

**CRISIS MANAGEMENT AND THE LEADER'S ABILITY
TO DRIVE ORGANIZATION TOWARDS PRODUCTIVITY**

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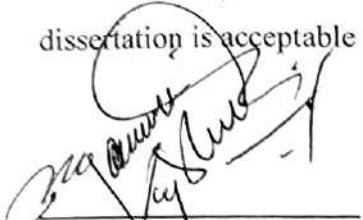
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APPROVAL SHEET


We have examined the dissertation entitled **CRISIS MANAGEMENT AND THE LEADER'S ABILITY TO DRIVE ORGANIZATION TOWARDS PRODUCTIVITY** presented by Mohini Shakya for the degree of **Master of Business Studies**. We hereby certify that the dissertation is acceptable for the award of degree.



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DECLARATION

I hear-by, declare that the work reported in this thesis entitled “**CRISIS MANAGEMENT AND THE LEADER’S ABILITY TO DRIVE ORGANIZATION TOWARDS PRODUCTIVITY**” submitted to office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement for the degree of Master of Business Studies (M.B.S.) which is prepared under the regular guidance and supervision of my thesis supervisor Dr. Mani Man Singh Rajbhandari, St. Xavier’s College, Maitighar Kathmandu, Nepal.

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ABBREVIATIONS

CM	Crisis management
BOD	Board of Directors
SMEs	Small and Medium size Enterprises
SM	Social Media
FOP	Factor of Organizational Productivity
PDS	Pruning Diversity Strategy
SPSS	Statistical Package for the Social Sciences

ABSTRACT

Organizational productivity is depended on leadership competences towards managing crisis. While leaders are enabling crisis management for achieving high productivity, changes may be required. Therefore, the need for the organizational productivity is essential which is an initiation driven by the organizational leader to manage crisis. This study focuses on the crisis management during and post pandemic times. It aims to find how the organizations bring change or how much willingness to change during the Covid-19 crisis / pandemic. It also focuses on the step every business leader should take to deliver better outcomes in the time of crisis. This is a quantitatively constructed study, which is best suited to the study's purpose. For this quantitative study, primary data was the main source from which the quantitative examination was conducted through the statistical tools. For this study, primary data was collected from the participants of the organizations/industries based in Bagmati (Kathmandu). The source of primary data was collected from an industrial district located in Bagmati. The study area coverage of this research includes the workers of Caliber Industries. The population of study is total number of Caliber Industries so 100 employees sample size is addressed. Questionnaire was developed to conduct this study. Questionnaire was developed at St. Xavier's College, Maitighar. The questionnaire was pilot tested before going to the field to collect the raw data. This offered the validity and the reliability of the questionnaire. The relative movements of two or more sets of time series data are recorded so cross-correlation analysis is done. It is done to objectively examine several time series in order to determine how well independent, moderate, pre-condition and dependent variable match up and more importantly, when the best match occurs. The major finding of the study is among 100 respondents 57 were male and 43 were female, most of the workers were lower-level workers who had primary level of education. It is found that the organization has faced a crisis during the pandemic however it didn't have any catastrophic effect on the organization. It is found that the organization has made machine run for production of shoes during the pandemic and somehow run the production smoothly. It might be because of the convenient for the organization to buy raw material. However, the

production was highly delayed even though the organization performance during the pandemic was high. But they were able to supply goods in market on time. 66% were working from home and social distancing were maintained in the organization if it was necessary to open during the pandemic. 82% have responded to new technology introduced in organization and also to time shift managed properly. Management of crisis were neutral 38% which refers to leaders managed crisis in the organization. Management of Human Resource were 46% which refers to management were done effectively. A correlation coefficient indicates how comparable two or more variable's measurements are across a dataset. When the value is 1 there is perfect positive correlation, when the value is 0 there is no relationship between the variables and when the value is in between 0 and 1 then there is moderate relationship between the variables. It is found that the crisis was affecting the organization but has no relationship with the employees managed during the pandemic. It is found that crisis was managed well and has significant positive relationship with the employees managed during the pandemic. It is found that management of Human Resources accordingly to manage the crisis has significant negative relationship with the employees managed during the pandemic. It is found that introduction of a new policy during the crisis has significant positive relationship with the employees managed during the pandemic. It is found that ability of employees to adjust within the crisis management policy has no relationship with the employees managed during the pandemic. It is found that new technologies introduced in the organization has significant negative relationship with the employees managed during the pandemic. It is found that employees were working from home has significant negative relationship with the employees managed during the pandemic. It is found that organization enabled training and development to manage the crisis has significant positive relationship with the employees managed during the pandemic. It is found that effectiveness of training and development has no relationship with the employees managed during the pandemic. It is found that ability of employees to come to work has no relationship with the employees managed during the pandemic. It is found that information shared on further plan within the organization has significant positive relationship with the employees managed during the pandemic. It is found that production was done efficiently during the pandemic and has no relationship with the

