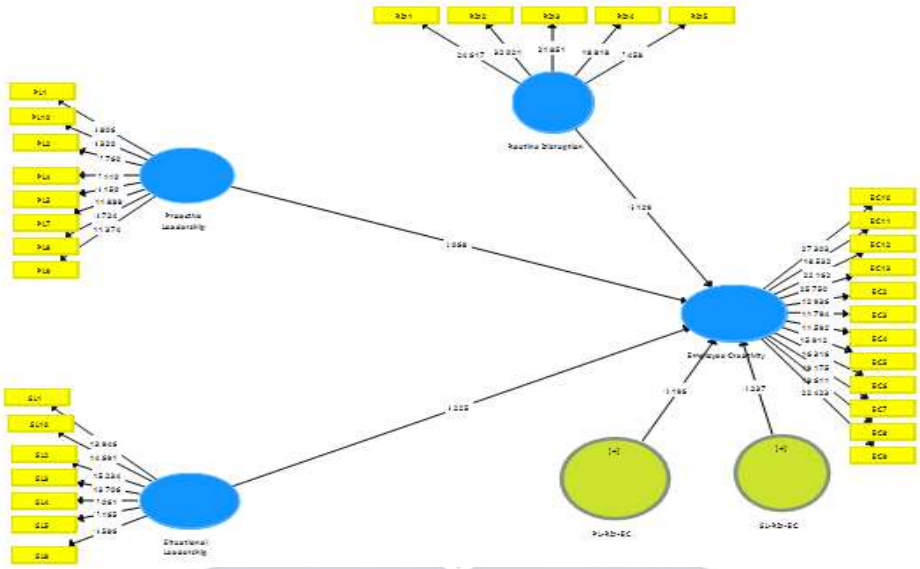
*Moderating Effects*

| Path | Standard Beta | Standard Error | t Value | p Value | Result |
|---|---|---|---|---|---|
| PL × RD → EC | 0.012 | 0.061 | 0.196 | 0.845 | Not Supported |
| SL × RD → EC | −0.012 | 0.049 | 0.237 | 0.813 | Not Supported |

The results above show that neither moderating effect is statistically significant, since both p-values exceed 0.05 (0.845 and 0.813). Routine disruption (RD) had a small positive but nonsignificant effect on the link between proactive leadership (PL) and employee creativity (EC), with a beta of 0.012, and a small negative but non-significant effect on the link between situational leadership (SL) and EC, with a beta of −0.012. In other words, RD does not significantly moderate either relationship. Hypotheses 3 (H3) and 4 (H4) are therefore rejected. The figures below illustrate these results.

**Figure 2**

*Structural Equation Modeling (SEM)*

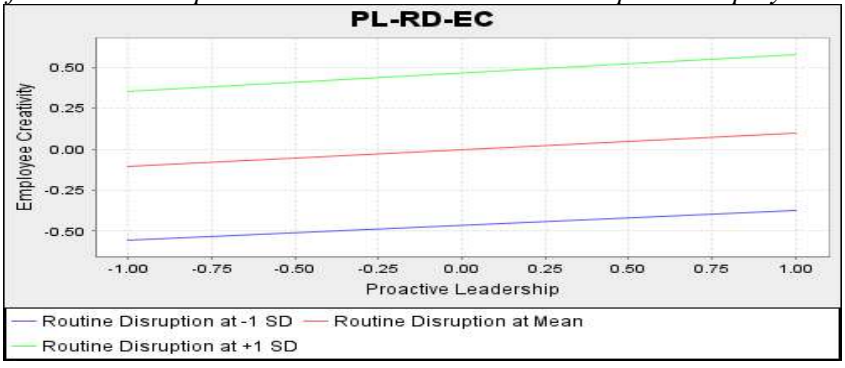


*Note.* The figure displays the path coefficients and moderating effects estimated in the PLS-SEM model. Adapted from the authors' analysis.

The graphs below illustrate the non-significant moderating effect of routine disruption (RD) on the relationships between proactive leadership (PL) and employee creativity (EC), and between situational leadership (SL) and EC. In both plots the lines run parallel to one another, and neither the green nor the blue slope shows any noticeable steepness.

