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A Comprehensive Model for Crisis Management by Integrating Leadership, Motivation, and Organizational Behavior in the ADNOC Organization

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Abstract

Despite its considerable potential significance, the mediating role of organizational and behavioural dimensions in linking leadership and motivational factors with crisis management remains notably underexplored. This oversight represents a critical gap in the existing research, hindering a comprehensive understanding of how these elements interact to influence effective crisis management within the ADNOC organization. This paper aims to develop a comprehensive model for crisis management by integrating leadership, motivation, and organizational behaviour within ADNOC. The model consists of leadership and motivation as independent constructs, organizational and behavioural elements as mediator constructs, and crisis management as the dependent construct. The model was developed and evaluated using SmartPLS software with data from 302 operational staff members at ADNOC. It was improved until it satisfied the fitness requirements. There were only eight statistically significant indirect relationship hypotheses out of thirty, according to hypothesis testing. With five important pathways, organisational culture practices were found to be the most effective mediator among them. Mission, with one important relationship, and adaptability, with two important relationships, came next. These eight indirect relationships served as the foundation for the framework that was developed to represent ADNOC's requirement to

incorporate mission alignment, organisational culture, and flexibility into its operations. By addressing these interconnected issues, ADNOC can improve its crisis management strategies and thrive in the competitive and volatile energy industry.

Keywords: Crisis Management, Leadership, Organizational Culture

1. Introduction

Crisis management is critical in the dynamic United Arab Emirates (UAE), where the oil and gas industry is essential for economic stability. The Abu Dhabi National Oil Company (ADNOC), a major participant in this vital industry, constantly faces difficulties in handling crises brought on by internal dynamics, outside influences, or changes in the market. In this regard, an organization's capacity to withstand crises and come out stronger depends heavily on its leadership. Leadership's beneficial effects on a range of organisational outcomes have been the subject of much research, but its precise influence on crisis management is still up for debate (Purwanto, Suharnomo, & Puspitasari, 2021).

Furthermore, despite its potential importance, the mediating role of organisational and behavioural dimensions in the relationship between crisis management and leadership & motivational dimensions has not received enough attention (Wu, Liu, Xu, & Liao, 2021). This study aims to fill these knowledge gaps by conducting a thorough examination of the impact of leadership and motivational factors on crisis management within the context of ADNOC in the United Arab Emirates. Using a thorough case study methodology, it seeks to clarify how organisational and behavioural aspects, as well as leadership and motivational aspects, interact to influence crisis management tactics and outcomes, providing insightful information for both scholarly study and real-world implementation in the UAE's dynamic oil and gas sector.

Leadership and motivational aspects have become important areas of study as a result of scientific discoveries, changing social norms, and the need for leaders in modern organisations who have experience, skill, knowledge, and the ability to take accountability. When dealing with crises within organisations, leadership and motivational qualities are essential for navigating difficult situations and leveraging them for future gains. Significant obstacles confront the oil and gas industry, such as crisis management, which is impacted by the physical surroundings and organisational and behavioural aspects that affect efficacy (Naji, Isha, Alazzani, Brough, Saleem, Mohyaldinn, & Alzoraiki, 2022). Crisis management at ADNOC is greatly impacted by leadership and motivational issues that affect many departments, both onshore and offshore (Al Hammadi, Bin Masrom, & Mohamed, 2019).

As an illustration of its attempts to increase productivity, profitability, and crisis management, ADNOC laid off workers in 2016 in response to declining oil prices, sluggish economic growth, and financial constraints (AL Dhanhani & Abdullah, 2020; Naseer, Saabri, & Shayea, 2022). Such actions raise concerns about retaining top-tier leaders and their impact on overall organisational performance, which can lead to additional financial costs, because ineffective leadership and motivational factors can disrupt operations, team dynamics, and crisis response (Ajmal, Helo, & Kekäle, 2021). Strict environmental regulations and changes in global demand also pose problems for the unstable oil and gas industry, making crisis management more difficult.

According to an initial interview conducted in March 2022 with the operations manager of the Abu Dhabi branch, ADNOC's crisis management was still lacking. This suggested that there might be leadership style deficiencies in the organization's various operations. The

possible impact of ADNOC's organisational and behavioural aspects as well as leadership on crisis management results was another topic of discussion in this interview. While prior research underscores the significance of leadership behaviour in job performance and organizational success, the specific dynamics of leadership styles and their impact on crisis management remain relatively underexplored. Given the economic challenges facing UAE oil and gas companies and the imperative of adapting to global market changes, it becomes crucial to investigate whether organizational & behavioural dimensions mediate the relationship between leadership & motivational dimensions and crisis management. Organizational & behavioural dimensions, encompassing beliefs, values, and interactional norms, shape employees' commitment, learning propensity, and growth potential, thus warranting examination as potential mediators (Wu, Liu, Xu, & Liao, 2021; Isensee, Teuteberg, Griese, & Topi, 2020; Campuzano, 2019; Canning, Murphy, Emerson, Chatman, Dweck, & Kray, 2020).