employees managed during the pandemic. It is found that production was delayed and has significant positive relationship with the employees managed during the pandemic. It is found that supply of goods was on time in the market and has no relationship with the employees managed during the pandemic. What this study has revealed is the various ways in which workers react to various leadership ability in the way they carry out their responsibilities. Based on the findings of this study, the researcher believes that leadership ability is the most important ability in order to increase productivity of the organization. Leaders must keep an eye on the things or variables that impact employee performance and utilize this knowledge to help the organization accomplish its objectives.

Keywords: Leaders, leadership, crisis management, ability, pandemic, COVID-19, productivity, organization, management, industries, quantitative, correlation, Nepal

CHAPTER – I

INTRODUCTION

1.1 Background of the study

Organizational productivity is depended on leadership competences towards managing crisis. While leaders are enabling crisis management for achieving high productivity, changes may be required. Changes cannot be avoided when it occurs hence it is unstoppable. Change can bring positive and negative impacts to organizational outcomes and because of this the need to manage the change has become an urgent concern. During this changing situation, productivity of an organization completely depends on the entrepreneur's ability to drive organization by managing crisis.

According to Rajbhandari (2020) Covid-19 Corona Virus pandemic is not only destroying the lives of the people but it is equally scattering the economic lives of people all around the world. It has become a global pandemic crisis and bought upon an economic pandemic to humankind with unemployment, closure of business. Before embarking on an organizational change, it is wise to carefully plan strategies and anticipate potential problems. The ability to manage change means managing people effectively and that involves leadership skills. Managing change is when you proactively make the most the most of change to benefit your organization. The must have skills for change management are communication, leadership, strategic analysis and planning and vision (Rajbhandari 2020).

A crisis is a set of unplanned events that send a group, team, or organization into a rapid downward spiral with long-term consequences if the issue is not managed quickly and efficiently. According to (Hermann, 1972) there is no organizational size or kind that is immune to a crisis. (Dayton, 2004) comment accurately demonstrates the definition of a crisis. It's a disaster. When it happens, there is no warning, and there are few clues for the many types of enterprises and organization throughout the world. There are no limits to

how big or tiny a crisis may be. The contemporary business environment's complexity and erratic nature might result in crisis scenarios affecting enterprises and their stakeholders (Kim, 1999). It is critical for organizational leaders to understand why crises arise. "Crisis management begins with the identification of a prodromal incident, a sign of an impending crisis" (Fink, 2002). Crisis management is largely reactive. It only handles crises after they have occurred. It's about acknowledging you have one, taking the necessary activities to fix the condition, being seen to do them, and being heard to say the relevant words" (Regester, 2005).

Leaders emerge from groups. Leadership does not represent personality, but rather the interaction between group members. "Strategic leaders are accountable for an organization's future" (Taneja, Pryor, and Humphreys, 2012). Managers must examine the significance of incorporating crisis management into the organization's system. According to Deveney (2011), when developing a crisis communication plan, practitioners must be quick, candid, place everything in context, and remain consistent. In this way, leadership takes on the duties of group organizing, issue solving, and directing, similar to the job of a postman or a police officer. Mitroff (2004) provided the following definition: "crisis leadership is proactive." It seeks to identify crises and methodically prepare an organization, i.e., as a full system, before a severe crisis occurs" (Mitroff, 2004).