**Figure 3**

*Moderating Effect of Routine Disruption Between Proactive Leadership and Employee Creativity*

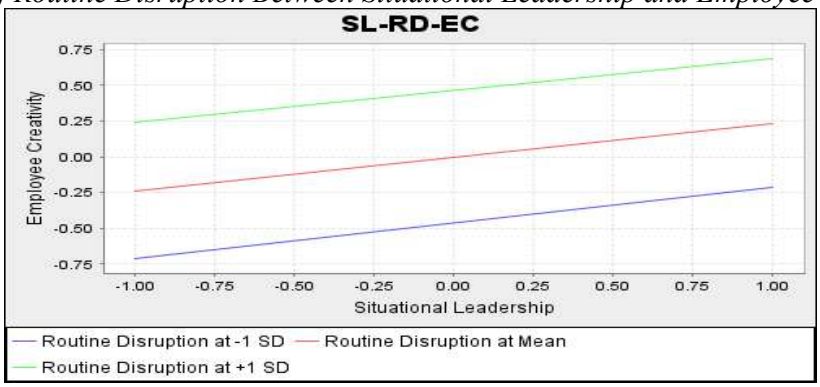


Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

*Note.* The figure plots the interaction effect of proactive leadership and routine disruption on employee creativity. Adapted from the authors' analysis.

**Figure 4**

*Moderating Effect of Routine Disruption Between Situational Leadership and Employee Creativity*




*Note.* The figure plots the interaction effect of situational leadership and routine disruption on employee creativity. Adapted from the authors' analysis.

## 5. Discussion and Conclusion

### *5.1. Discussion*

After a thorough examination of the statistical results, it is evident that the two principal hypotheses (H1 and H2) of this study have been justified. In the context of the IT industry in Southern Punjab, for example, a considerable positive association emerged between employee creativity and proactive leadership. Especially in the context of the COVID-19 epidemic, where a complete lockdown created a difficult scenario for the employed class to timely finish their routine responsibilities. Bason (2018) similarly supported the favourable relationship between proactive personality and creativity, albeit in a Western environment. This demonstrates that such advanced and intelligent attributes of leaders were crucial to the improvement of society in both developing and established states.

During coronavirus outbreaks, an employee's creativity in the Pakistani Higher Education industry is boosted directly by a proactive attitude (Shabbir & Ali, 2021). According to them, such a leadership style enhances their radical innovation far more than their incremental creativity. Moreover, a proactive leadership style increases employee engagement inside a company (Mubarak et al., 2021). In coronavirus scenarios, if organizational leaders are modest and proactive in decision-making, they considerably improve the inventiveness and even social sustainability of their employees. Proactive leadership has a crucial role in sustaining the performance effectiveness of frontline employees during critical crises (Alessa et al., 2021).

On its second key hypothesis, the study found a significant positive link between situational leadership and employee creativity in Pakistan. Wuryani et al. (2021) explain why: situational leaders make decisions in a semi-structured way, and this strengthens employees' drive to perform creatively. They also reported that better technology made such unstructured decisions easier in difficult circumstances. Self-reported creativity, meanwhile, usually tracks closely with a person's psychological capital and the features of their job (Cai et al., 2019).

A supervisor who recognizes what subordinates are capable of can therefore build a workplace that rewards creative performance with relative ease, even in a local or global crisis such as lockdown. Situational motivation tied to task routinization likewise lifts creativity in adverse conditions, because that awareness helps form a high-quality leader–member exchange (LMX) relationship, which protects the company's standing through internal and external crises (Yoon & Choi, 2019). Tan et al. (2021) backed this argument with evidence from three large Chinese manufacturing firms. Ghazzawi et al. (2017) had earlier shown that situational leadership encourages employees to demonstrate innovative performance.

Leaders in Pakistan now need to strengthen their entrepreneurial skills if their companies are to stay productive through a global crisis like the coronavirus pandemic and also during the lockdowns. Mehmood

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

and colleagues made the same case in a 2020 study centred on Pakistan's manufacturing sector and its management. They also showed that knowledge sharing plays an important part in linking situational entrepreneurial leadership to employee innovation (Mehmood et al., 2020). The present study, by contrast, looked at the creativity of IT sector employees during the recent coronavirus outbreak in Pakistan. Its results indicate that leaders' situational style boosted employees' creative performance, even under lockdown. Good communication with their staff allowed IT executives and managers in this developing country to keep employee productivity up.

The lockdown crisis is disruptive and poses a direct danger to occupational and organizational practices, particularly in lower and middle level management (Seidl & Whittington, 2020). In this instance, the intelligent decisions to deploy digital assistants in human resources contributed to the maintenance of positive relationships between managers and employees (Gkeredakis et al., 2021). This study result demonstrates that the IT-focused Pakistani leadership utilized clever digital technology in their daily activities, which allowed them to maintain performance efficiency (i.e., innovation) despite the lockdown. Consequently, during the first three waves of the COVID-19 epidemic, its employees did not encounter any substantial disruptions to their routines.