Notably, the lack of empirical studies exploring the intricate factors influencing crisis management, particularly leadership style, in the UAE's unique context highlights the need for further research during ongoing crises (Almarri & Gardiner, 2014). This study, therefore, aims to investigate the role of leadership and motivational dimensions in crisis management, with a specific focus on the mediating influence of organizational and behavioural dimensions within ADNOC UAE. To address the significance of leadership and organizational and behavioural dimensions in crisis management, the analysis should include concrete examples or data on the challenges faced by ADNOC in crisis situations (Aljaziri, Almansoori, Almazrouei, & Alkaabi, 2021). It should also highlight the potential impact of leadership and motivational factors, along with organizational and behavioural dimensions, on these challenges (Bass & Riggio, 2006). Grounding the analysis in specific instances will illustrate the study's relevance to ADNOC's unique circumstances, enhancing the justification for this research (Fry, 2003).

Although the analysis does not specify which aspects will be examined, it does recognise the significance of leadership and organisational and behavioural dimensions in crisis management. By defining these specific dimensions and components, a more organised and focused research endeavour will result, offering focused insights into the ways in which these variables interact in the context of crisis management (Nahapiet & Ghoshal, 1998). By incorporating organisational behaviour, leadership, and motivation within the ADNOC organisation, this approach seeks to provide a comprehensive model and guarantee the effectiveness and resilience of its crisis management plans.

2. Construct in the Model

2.1 Independent Construct

Leadership and motivational constructs consist of independent constructs such as empowerment, idea effect, individual consideration, intellectual counselling, spiritual motivation, and transformational leadership. These constructs represent key components that influence organisational behaviour and crisis management. Empowering workers to take charge and make decisions can help them respond more quickly in emergency situations

(Conger, & Kanungo, 1988). The idea effect (Nonaka & Takeuchi, 1995) describes the impact of innovative thinking and creativity on organisational procedures and crisis management. Recognising and meeting each employee's unique needs is an aspect of transformational leadership that can foster a supportive work environment during times of crisis (Bass & Riggio, 2006).

Intellectual counselling emphasises the importance of intellectual capital and ongoing education, which are required to make well-informed decisions during emergencies (Nahapiet & Ghoshal, 1998). Spiritual motivation provides a sense of purpose that can propel teamwork during emergency situations by aligning employees' personal values with the organization's mission (Fry, 2003). By motivating and inspiring staff to go above and beyond, transformational leadership can greatly enhance an organization's crisis management capabilities (Bass & Riggio, 2006).

2.2 Important of Services Quality on Healthcare Services

There is a lot of interest in how leadership styles fit into crisis management, which is necessary for organisational resilience (Ajmal, Helo, & Kekäle, 2021). Strong leadership is essential for organisations to manage crises, maintain stability, and recover quickly. It has been shown that by promoting adaptability and creating a positive organisational culture, transformational leadership in particular improves crisis management abilities (Bass & Riggio, 2006).

Incorporating inspirational elements like motivation and spiritual empowerment can also improve crisis management strategies. When employees are empowered to act proactively in times of crisis, an organization's resilience increases (Conger & Kanungo, 1988). Spiritual motivation, on the other hand, provides a sense of purpose that can propel group efforts during times of crisis by aligning organisational values and mission (Fry, 2003).

Through the mediating function of organisational and behavioural constructs like adaptability, consistency, intellectual counselling 2, mission, and organisational culture practice, effective crisis management outcomes are connected to leadership and motivational elements. Consistency guarantees reliable procedures and practices, while flexibility enables organisations to adjust to shifting conditions (Hair, Hult, Ringle, & Sarstedt, 2017). In order to shape organisational responses, intellectual counselling 2 emphasises the importance of knowledge management. Organisational culture practices and mission alignment foster a cohesive environment that aids in crisis management (Bass & Riggio, 2006; Henseler, Ringle, & Sarstedt, 2015).

2.3 Mediating Constructs

The mediating constructs, also known as organisational and behavioural constructs (Nahapiet & Ghoshal, 1998; Hair, Hult, Ringle, & Sarstedt, 2017), include adaptability, consistency, mission, organisational culture, and intellectual counselling 2. These ideas are important because they serve as mediators, influencing the relationship between motivational and leadership characteristics and crisis management outcomes (Bass & Riggio, 2006; Henseler, Ringle, & Sarstedt, 2015).

The term "adaptability" refers to an organization's ability to effectively respond to crises and changing circumstances (Hair, Hult, Ringle, & Sarstedt, 2017). Consistency denotes the steadiness and reliability of organizational processes and practices (Henseler, Ringle, & Sarstedt, 2015). Intellectual counselling 2 emphasizes the role of intellectual capital and knowledge management in shaping organizational responses (Nahapiet & Ghoshal, 1998). Mission alignment underscores the importance of a clear and shared organizational purpose (Bass & Riggio, 2006), while organizational culture practice reflects the values, norms, and practices that define the organizational environment (Hair, Hult, Ringle, & Sarstedt, 2017; Wu, Liu, Xu, & Liao, 2021).

3. Developing and Evaluating the Model

This study focuses on developing a model for crisis management by integrating leadership, motivation, and organizational behaviour within the Abu Dhabi National Oil Company (ADNOC). The layout of the model comprises leadership and motivational constructs, namely empowerment, idea effect, individual consideration, intellectual counselling, spiritual motivation, and transformational leadership, as independent variables (IVs); organizational and behavioural constructs, such as adaptability, consistency, intellectual counselling 2, mission, and organizational culture practice, as mediators; and crisis management as the dependent variable (DV) as Figure 1.