According to Deveney (2011), weak leaders chose flight, whereas great leaders fight utilizing fundamental crisis communication methods. However, the most effective leaders do not stop at the essentials. They grow and innovate in any scenario, including times of crisis. The attributes of a person make him or her a leader. Leadership needs intelligence, a strong personality, and insight. Being given authority is not enough to make you a leader. A leader must not only have power, but also the capacity to wield that power. Organizational leaders must rely on strong communication with stakeholders to manage strategic crisis management successfully and efficiently. Managing communication during a crisis is a difficult endeavor due to several strategic options. As a result, there is

a risk of conflict among organizational leaders and other stakeholders (Ansgar Thiessen, 2011).

Depending on the nature of the scenario, crisis circumstances may necessitate tailor-made solutions. The organization, the leaders, the stakeholders (those you work with or who are affected by the crisis), and the social media that is an intrinsic element of the organization are all involved in a crisis. Organizational leaders must be prepared for every possible scenario in terms of dealing with the crisis and minimizing its impact.

1.2 Area of the study

The focus of the study is to analyze the early covid-19 crisis management practices. This study is designed to discover critical priorities in crisis management by grasping the most recent issues of Covid-19 pandemic. One of the essential principles of a crisis management plan lies in the organization leaders for handling crises and social change in order to see what the leaders regards as their top priority during an emergency. Therefore, this study can lead to responding quickly to a crisis with strategic plan and priorities for a well-established crisis management plan.

It is an existing literature on the capacity to drive organizational productivity, especially in developing countries, where awareness of the essential nature of crises management and how these policies could be used to effect organizational productivity. The study may also provide insight in addressing challenges faced by the organization during crises.

1.3 Objective of the study

The objective of this study is to help the entrepreneurs to adapt to the changing environment and analyze the early COVID-19 crisis management practices. Some of the objectives of the study are as follow:

- To examine organization productivity through crisis management.
- Identifying the best practices for managing COVID-19 inside the organization.
- To identify best practices towards crisis management.

- To understand the leader's ability to drive towards productivity.

1.4 Statement of the problem

Business are moving globally and forming more diverse teams. It is the role of leaders, entrepreneur / managers to make sure that organization can function properly and people are able to communicate freely. So, the leaders / entrepreneurs strive to offer benefits that will appeal to workers, reducing the risk of losing corporate knowledge. Hence, if the duties of leaders / entrepreneurs are done effectively, the change will be well driven in the organizations.

During the time of global crisis of 2019-2020, the Covid 19 pandemic triggered severe social and economic disruption around the world. Widespread supply shortage of medicine and ventilators, including food shortages, were caused by supply chain disruption and panic buying. Educational institutions and organization were fully closed and many events were cancelled or postponed (Poudel, 2020). This economic crisis caused a huge fear in the organization and led to business closure in the time of COVID-19 pandemic. The lack of ability and driving force of leaders leads to organization failure. In this time of globalization and newer technology development entrepreneurs are challenged in terms of capital investments and leadership. Times change and business change as well. If the organization wants to achieve success as an entrepreneur, one needs to learn how to adapt if not then the business/organization shall be in great danger.

A crisis is described as an unstable situation in which a significant change is imminent and a very unfavorable outcome is a clear possibility (Fink, 1986). It is often referred to be an unusual event that arises for each organization and poses a danger to its existence (Al- Khashali, 2007) ; Publicly Available Specification (PAS) 200; 2011). According to Parsons (1996), there are three sorts of crises: immediate, which happens without notice, emergent, which is less predictable, and persistent, which lasts for weeks, months, or years. Gundel (2005) divided crises into four categories based on their predictability and influence potential: conventional, unexpected, intractable, and fundamental crises. Crisis

management (CM), on the other hand, is defined as the art of reducing risks and uncertainties so that institutions can achieve their objectives (Steven, 1986). It entails making judgments or finding answers in times of crisis (Ulmer, 2001). It's also known as the creation and execution of crisis detection, prevention, containment, recovery, and learning plans, processes, and mechanisms.