### *5.2. Conclusion*

This study set out to examine and highlight how two leadership styles, proactive and situational, shape the creativity of IT sector employees in Pakistan during pandemic lockdowns that disrupted normal routines. To pursue this aim, a quantitative design built around an online survey was adopted, and a convenience sample of 252 employees was drawn from the IT sector of Southern Punjab. Primary data were gathered through a structured questionnaire. SPSS was used for demographic profiling, while Smart PLS was applied to the analytical work, namely reliability testing, validity testing, and hypothesis testing. The demographic profile showed that most of the active respondents were young, well-educated, and experienced men. All of them had worked through the COVID-19 lockdown period, so they were well placed to judge how their leaders approached the crisis strategically.

Situational leadership likewise exerted a significant positive influence on the creativity of Pakistani employees. Both H1 and H2 are therefore supported by the analytical results. These findings suggest that most IT personnel recognized both leadership styles in their managers, and that each style directly improves how effectively they perform. Overall, however, situational leadership was found to be considerably more common among leaders in Southern Punjab than proactive leadership. This implies that most of these leaders are highly efficient and flexible in their strategic decisions and plans, whether the circumstances are routine or urgent. Leaders are also described as approachable toward their followers and receptive to their input when conditions are uncertain, and this encourages team members to think creatively and perform at a higher level.

Regarding its routine disruption-based moderation, it can be determined that routine disruption plays no major moderating role between proactive leadership and employee creativity, hence its H3 is not supported. Its PLS results also indicated that routine disruption plays no moderating role between situational leadership and employee creativity. Ultimately, it is proven that frontline employees in the IT industry who worked in this developing nation during the lockdown did not experience any usual disruptions. They may encounter additional socioeconomic challenges, such as pay deduction, inflation, health issues, network issues, work–life imbalance, and so on.

Employee viewpoints indicate that creative performance was not significantly affected by routine disruption. Leaders' flexible, durable decisions and advanced capabilities are credited with this outcome. Decisive and supportive leadership also fostered close relationships with employees and eased their heavy workloads, which in turn nurtured their creativity. Overall, the constructive findings of this study deserve the attention of Pakistani leaders, HR managers, decision-makers, and legislators, who can draw on them in future business projects and during crises. Its data can be incorporated into their background research, literature reviews, and discussion sections to strengthen later work. Taken together, these points show that the study carries substantial practical, theoretical, and policy implications.

Journal of Business Insight and Innovation
Volume 5 Issue 11, 2026
ISSN-p: 3006-2284, ISSN-e: 3006-0982
https://insightfuljournals.com/

### *5.3. Theoretical Implications*

The results extend earlier research in several significant ways. Also, it carried some theoretical implications for the upcoming scholars and business analysts, for example;

This research contribute to the literature on creativity by concurrently comparing proactive and situational leadership styles. Second, this study emphasizes the influence of leadership on employee creativity in a lockdown situation. Third this study confirms the positive impact of situational leadership style on employees' creativity.

### *5.4. Practical Implications*

Based on the aforementioned findings, there are a number of practical implications for Pakistani leaders and managers seeking to increase the efficiency and productivity of their followers in uncertain conditions;

If Pakistani leaders become proactive in their everyday interactions, there is an opportunity to attain financial benefits and broader societal results. In addition, leaders must be quick-witted enough to deal with any unforeseen and unfavourable event. In such a situation, they must involve followers in crisis-oriented decision making. Pakistani leaders must encourage their supporters to contribute fresh and original ideas for environmental protection. This deep link between leader and member will inspire followers to accomplish a specific duty on leader's behalf. Management needs to provide staff with a variety of perks to encourage innovation in tackling any other lockdown circumstance. Under the next years, their leadership will help foster job motivation in crisis/lockdown scenarios. In uncertain scenarios, it is strongly suggested that Pakistani HR managers and IT leaders adopt strategic judgments that meet the needs of every individual. Future managers can incorporate this knowledge into their crisis-oriented plans and policies. Its outputs will assist them in adopting a situationally and pro-actively oriented, directed leadership style to achieve superior performance outcomes in both crisis and regular circumstances. In addition, Pakistani leaders and members must thoroughly assess the degree of the interruption in order to plan, choose, and implement successful methods for future lockdowns.

### *5.5. Limitations and Direction for Future Research*

Some major methodological, contextual, and theoretical limitations of this study is given below;

There is a potential to fill this methodological gap by incorporating a dyadic approach, which will be considered by both Pakistani management and service sector employees for the purpose of data collecting. Future researchers can use the mixed method approach using online or in-person interviews. Future experts may take into account other developing nations, such as India, Bangladesh, and other states, while examining pertinent subjects. Such a comparative analysis on a large scale will aid in the development of highly beneficial outcomes. This growing state lacks comparison research between different service industries.