The hypotheses related to the indirect relationships involving intermediary constructs, which can be drawn from the conceptual model, are as in Table 1.

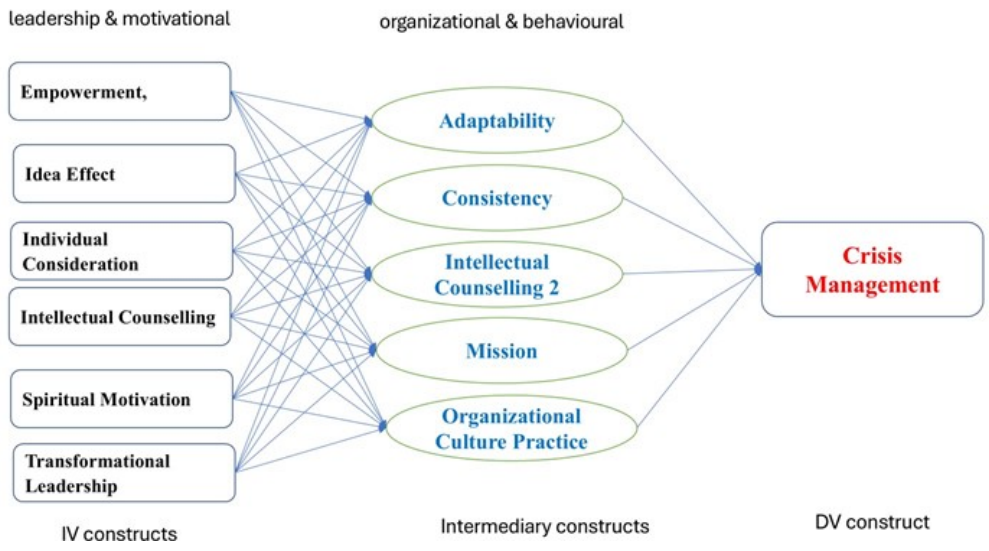

Figure 1. Hypothetical relationships of the Constructs

Table 1. Distribution of the respondents

Hypothesis	Indirect paths
H1	Empowerment → Intellectual Counselling 2 → Crisis Management
H2	Empowerment → Mission → Crisis Management
H3	Empowerment → Organizational Culture Practice → Crisis Management
H4	Empowerment → Adaptability → Crisis Management
H5	Empowerment → Consistency → Crisis Management
H6	Idea Effect → Intellectual Counselling 2 → Crisis Management
H7	Idea Effect → Mission → Crisis Management
H8	Idea Effect → Organizational Culture Practice → Crisis Management
H9	Idea Effect → Adaptability → Crisis Management
H10	Idea Effect → Consistency → Crisis Management
H11	Individual Consideration → Adaptability → Crisis Management
H12	Individual Consideration → Intellectual Counselling 2 → Crisis Management
H13	Individual Consideration → Mission → Crisis Management
H14	Individual Consideration → Consistency → Crisis Management
H15	Individual Consideration → Organizational Culture Practice → Crisis Management
H16	Intellectual Counselling → Adaptability → Crisis Management
H17	Intellectual Counselling → Intellectual Counselling 2 → Crisis Management
H18	Intellectual Counselling → Mission → Crisis Management
H19	Intellectual Counselling → Organizational Culture Practice → Crisis Management
H20	Intellectual Counselling → Consistency → Crisis Management
H21	Spiritual Motivation → Adaptability → Crisis Management
H22	Spiritual Motivation → Consistency → Crisis Management
H23	Spiritual Motivation → Intellectual Counselling 2 → Crisis Management
H24	Spiritual Motivation → Mission → Crisis Management
H25	Spiritual Motivation → Organizational Culture Practice → Crisis Management
H26	Transformational Leadership → Consistency → Crisis Management
H27	Transformational Leadership → Intellectual Counselling 2 → Crisis Management
H28	Transformational Leadership → Organizational Culture Practice → Crisis Management
H29	Transformational Leadership → Adaptability → Crisis Management
H30	Transformational Leadership → Mission → Crisis Management

The model is developed and evaluated using SmartPLS software with structural equation modelling (SEM) and the partial least square (PLS) computational technique, which is suitable for theory development (Rahman, Memon, & Abd Karim, 2013). To collect data, this study adopted a quantitative research approach, targeting a population of 1,350 operational staff members at ADNOC. A total of 400 questionnaires were distributed using a simple random sampling technique, with 302 completed responses received for analysis. This exceeds the minimum requirement of 100 responses for modelling using SEM-PLS, as suggested by (Hair, Gabriel, & Patel, 2014).

To evaluate the model, it is assessed at the measurement and structural components until it achieves the fitness criteria. The assessment of measurement and structural components involves checking for reliability, validity, and the overall model fit. According to Hair et al. (Hair, Gabriel, & Patel, 2014), reliability ensures that the model's constructs consistently reflect the constructs they are intended to measure, often evaluated using Cronbach's alpha and composite reliability. Validity examines the degree to which a construct accurately represents the concept it is intended to measure, assessed through convergent and discriminant validity (Fornell & Larcker, 1981). The overall model fit assesses how well the data supports the proposed model structure, commonly evaluated using criteria such as the standardized root mean square residual (SRMR) and the goodness-of-fit index (GFI). The model is drawn in the software according to the conceptual model of Figure 1 as in Figure 2.