According to (Kargas and Varoutas, 2015), leadership refers to a person's ability to influence the remainder of a group of individuals to achieve a goal or set of goals. As a result, leadership is about replicating with change and vision creation for motivating individuals, as well as the talents and competencies that a leader exhibits to influence a group of people to achieve a vision or an established set of objectives (Cruz-Milán, 2016). According to (Bipath, 2012), it involves demonstrating the path that will encourage people to work joyfully by fostering harmony in the order to achieve a common objective. It is true to say that the efficacy of leadership within a company is determined by how employees perform and act in terms of achieving objectives successfully, and for this reason, great leaders are those who are able to create value by choosing the best fit for the scenario (Jong, 2016). Meanwhile, a successful leadership style aims to identify what the organization's future looks like, aid in bringing individuals together with the leader's vision, and influence each individual to attain the corporate goal despite all obstacles (Jordan, 2016).

The idea of performance, which may be described as the contributions made to the organization's objectives, can be briefly defined as the degree to which organizations achieve success (Bass, 1985). The translation of inputs into outputs by accomplishing certain results is referred to as organizational performance. In terms of substance, Organizational performance is defined by Daft (2009) as the measurement of when and how an organization defines its own goals. The manner in which a company achieves these goals is a predictor of the importance of managers' leadership actions (Bass, 1985).

Therefore, the need for the organizational productivity is essential which is an initiation driven by the organizational leader to manage crisis. However, the leader's ability to

drive organization while managing crisis for increasing organizational productivity depends upon various multiple factors which this study attempts to incorporate and investigate to understand the leader's ability towards achieving productivity during the crisis.

1.5 Significance of the study

The research helps in the study of entrepreneurs to adapt to the changing environment. It also focuses on the crisis management during and post pandemic times. It aims to find how the organizations Leaders / Top level managers / entrepreneurs brings change or how much willingness to change during the COVID-19 crisis / pandemic. It also focuses on the steps every business leader should take to deliver better outcomes in the time of crisis. The results from this study will be useful guide for management of business organizations including large scale business industries on basic facts about how the human resource department can be used as a tool for driving and sustaining organizational productivity.

1.6 Research Questions

1. To what extent leadership initiates good organizational practices towards management crisis?
2. To what extent crisis management bring about productivity?
3. To what extent leader's ability can drive organization towards productivity while managing crisis?

1.7 Limitations of the study

While conducting any kind of research there are certain number of limitations that will ultimately limit the final outcome and the effectiveness of the study:

- Data collected today may not relevant in the future.
- Time Constraints

- Response error due to lack of awareness of the respondents, hesitation of respondents, misinterpretation etc.

1.8 Organization of the Study

The study is divided into five chapters in the following manner:

Chapter one: Introduction

The first chapter deals with what the research study is about and why it is done. The chapter includes various topics on which this research is based. It includes background of the study, problem statement, objectives, and significance of the study and limitation of the study.

Chapter two: Literature review and theoretical framework

Second chapter present the literature review. It includes previous research work and articles, which provides information about the existing knowledge in the field. It also includes theoretical framework which deals with dependent and independent variables.

Chapter three: Research design and methodology

Third chapter presents the research methodology including research plan and design, description of sample, instrumentation, sources of data collection and analysis plan.

Chapter four: Result and discussion

The fourth chapter presents analysis of data that has been gathered. It tries to identify relationship between various factors identified for research and presents the same with the help of diagrams and tables. It also includes interpretation of the findings.

Chapter five: Summary and conclusion

The fifth chapter summarized the findings and presents conclusion of the study. It relates the data findings in a logical, rationale fashion to the problem area and research question within the framework of the theoretical framework.

CHAPTER – II

REVIEW OF LITERATURE

This chapter discusses on the importance of crisis management for achieving the productivity of the organization. This study seeks to reveal crucial objectives and agendas in crisis management by studying the most recent crisis issues faced by the organization.

This chapter covers review of literature of various prospects on productivity through leadership and managing crisis, as well as distinct research that has been done on a comparable issue. It is divided into following parts: Theoretical Review and Review of related studies.