### Ethics Statement

This study adhered to all ethical standards of research during the conducting of this study. We collected data from secondary sources, and no human participants were involved in the collection of data. Therefore, there is no conflict of interest of any human participant to this study.

### Author's Contributions

All author/s participated in ideation, development, and writing the manuscript. All authors read and approved the final manuscript.

### Conflict of Interest Statement

The author/s declare that there is no conflict of interest regarding the publication of this article.

### Funding Statement

The author/s did not receive financial support from any funding agency or external organization for the research, authorship, or publication of this article.

### Data Availability

The datasets generated and analysed during the current study are available from the corresponding author upon reasonable request. The authors are committed to transparency and will provide detailed methodological information and analysis protocols upon request.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

**References**

Abbass, K., Begum, H., Alam, A. F., Awang, A. H., Abdelsalam, M. K., Egdair, I. M. M., & Wahid, R. (2022). Fresh insight through a Keynesian theory approach to investigate the economic impact of the COVID-19 pandemic in Pakistan. *Sustainability, 14*(3), Article 1054.

Agneessens, F., & Labianca, G. J. (2022). Collecting survey-based social network information in work organizations. *Social Networks, 68*, 31–47.

Alessa, G. S., Sharif, S., Lodhi, R. N., & Mahmood, Z. (2021). Leadership, proactive personality and organizational outcomes: Role of parallel of mediators in Pakistani 3-star hotels. *International Journal of Organizational Analysis*. Advance online publication.

AlKayid, K., Selem, K. M., Shehata, A. E., & Tan, C. C. (2022). Leader vision, organizational inertia and service hotel employee creativity: Role of knowledge-donating. *Current Psychology*, 1–13.

Alsharef, A., Banerjee, S., Uddin, S. J., Albert, A., & Jaselskis, E. (2021). Early impacts of the COVID-19 pandemic on the United States construction industry. *International Journal of Environmental Research and Public Health, 18*(4), Article 1559.

Amin, K., & Aman, Q. (2016). Determinants of attitude towards the acceptance of Islamic banking: A case of district Peshawar, Pakistan. *Journal of Managerial Sciences, 10*(1), 140–155.

Baffoe-Djan, J. B., & Smith, S. A. (2019). Descriptive statistics in data analysis. In *The Routledge handbook of research methods in applied linguistics* (pp. 398–414). Routledge.

Baghdadi, L. R., Younis, A., Al Suwaidan, H. I., Hassouneh, M. M., & Al Khalifah, R. (2021). Impact of the COVID-19 pandemic lockdown on routine childhood immunization: A Saudi nationwide cross-sectional study. *Frontiers in Pediatrics, 9*.

Bargh, J. A., Chen, M., & Burrows, L. (1996). Automaticity of social behavior: Direct effects of trait construct and stereotype activation on action. *Journal of Personality and Social Psychology, 71*(2), 230–244.

Bason, C. (2018). *Leading public sector innovation: Co-creating for a better society*. Policy Press.

Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior, 14*(2), 103–118.

Begum, R., & Mobeen, A. (2020). Impacts of pandemics on economy: Focusing on the measures and employee performance in banking industry of Pakistan during COVID-19. *European Scientific Journal, 16*(16), 13–20.

Cai, W., Lysova, E. I., Bossink, B. A., Khapova, S. N., & Wang, W. (2019). Psychological capital and self-reported employee creativity: The moderating role of supervisor support and job characteristics. *Creativity and Innovation Management, 28*(1), 30–41.

Caniels, M. C., & Baaten, S. M. (2019). How a learning-oriented organizational climate is linked to different proactive behaviors: The role of employee resilience. *Social Indicators Research, 143*(2), 561–577.

Cnaff, A., & Wright, W. (2013). Anxiety: Counseling the job insecure client. *Journal of Employment Counseling, 3*, 876–885.

Chen, Y., Liu, D., Tang, G., & Hogan, T. M. (2021). Workplace events and employee creativity: A multistudy field investigation. *Personnel Psychology, 74*(2), 211–236.

Cho, G., Kim, S., Lee, J., Hwang, H., Sarstedt, M., & Ringle, C. M. (2022). A comparative study of the predictive power of component-based approaches to structural equation modeling. *European Journal of Marketing*. Advance online publication.

Coe, R., Waring, M., Hedges, L. V., & Ashley, L. D. (2021). *Research methods and methodologies in education*. Sage.