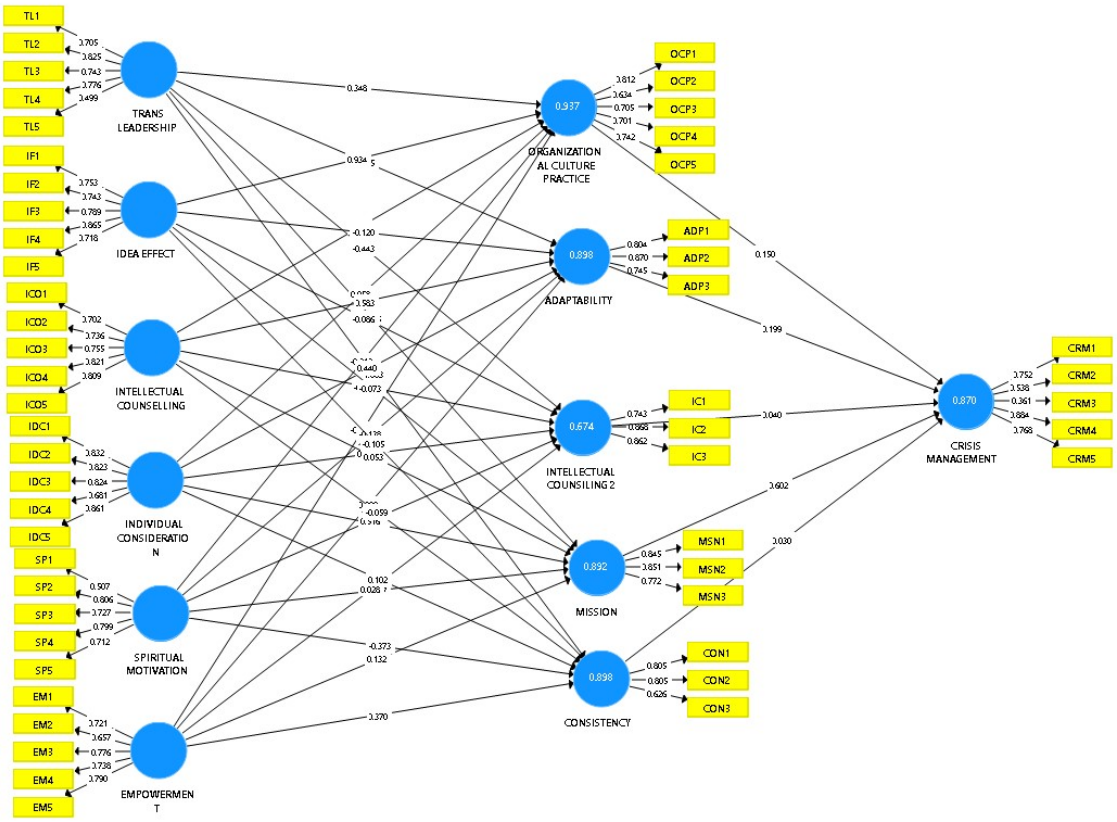

Figure 2. The developed model in the software

Figure 2 shows the ADNOC Organization's Crisis Management Model that incorporates Leadership, Motivation, and Organisational Behaviour to investigate their combined impact on effective crisis management. This comprehensive model is made up of multiple interconnected components that emphasise the significance of leadership practices and motivating variables in determining organisational behaviours, which in turn influence crisis management results. Transformational Leadership, Idea Effect, Intellectual Counselling,

Individual Consideration, Spiritual Motivation, and Empowerment are the six autonomous constructions. Each of these dimensions is measured using related indicators that indicate the organization's leadership characteristics and motivational techniques..

To effectively manage crises, it is critical to understand the role of intermediary variables that represent organisational behaviour. These characteristics, which include organisational culture practice, adaptability, intellectual counselling 2, mission, and consistency, are critical in connecting leadership and motivation to crisis management. Each of these intermediary factors is supported by particular indicators that assess how well the organisation adjusts, preserves cultural values, and aligns its mission amid crises..

At the centre of the model is the dependent variable, Crisis Management. The model's structural relationships show both direct and indirect impacts, emphasising the routes by which leadership and motivational characteristics influence organisational behaviours, which then act as intermediary variables in crisis management. For example, transformational leadership and empowerment improve organisational agility, cultural practices, and consistency, collectively boosting the organization's ability to manage crises.

The research is clear that crisis management in ADNOC relies heavily on strong transformational leadership and effective motivating tactics, particularly spiritual motivation and empowerment. These characteristics influence critical organisational behaviours like as adaptation, mission alignment, and cultural consistency, all of which are necessary for effective crisis management. The high loadings of constructs and indicators demonstrate the model’s good dependability and validity (Yukl, 2013; Bass & Avolio, 1994).

Finally, this integrated model emphasises the crucial role of leadership, motivation, and organisational behaviour in developing a resilient organisation capable of successfully managing crises. For ADNOC, the interplay of these elements provides operational excellence, agility, and long-term viability in the face of adversity (Yukl, 2013; Bass & Avolio, 1994). found that effective crisis management requires strong leadership and motivation.

3.1 Measurement Component Assessment

The reliability of the constructs in this study was evaluated using several metrics, including Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) (Memon & Rahman, 2014).

Table 2. Construct validity and reliability

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Adaptability	0.732	0.849	0.653
Consistency	0.891	0.792	0.563
Crisis Management	0.951	0.805	0.591
Empowerment	0.791	0.856	0.544
Idea Effect	0.833	0.882	0.601
Individual Consideration	0.864	0.902	0.651
Intellectual Counselling	0.823	0.876	0.587
Intellectual Counselling 2	0.770	0.866	0.683
Mission	0.763	0.863	0.678
Organizational Culture Practice	0.767	0.843	0.520
Spiritual Motivation	0.758	0.839	0.516
Trans Leadership	0.756	0.839	0.516

As shown in Table 2, Cronbach's Alpha values ranged from 0.732 to 0.951, indicating good internal consistency across the constructs, with all values exceeding the acceptable threshold of 0.70 (Hair, Black, Babin, Anderson, & Tatham, 2019). Composite Reliability scores were also satisfactory, ranging from 0.792 to 0.902, further confirming the reliability of the constructs. The AVE values ranged from 0.516 to 0.683, meeting the criterion of 0.50 or higher, which suggests adequate convergent validity (Fornell & Larcker, 1981).

The Fornell-Larcker Criterion assesses discriminant validity in structural equation modelling by ensuring that the square root of a construct's AVE is greater than its correlation with other constructs. This indicates that the construct explains more variance in its own indicators than it shares with other constructs (Fornell & Larcker, 1981). The results of Fornell-Larcker Criterion assessment are as in Table 3.

Table 3. Results of Fornell-Larcker Criterion

Constructs	Adaptability	Consistency	Crisis Management	Empowerment	Idea Effect	Individual Consideration	Intellectual Counselling	Intellectual Counselling 2	Mission	Organizational Culture Practice	Spiritual Motivation	Trans Leadership
Adaptability	0.808											
Consistency	0.664	0.750										
Crisis Management	0.827	0.647	0.686									
Empowerment	0.724	0.840	0.780	0.738								
Idea Effect	0.692	0.709	0.745	0.922	0.775							
Individual Consideration	0.862	0.586	0.788	0.601	0.603	0.807						
Intellectual Counselling	0.906	0.665	0.836	0.707	0.695	0.770	0.766					
Intellectual Counselling 2	0.585	0.382	0.542	0.337	0.360	0.790	0.571	0.827				
Mission	0.781	0.621	0.907	0.623	0.581	0.755	0.806	0.486	0.823			
Organizational Culture Practice	0.767	0.645	0.795	0.720	0.817	0.731	0.903	0.547	0.750	0.721		
Spiritual Motivation	0.800	0.726	0.871	0.626	0.593	0.802	0.832	0.640	0.943	0.768	0.719	
Trans Leadership	0.743	0.910	0.774	0.778	0.672	0.668	0.765	0.440	0.852	0.726	0.895	0.718

The results from Table 3, indicates that the square root of the AVE for each construct (found along the diagonal of the matrix) was consistently higher than the correlations with other constructs, suggesting adequate discriminant validity. For example, the square root of the AVE for Adaptability (0.808) exceeds its correlations with other constructs, such as Consistency (0.664) and Crisis Management (0.827). Similarly, the square root of the AVE for other constructs like Intellectual Counselling (0.766) and Trans Leadership (0.718) is greater than their correlations with other variables, confirming that each construct is distinct and well-defined within the model.

3.2 Structural Component Assessment

In this structural examination, the article focused on three major processes: model fit, model quality, and path analysis. These activities are crucial to guaranteeing the robustness and validity of ADNOC's proposed comprehensive crisis management paradigm. By thoroughly assessing these characteristics, the study hopes to develop a well-rounded and dependable framework that can strengthen the organization's resilience and effectiveness in addressing crises.

3.2.1 Model Fit

Model fit refers to how well a statistical model describes the data it is meant to represent,

often assessed using various fit indices such as the Chi-Square, SRMR, and RMSEA (Hair, Black, Babin, Anderson, & Tatham, 2019). A well-fitting model should have low values for indices like the SRMR and RMSEA, indicating that the model's predictions are close to the observed data (Hu & Bentler, 1999) and the results are presented in Table 4.

Table 4. Generated model fit values

Fitness criteria	Saturated Model	Estimated Model
SRMR	0.162	0.163
d_ULS	36.095	36.564
d_G	n/a	n/a
Chi-Square	infinite	infinite
NFI	n/a	n/a

Table 4 shows the generated results of the model fitness values for evaluating the quality of the model fit. The Standardized Root Mean Square Residual (SRMR) is slightly higher in the estimated model (0.163) compared to the saturated model (0.162), suggesting a minor increase in model misfit. The distance-based measures, d_ULS and d_G, are reported as 36.564 and 36.095, respectively, but without a value for d_G in the saturated model, making direct comparisons challenging. Additionally, the Chi-Square values for both the saturated and estimated models are infinite, indicating potential issues with model specification or very poor fit, as infinite values are not typically expected in well-fitting models. The Normed Fit Index (NFI) is not available for either model, leaving a gap in understanding overall fit relative to the null model. Based on the SRMR, d_ULS, and Chi-Square values, the model does not fit the data particularly well. The SRMR values are above the typical cutoff for a good fit, and the infinite Chi-Square values raise concerns about the model's specification. The high d_ULS values also suggest that there could be better-fitting models. Therefore, further refinement or reconsideration of the model might be necessary to achieve a better fit.