Crant, J. M. (1995). The proactive personality scale and objective job performance among real estate agents. *Journal of Applied Psychology, 80*(4), 532–537.

Dash, G., & Paul, J. (2021). CB-SEM vs PLS-SEM methods for research in social sciences and technology forecasting. *Technological Forecasting and Social Change, 173*, Article 121092.

De Carvalho, P. P. S., Kalid, R. D. A., & Rodríguez, J. L. M. (2019). Evaluation of the city logistics performance through structural equations model. *IEEE Access, 7*, 121081–121094.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

Dowling, M. J., Carrington, M., Moscola, J., & Davidson, K. W. (2020). Covid-19 crisis response: First, address the safety and well-being of your team. *NEJM Catalyst Innovations in Care Delivery, 1*(6).

Du, J., Ma, E., & Lin, X. (2021). Can proactivity translate to creativity? Examinations at individual and team levels. *International Journal of Hospitality Management, 98*, Article 103034.

Evans, J. S. B., & Stanovich, K. E. (2013). Dual-process theories of higher cognition: Advancing the debate. *Perspectives on Psychological Science, 8*(3), 223–241.

Fabac, R., Kokot, K., & Bubalo, I. (2022). Path-goal theory: Leadership styles and their changes during Covid-19 pandemic. *Interdisciplinary Description of Complex Systems, 20*(4), 349–374.

Farooq, N., Rehman, A., Bilal, H., Saleem, K., Hussain, A., & Zeeshan, M. (2020). Proactive personality, motivation and employee creativity in the public sector hospitals of Peshawar City. *International Review of Management and Marketing, 10*(3), 16–22.

Fernandez, A. A., & Shaw, G. P. (2020). Academic leadership in a time of crisis: The coronavirus and COVID-19. *Journal of Leadership Studies, 14*(1), 39–45.

Francisco, C. D., & Nuqui, A. V. (2020). Emergence of a situational leadership during COVID-19 pandemic called new normal leadership. *Online Submission, 4*(10), 15–19.

Farmer, L. A. (2005). Situational leadership: A model for leading telecommuters. *Journal of Nursing Management, 13*(6), 483–489.

Fuller, B., Jr., & Marler, L. E. (2009). Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior, 75*(3), 329–345.

Ghazzawi, K., Shoughari, R. E., & Osta, B. E. (2017). Situational leadership and its effectiveness in rising employee productivity: A study on North Lebanon organization. *Human Resource Management Research, 7*(3), 102–110.

Gahan, P., Theilacker, M., Adamovic, M., Choi, D., Harley, B., Healy, J., & Olsen, J. E. (2021). Between fit and flexibility? The benefits of high-performance work practices and leadership capability for innovation outcomes. *Human Resource Management Journal, 31*(2), 414–437.

García-Avilés, J. A. (2021). Journalism as usual? Managing disruption in virtual newsrooms during the COVID-19 crisis. *Digital Journalism, 9*(9), 1239–1260.

Ghauri, P., Grønhaug, K., & Strange, R. (2020). *Research methods in business studies*. Cambridge University Press.

Gkeredakis, M., Lifshitz-Assaf, H., & Barrett, M. (2021). Crisis as opportunity, disruption and exposure: Exploring emergent responses to crisis through digital technology. *Information and Organization, 31*(1), Article 100344.

Gomes, C., Hendry, N. A., De Souza, R., Hjorth, L., Richardson, I., Harris, D., & Coombs, G. (2021). Higher degree students (HDR) during COVID-19: Disrupted routines, uncertain futures, and active strategies of resilience and belonging. *Journal of International Students, 11*(S2), 19–37.

Hameed, N. S. S., Salamzadeh, Y., Rahim, N. F. A., & Salamzadeh, A. (2021). The impact of business process reengineering on organizational performance during the coronavirus pandemic: Moderating role of strategic thinking. *Foresight*. Advance online publication.

Hirst, G., Van Knippenberg, D., & Zhou, J. (2009). A cross-level perspective on employee creativity: Goal orientation, team learning behavior, and individual creativity. *Academy of Management Journal, 52*(2), 280–293.

Horng, J. S., Tsai, C. Y., Yang, T. C., & Liu, C. H. (2016). Exploring the relationship between proactive personality, work environment and employee creativity among tourism and hospitality employees. *International Journal of Hospitality Management, 54*, 25–34.

Hussain, A., Farooq, M. U., Habib, M. S., Masood, T., & Pruncu, C. I. (2021). COVID-19 challenges: Can industry 4.0 technologies help with business continuity? *Sustainability, 13*(21), Article 11971.