3.2.2 Quality of the Model

Coefficient of determination or R-square (R^2) is a crucial metric in assessing the quality of a model, reflecting the proportion of variance in the dependent variable that is predictable from the independent variables. It provides an indicator of how well the model explains the observed data. An R-square value ranges from 0 to 1, where a value of 0 indicates that the model explains none of the variance, while a value of 1 indicates that it explains all the variance. In practice, higher R-square values suggest better model fit and explanatory power (Hair, Black, Babin, Anderson, & Tatham, 2019).

For example, an R-square of 0.60 implies that 60% of the variability in the dependent variable is accounted for by the model, leaving 40% unexplained. However, while R-square is a valuable measure of fit, it is important to consider it alongside other metrics and diagnostic tests to ensure a comprehensive evaluation of the model's quality. The results of R

square test are presented in Table 5.

Table 5. Coefficient of determination

Endogenous constructs	R Square values
Adaptability	0.898
Consistency	0.898
Crisis management	0.870
Intellectual counselling 2	0.674
Mission	0.892
Organizational culture practice	0.937

The R-squared values as Table 5, indicate the proportion of variance in each construct that is explained by the model. For Adaptability and Consistency, the R-squared value is 0.898, with an adjusted R-squared of 0.896, demonstrating that the model explains approximately 89.8% of the variance in these constructs, with the adjusted value slightly correcting for the number of predictors. Crisis Management has an R-squared of 0.870 and an adjusted R-squared of 0.868, indicating that 87.0% of the variance is explained, reflecting a high level of explanatory power. Intellectual Counselling shows a lower R-squared of 0.674 and an adjusted R-squared of 0.667, revealing that the model accounts for about 67.4% of the variance in this construct. Finally, Mission has an R-squared of 0.892 and an adjusted R-squared of 0.890, indicating that the model explains 89.2% of the variance in this construct. Organizational Culture Practice shows the highest R-squared at 0.937, with an adjusted R-squared of 0.936, meaning the model explains 93.7% of the variance, reflecting exceptional explanatory power for this construct.

3.2.3 Path Analysis

Hypothesis testing of the structural component of the model is conducted to determine the significance of each path, typically performed using a bootstrapping process on software like SmartPLS or AMOS (Hair, Hult, Ringle, & Sarstedt, 2017). This method involves repeatedly resampling the data to generate standard errors and confidence intervals for the path coefficients, allowing for the assessment of the statistical significance of the relationships within the model (Henseler, Ringle, & Sarstedt, 2015). The output of the hypothesis testing is used to analyze the paths in the model, including both direct and indirect relationships.

The path significance or insignificance is determined by evaluating the p-values and T-values of the path coefficients. If the p-value is below 0.05 ($p < 0.05$) or the absolute T-value is greater than 1.96 ($|T| > 1.96$), the path is considered significant (Hair, Hult, Ringle, & Sarstedt, 2017). Significant paths indicate that the relationship between the constructs is statistically meaningful, while insignificant paths suggest that the relationship might not hold in the population (Henseler, Ringle, & Sarstedt, 2015). Results of the path analysis are shown in Table 6.

Table 6. Results of indirect relationship of the model

Indirect relationship	Path strength	T Statistics >1.96
EMPOWERMENT -> ADAPTABILITY -> CRISIS MANAGEMENT	0.042	1.677
IDEA EFFECT -> ADAPTABILITY -> CRISIS MANAGEMENT	-0.024	1.392
INDIVIDUAL CONSIDERATION -> ADAPTABILITY -> CRISIS MANAGEMENT	0.087	4.347
INTELLECTUAL COUNSELLING -> ADAPTABILITY -> CRISIS MANAGEMENT	0.116	4.882
SPIRITUAL MOTIVATION -> ADAPTABILITY -> CRISIS MANAGEMENT	-0.027	1.981
TRANS LEADERSHIP -> ADAPTABILITY -> CRISIS MANAGEMENT	0.009	0.665
EMPOWERMENT -> CONSISTENCY -> CRISIS MANAGEMENT	0.011	0.843
IDEA EFFECT -> CONSISTENCY -> CRISIS MANAGEMENT	-0.003	0.675
INDIVIDUAL CONSIDERATION -> CONSISTENCY -> CRISIS MANAGEMENT	0.003	0.868
INTELLECTUAL COUNSELLING -> CONSISTENCY -> CRISIS MANAGEMENT	-0.002	0.783
SPIRITUAL MOTIVATION -> CONSISTENCY -> CRISIS MANAGEMENT	0.011	0.966
TRANS LEADERSHIP -> CONSISTENCY -> CRISIS MANAGEMENT	0.030	0.980
EMPOWERMENT -> INTELLECTUAL COUNSILING 2 -> CRISIS MANAGEMENT	0.001	0.087
IDEA EFFECT -> INTELLECTUAL COUNSILING 2 -> CRISIS MANAGEMENT	0.003	0.337
INDIVIDUAL CONSIDERATION -> INTELLECTUAL COUNSILING 2 -> CRISIS MANAGEMENT	0.030	0.742
INTELLECTUAL COUNSELLING -> INTELLECTUAL COUNSILING 2 -> CRISIS MANAGEMENT	0.002	0.416
SPIRITUAL MOTIVATION -> INTELLECTUAL COUNSILING 2 -> CRISIS MANAGEMENT	0.021	0.603
TRANS LEADERSHIP -> INTELLECTUAL COUNSILING 2 -> CRISIS MANAGEMENT	0.018	0.623
EMPOWERMENT -> MISSION -> CRISIS MANAGEMENT	0.079	1.458
IDEA EFFECT -> MISSION -> CRISIS MANAGEMENT	0.044	1.199
INDIVIDUAL CONSIDERATION -> MISSION -> CRISIS MANAGEMENT	0.023	0.658
INTELLECTUAL COUNSELLING -> MISSION -> CRISIS MANAGEMENT	0.032	1.804
SPIRITUAL MOTIVATION -> MISSION -> CRISIS MANAGEMENT	0.570	5.244
TRANS LEADERSHIP -> MISSION -> CRISIS MANAGEMENT	0.039	0.542
EMPOWERMENT -> ORGANIZATIONAL CULTURE PRACTICE -> CRISIS MANAGEMENT	0.119	2.739
IDEA EFFECT -> ORGANIZATIONAL CULTURE PRACTICE -> CRISIS MANAGEMENT	0.140	2.529
INDIVIDUAL CONSIDERATION -> ORGANIZATIONAL CULTURE PRACTICE -> CRISIS MANAGEMENT	0.009	1.279
INTELLECTUAL COUNSELLING -> ORGANIZATIONAL CULTURE PRACTICE -> CRISIS MANAGEMENT	0.102	2.600
SPIRITUAL MOTIVATION -> ORGANIZATIONAL CULTURE PRACTICE -> CRISIS MANAGEMENT	0.032	2.598
TRANS LEADERSHIP -> ORGANIZATIONAL CULTURE PRACTICE -> CRISIS MANAGEMENT	0.052	2.821

Table 6 shows that there are 8 significant indirect relationships which are as follow:

1) Individual Consideration → Adaptability → Crisis Management: Strong positive path strength (0.087) with a high T-statistic (4.347), indicating a significant relationship.

2) Intellectual Counselling → Adaptability → Crisis Management: Also shows a strong positive path strength (0.116) and a high T-statistic (4.882), indicating significance.

3) Spiritual Motivation → Mission → Crisis Management: Exhibits a very strong positive path strength (0.570) and a high T-statistic (5.244), indicating a highly significant relationship.

4) Empowerment → Organizational Culture Practice → Crisis Management: Shows a positive path strength (0.119) and a significant T-statistic (2.739).

5) Idea Effect → Organizational Culture Practice → Crisis Management: Positive path strength (0.140) with a significant T-statistic (2.529).

6) Intellectual Counselling → Organizational Culture Practice → Crisis Management: Positive path strength (0.102) and significant T-statistic (2.600).

7) Spiritual Motivation → Organizational Culture Practice → Crisis Management: Positive path strength (0.032) with a significant T-statistic (2.598).

8) Transformational Leadership → Organizational Culture Practice → Crisis Management: Positive path strength (0.052) and significant T-statistic (2.821).

The results indicate that only 8 out of 30 indirect relationship hypotheses are statistically significant. Among these, organizational culture practices emerge as the most influential mediator, accounting for five significant pathways. This is followed by adaptability, which has two significant relationships, and mission, which contributes one significant relationship. In terms of independent constructs, Spiritual Motivation and Intellectual Counselling are identified as key factors with significant indirect effects on crisis management, operating through both adaptability and organizational culture practices. In contrast, relationships involving Empowerment and Transformational Leadership exhibit weaker or non-significant effects. These findings suggest that organizations should prioritize the enhancement of spiritual motivation and intellectual counselling to bolster their crisis management capabilities. By focusing on these areas, organizations can cultivate a more resilient and adaptive culture, ultimately leading to improved outcomes during crises. This strategic emphasis may not only enhance crisis response but also foster long-term organizational effectiveness.

4. Significant Path Related to Previous Studies

This section discusses the eight significant paths in the analysis that align with established theories and empirical findings in the fields of leadership, organizational behaviour, and crisis management. For the indirect relationship of Individual Consideration → Adaptability → Crisis Management, a strong positive path strength (0.087) with a high T-statistic (4.347) was found, indicating a significant relationship. Similar findings were reported by (Bass, &

Riggio, 2006), who emphasized that individualized consideration in leadership promotes adaptability among employees, which in turn enhances organizational crisis management capabilities. For the indirect relationship of Intellectual Counselling → Adaptability → Crisis Management, a strong positive path strength (0.116) and a high T-statistic (4.882) were found, indicating significance. This echoes Nahapiet & Ghoshal (Nahapiet & Ghoshal, 1998), who stated that intellectual capital, including intellectual counselling, fosters adaptability, leading to improved crisis management outcomes. In the case of the indirect relationship of Spiritual Motivation → Mission → Crisis Management, a very strong positive path strength (0.570) and a high T-statistic (5.244) were found, indicating a highly significant relationship. Similar to (Fry, 2003), it was found that spiritual leadership, which includes spiritual motivation, strengthens organizational mission and values, thereby significantly enhancing crisis management effectiveness.