Javaid, M., Haleem, A., Vaishya, R., Bahl, S., Suman, R., & Vaish, A. (2020). Industry 4.0 technologies and their applications in fighting COVID-19 pandemic. *Diabetes & Metabolic Syndrome: Clinical Research & Reviews, 14*(4), 419–422.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

Junaidi, I. (2020). *Pakistan virus cases cross 5,000 mark*. DAWN.

Kark, R., Van Dijk, D., & Vashdi, D. R. (2018). Motivated or demotivated to be creative: The role of self-regulatory focus in transformational and transactional leadership processes. *Applied Psychology, 67*(1), 186–224.

Karlsen, J. T., & Berg, M. E. (2020). Coaching leadership style: A learning process. *International Journal of Knowledge and Learning, 13*(4), 356–368.

Kaushik, M., & Guleria, N. (2020). The impact of pandemic COVID-19 in workplace. *European Journal of Business and Management, 12*(15), 1–10.

Kelley-Quon, L. I. (2018). Surveys: Merging qualitative and quantitative research methods. *Seminars in Pediatric Surgery, 27*(6), 361–366.

Khalili, A. (2018). Creativity and innovation through LMX and personal initiative. *Journal of Organizational Change Management, 31*(2), 323–333.

Khan, N. A. (2021). Determinants of proactive work behavior of employees during the COVID-19 crisis. *European Journal of Psychology Open, 80*(1–2), 53–63.

Kim, S. L. (2019). The interaction effects of proactive personality and empowering leadership and close monitoring behaviour on creativity. *Creativity and Innovation Management, 28*(2), 230–239.

Kozachuk, L. A., & Conley, A. H. (2021). Development-oriented situational supervision: A leadership approach to supervision in counselor education. *Journal of Counselor Leadership and Advocacy, 8*(1), 44–55.

Kruglanski, A. W., Belanger, J. J., Chen, X., Köpetz, C., Pierro, A., & Mannetti, L. (2012). The energetics of motivated cognition: A force-field analysis. *Psychological Review, 119*(1), 1–20.

Kyalangalilwa, E. (2021). *Proactive leadership and how to be a proactive leader*. Community Leader. https://communityleader.com/proactive-leadership/

Lanaj, K., Foulk, T. A., & Erez, A. (2019). Energizing leaders via self-reflection: A within-person field experiment. *Journal of Applied Psychology, 104*(1), 1–18.

Legate, A. E., Hair, J. F., Jr., Chretien, J. L., & Risher, J. J. (2021). PLS-SEM: Prediction-oriented solutions for HRD researchers. *Human Resource Development Quarterly*. Advance online publication.

Li, Z., Dai, L., Chin, T., & Rafiq, M. (2019). Understanding the role of psychological capital in humorous leadership-employee creativity relations. *Frontiers in Psychology, 10*, Article 1636.

Majumdar, P., Biswas, A., & Sahu, S. (2020). COVID-19 pandemic and lockdown: Cause of sleep disruption, depression, somatic pain, and increased screen exposure of office workers and students of India. *Chronobiology International, 37*(8), 1191–1200.

Martinez-Mesa, J., Gonzalez-Chica, D. A., Duquia, R. P., Bonamigo, R. R., & Bastos, J. L. (2016). Sampling: How to select participants in my research study? *Anais Brasileiros de Dermatologia, 91*(3), 326–330.

McClean, S. T., Koopman, J., Yim, J., & Klotz, A. C. (2021). Stumbling out of the gate: The energy-based implications of morning routine disruption. *Personnel Psychology, 74*(3), 411–448.

McCormick, B. W., Guay, R. P., Colbert, A. E., & Stewart, G. L. (2019). Proactive personality and proactive behaviour: Perspectives on person-situation interactions. *Journal of Occupational and Organizational Psychology, 92*(1), 30–51.

Mehmood, M. S., Jian, Z., & Akram, U. (2020). Be so creative they can't ignore you! How can entrepreneurial leader enhance the employee creativity? *Thinking Skills and Creativity, 38*, Article 100721.

Meutia, M., Ismail, T., & Ummi, N. (2018). Leadership issue and SME performance during crisis. *International Journal of Civil Engineering and Technology, 9*(4), 424–435.

Miao, R., & Cao, Y. (2019). High-performance work system, work well-being, and employee creativity: Cross-level moderating role of transformational leadership. *International Journal of Environmental Research and Public Health, 16*(9), Article 1640.

Mubarak, N., Khan, J., Yasmin, R., & Osmadi, A. (2021). The impact of a proactive personality on innovative work behavior: The role of work engagement and transformational leadership. *Leadership & Organization Development Journal, 42*(7), 1111–1127.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

Müller, A. M. A. (2020). New challenges facing marketing and marketing communication: Employer branding—Challenges for leadership in the corona-pandemic. *Journal of Marketing Identity, 441–451*.

Mustofa, A., & Muafi, M. (2021). The influence of situational leadership on employee performance mediated by job satisfaction and Islamic organizational citizenship behavior. *International Journal of Research in Business and Social Science, 10*(1), 95–106.

Nafees, M., & Khan, F. (2020). Pakistan's response to COVID-19 pandemic and efficacy of quarantine and partial lockdown: A review. *Electronic Journal of General Medicine, 17*(2), emXXX.

Narayanamurthy, G., & Tortorella, G. (2021). Impact of COVID-19 outbreak on employee performance: Moderating role of industry 4.0 base technologies. *International Journal of Production Economics, 234*, Article 108075.

Naz, S., Li, C., Zaman, U., & Rafiq, M. (2020). Linking proactive personality and entrepreneurial intentions: A serial mediation model involving broader and specific self-efficacy. *Journal of Open Innovation: Technology, Market, and Complexity, 6*(4), Article 166.

Neal, D. T., Wood, W., & Drolet, A. (2013). How do people adhere to goals when willpower is low? The profits (and pitfalls) of strong habits. *Journal of Personality and Social Psychology, 104*(6), 959–975.

Omodan, B. I. (2022). Virtual management of students' unrest during the COVID-19 new normal: The need for an innovative approach. *Journal of Culture and Values in Education, 5*(1), 1–12.

Peng, J., Chen, X., Nie, Q., & Wang, Z. (2020). Proactive personality congruence and creativity: A leader identification perspective. *Journal of Managerial Psychology, 35*(7/8), 543–557.

Ridlwan, M., Purwandari, D. A., & Syah, T. Y. R. (2021). The effect of situational leadership and organizational culture on employee performance through job satisfaction. *International Journal of Multicultural and Multireligious Understanding, 8*(3), 73–87.

Ruslan, R., Lian, B., & Fitria, H. (2020). The influence of principal's situational leadership and teacher's professionalism on teacher's performance. *International Journal of Progressive Sciences and Technologies, 20*(1), 135–143.

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management, 26*(2), 424–438.

Sahni, J. (2020). Impact of COVID-19 on employee behavior: Stress and coping mechanism during WFH (work from home) among service industry employees. *International Journal of Operations Management, 1*(1), 35–48.

Spreitzer, G. M., Lam, C. F., & Quinn, R. W. (2012). Human energy in organizations: Implications for POS from six interdisciplinary streams. In *The Oxford handbook of positive organizational scholarship* (pp. 155–167). Oxford University Press.

Sanchez-Manzanares, M., Rico, R., Antino, M., & Uitdewilligen, S. (2020). The joint effects of leadership style and magnitude of the disruption on team adaptation: A longitudinal experiment. *Group & Organization Management, 45*(6), 836–864.

Scharp, Y. S., Breevaart, K., Bakker, A. B., & van der Linden, D. (2019). Daily playful work design: A trait activation perspective. *Journal of Research in Personality, 82*, Article 103850.

Schiariti, V., & McWilliam, R. A. (2021). Crisis brings innovative strategies: Collaborative empathic teleintervention for children with disabilities during the COVID-19 lockdown. *International Journal of Environmental Research and Public Health, 18*(4), Article 1749.

Scholten, K., Scott, P. S., & Fynes, B. (2019). Building routines for non-routine events: Supply chain resilience learning mechanisms and their antecedents. *Supply Chain Management: An International Journal, 24*(3), 430–442.

Schweikle, N. (2014). *Situational leadership: How to effectively lead and motivate employees through each development stage*. Theseus.

Seidl, D., & Whittington, R. (2020). How crisis reveals the structures of practices. *Journal of Management Studies, 58*(1), 259–263.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

Shabbir, A., & Ali, B. (2021). Personality dispositional characteristic and employee creativity: The role of proactive personality, radical and incremental creativity via moderating effect of self-regulatory promotion focus from higher education institutes of Pakistan. *International Journal of Business and Management Sciences, 2*(4), 153–185.

Shen, C., Zhang, Y., Yang, J., & Liu, S. (2020). Abusive supervision and employee creativity: A moderated mediation model. *Leadership & Organization Development Journal, 41*(2), 193–207.

Shujaat, S., Sana, S., & Aftab, F. (2013). Impact of career development on employee satisfaction in private banking sector Karachi. *IBT Journal of Business Studies, 2*(2), 1–13.