For the indirect relationship of Empowerment → Organizational Culture Practice → Crisis Management, a positive path strength (0.119) and a significant T-statistic (2.739) were found. Conger and Kanungo (1988) highlighted that empowerment strategies improve organizational culture practices, which are critical for effective crisis management. The indirect relationship of Idea Effect → Organizational Culture Practice → Crisis Management showed a positive path strength (0.140) with a significant T-statistic (2.529), aligning with the work of (Nonaka & Takeuchi, 1995), who demonstrated that innovative ideas positively influence organizational culture and subsequently enhance crisis management. For Intellectual Counselling → Organizational Culture Practice → Crisis Management, a positive path strength (0.102) and a significant T-statistic (2.600) were found. Nahapiet & Ghoshal (Nahapiet & Ghoshal, 1998) argued that intellectual capital, including intellectual counselling, improves organizational culture practices, leading to better crisis management.

Additionally, the indirect relationship of Spiritual Motivation → Organizational Culture Practice → Crisis Management showed a positive path strength (0.032) with a significant T-statistic (2.598). Fry (Fry, 2003) supported that spiritual motivation contributes to stronger organizational culture, thus enhancing crisis management capabilities. Finally, for the indirect relationship of Transformational Leadership → Organizational Culture Practice → Crisis Management, a positive path strength (0.052) and a significant T-statistic (2.821) were found. Bass and Riggio (2006) showed that transformational leadership positively impacts organizational culture practices, which in turn improve crisis management effectiveness. These associations and citations provide a context for understanding the significance of the paths within your model in relation to prior research.

5. Framework of the Model

Based on the findings of significant indirect relationships, a framework has been established as Figure 3. Given that the data was collected from employees of ADNOC (Abu Dhabi National Oil Company), this flowchart is closely associated with ADNOC. It highlights critical factors essential for managing crises within a complex organizational setting. As a leading energy company operating in a dynamic and high-stakes industry, ADNOC faces challenges that necessitate a robust crisis management framework. This framework should be

supported by interconnected organizational practices and leadership strategies to effectively address and mitigate crises.

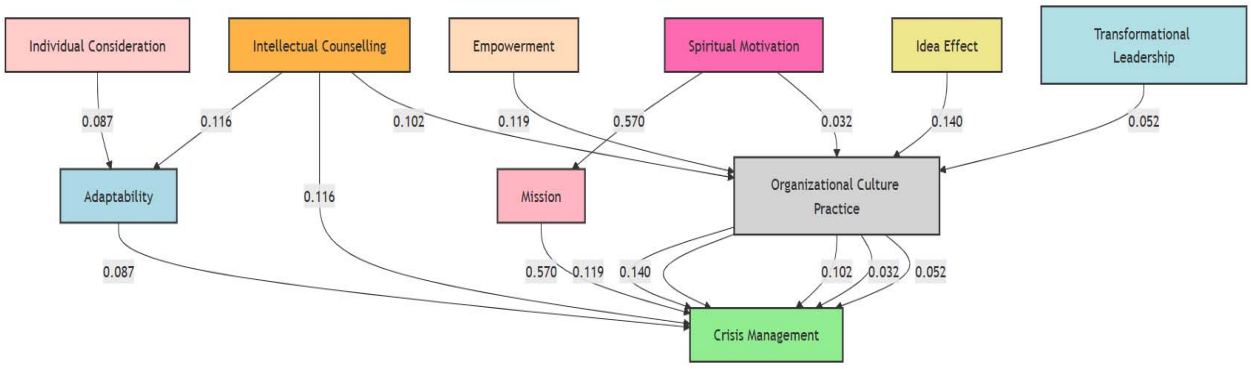

Figure 3. Framework of this study

Figure 3 shows that Adaptability is a vital mediator for ADNOC, given its need to quickly respond to external disruptions, such as fluctuating oil prices, geopolitical shifts, and environmental regulations. By promoting Individual Consideration and Empowerment, ADNOC can enhance its workforce's ability to adapt to changes, ensuring resilience during crises. Organizational Culture Practice plays a central role in fostering shared values and norms, which are critical for aligning team efforts during emergencies. For ADNOC, embedding Idea Effect (innovative thinking) and Transformational Leadership into its culture can drive cohesive responses to crisis situations while maintaining operational continuity.

Additionally, Mission as a mediating factor aligns perfectly with ADNOC's vision of sustainable energy leadership. Spiritual Motivation, which may encompass the ethical and motivational dimensions of employee engagement, strengthens the organization's purpose-driven initiatives. This alignment ensures that crisis responses are not only effective but also resonate with ADNOC's long-term goals and values. The framework reflects ADNOC's need to integrate adaptability, a strong organizational culture, and mission alignment into its operations. By addressing these interconnected factors, ADNOC can enhance its crisis management strategies, enabling it to thrive in a competitive and volatile energy sector.

6. Conclusion

In conclusion, this study has successfully developed a comprehensive model for crisis management by integrating leadership, motivation, and organizational behaviour within ADNOC using SmartPLS software and data from 302 operational staff members. The modelling found that eight out of thirty indirect relationship hypotheses were statistically significant, with organizational culture practices emerging as the most influential mediator, followed by adaptability and mission. The findings were highlighted in a framework for

ADNOC to focus on integrating adaptability, fostering a robust organizational culture, and aligning its mission to enhance its crisis management strategies. Addressing these interconnected factors will not only improve ADNOC's resilience and effectiveness in managing crises but also position it to thrive in the highly competitive and volatile energy sector. This framework underscores the key role of strategic leadership and cohesive organizational dynamics in fortifying crisis management capabilities within complex organizational environments.

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