Siegfried, P. (2022). Methodology of the survey-based expert analyses. In *Digitalisation in mobility service industry* (pp. 47–57). Springer.

STUOnline. (2021). *What is situational leadership? How flexibility leads to success*. STU Online. https://online.stu.edu/articles/education/what-is-situational-leadership.aspx

Sugiarto, S., Lestari, A., & Fachlevi, M. R. (2021). Actualization of situational leadership in handling Covid-19 and national economic recovery to improve community welfare in the context of realizing a resilient Indonesia. *Kontigensi: Jurnal Ilmiah Manajemen, 9*(1), 235–249.

Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology, 88*(3), 500–517.

Tai, H. T., & Mai, N. Q. (2016). Proactive personality, organizational context, employee creativity and innovative capability: Evidence from MNCs and domestic corporations. *International Journal of Organizational Analysis, 24*(3), 370–389.

Tett, R. P., Simonet, D. V., Walser, B., & Brown, C. (2013). Trait activation theory. In *Handbook of personality at work* (pp. 71–100). Routledge.

Thuan, L. C. (2020). Motivating follower creativity by offering intellectual stimulation. *International Journal of Organizational Analysis, 28*(4), 817–829.

Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology, 52*(3), 591–620.

UNCTAD. (2020). *The Covid-19 shock to developing countries: Towards a "whatever it takes" programme for the two-thirds of the world's population being left behind*. UNCTAD.

van Knippenberg, D., & Hirst, G. (2020). A motivational lens model of person × situation interactions in employee creativity. *Journal of Applied Psychology, 105*(10), 1129–1144.

van Zoonen, W., & Ter Hoeven, C. L. (2021). Disruptions and general distress for essential and nonessential employees during the COVID-19 pandemic. *Journal of Business and Psychology*, 1–16.

Watkins, K. E., & Marsick, V. J. (2021). Informal and incidental learning in the time of COVID-19. *Advances in Developing Human Resources, 23*(1), 88–96.

Wherton, J., Shaw, S., Papoutsi, C., Seuren, L., & Greenhalgh, T. (2020). Guidance on the introduction and use of video consultations during COVID-19: Important lessons from qualitative research. *BMJ Leader, 4*(3), 120–123.

Woods, S. A., Mustafa, M. J., Anderson, N., & Sayer, B. (2018). Innovative work behavior and personality traits: Examining the moderating effects of organizational tenure. *Journal of Managerial Psychology, 33*(1), 29–42.

Wuryani, E., Rodlib, A., Sutarsib, S., Dewib, N., & Arifb, D. (2021). Analysis of decision support system on situational leadership styles on work motivation and employee performance. *Management Science Letters, 11*(2), 365–372.

Yan, X., Espinosa-Cristina, J. F., Kumari, K., & Cioca, L. I. (2022). Relationship between corporate social responsibility, organizational trust, and corporate reputation for sustainable performance. *Sustainability, 14*(14), Article 8737.

Yi-Feng Chen, N., Crant, J. M., Wang, N., Kou, Y., Qin, Y., Yu, J., & Sun, R. (2021a). When there is a will there is a way: The role of proactive personality in combating COVID-19. *Journal of Applied Psychology, 106*(2), 199–213.

**Journal of Business Insight and Innovation**
**Volume 5 Issue 11, 2026**
**ISSN-p: 3006-2284, ISSN-e: 3006-0982**
**https://insightfuljournals.com/**

Yi-Feng Chen, N., Crant, J. M., Wang, N., Kou, Y., Qin, Y., Yu, J., & Sun, R. (2021b). When there is a will there is a way: The role of proactive personality in combating COVID-19. *Journal of Applied Psychology, 106*(2), 199–213.

Yoon, H. J., & Choi, J. N. (2019). To routinize or not to routinize? Employee task routinization, situational motivation, and creativity. *Social Behavior and Personality: An International Journal, 47*(3), 1–11.

Zhao, H., & Guo, L. (2019). The trickle-down effects of creative work involvement: The joint moderating effects of proactive personality and leader creativity expectations. *Personality and Individual Differences, 142*, 218–225.

Zuberi, M. A., & Khattak, A. (2021). Impact of proactive personality and leader member exchange on innovative work behavior: A job design perspective. *International Journal of Innovation Science, 13*(5), 557–575.

Zhou, Q., Hirst, G., & Shipton, H. (2012). Context matters: Combined influence of participation and intellectual stimulation on the promotion focus-employee creativity relationship. *Journal of Organizational Behavior, 33*(7), 894–909.