2.1 Theoretical Review

This research will be done by the theoretical framework in the context of how critical it is to prepare the public in a timely manner to respond to a crisis. This theoretical framework is based on how an organization should manage the crises of an organization for the efficient development of the organization in the long run.

2.1.1 Crisis management

Every business has crises, therefore developing a crisis management strategy is critical. According to (Pas, 2011), a crisis is an incident that is intrinsically unexpected, unpredictable, and complex that poses a danger to an organization's strategic objectives, reputation, or survival. According to (Fink, 2002) a crisis is an uncommon occurrence, or even perception, that occurs outside of the normal course of business and has an influence on the function, safety, and reputation of a company. A crisis is also described as an unstable period or state of affairs in which a substantial change is on the horizon (Ulmer, 2001). A crisis may also be defined as a distinct, unexpected, and out-of-the-ordinary incident or series of events that create considerable uncertainty and threaten or are seen to imperil an organization's top priority goals (Sundelius, 2005). A crisis,

according to (MacFarlane, 2010), is a serious threat to a system's underlying structures or core beliefs and norms that necessitates making key decisions under time limitations and in highly ambiguous settings. An abrupt or gradual change that leads in an urgent problem that must be dealt quickly. An occurrence that jeopardizes an organization's strategic aims, reputation, or existence (Pearson, 2011). Events or trends that threaten the viability of the organizations in which they occur are referred to be crises. (Coombs, 2011) defines crisis as an unplanned event that challenges crucial stakeholder expectations, has a significant impact on an organization's performance, and produces negative outcomes.

2.1.2 Managing crises in an organization

For many organizations, a crisis can be a terrifying condition. This may happen to any company or organization due to the change in the external or internal environment changes, (Rajbhandari, 2020). For example, small scale business such as street vendors in Nepal also have suffered with crisis during the COVID-19 and lockdown. These small scale vendors establish their business in the local traditional market. Although, they are not extensively practicing management within their business set up, the change in external environment caused by the crisis during lockdown also had adverse impact in running their daily businesses.

Similarly, crisis can also occur through the mismanagement of internal environment. These internal environments are the functional department within the organization, such as Human resources, finance, operation, technology, legal etc. Rajbhandari (2020) states “Organization does not fail by itself, it’s the people who fail the organization”.

1. Managing crisis within an organizational internal environment

Managing crisis within Human Resource

Human resources are the blood of every organization. Every organization should utilize their human resource effectively and efficiently. In the midst of crises, the organization

leaders should be able to guide and motivate the employees. If the employees are not guided then it could lead to less efficiency and more expenditure which in case leads to failure in the organization.

Firms have begun to pay more attention to human resources policies and applications in order to build a long-term competitive advantage and high performance in corporate operations. The aim to employ human capital wisely and efficiently spawned the concept of human resources management (Vardarler, 2015). The human resources department of a firm is responsible for increasing competition, managing worldwide business, technological developments, operating in compliance with current rules, monitoring union activities, assuring ethical concerns, and determining best practice vs best fit (Lojić, 2012). Human resources are often recognized as the keeper of the company's culture and the uniform guardian of corporate values and principles across the organization (Zaidi, 2005). Human resources professionals play a critical role during a crisis, and their preparedness reduces anxiety throughout the company. As a result, before, during, and after a crisis, the human resources department plays a key role in a company.

Human resource management comprises putting and deploying the right number of people in the right roles at the right times to assist the organization achieve its goals. As a consequence, employee motivation and job satisfaction will improve. As a consequence, operational costs will decrease, while profitability will increase. Human resources is frequently referred to be the custodian of the company's culture and the uniform defender of corporate values and ideals throughout the firm. During a crisis, human resources experts play a key role, and their readiness minimizes tension throughout the organization. As a result, the human resources department plays a critical role in a corporation before, during, and after a crisis. Human resource management entails placing and deploying the appropriate amount of people in the appropriate jobs at the appropriate times to help the company accomplish its objectives. Employee motivation and work satisfaction will improve as a result. As a result, operating expenses will reduce and profit margins would rise (Zaidi, 2005).

Managing Technological Advancement

In this advanced era, the organization should be able to adapt to new technologies. Technology crises are seen in the organization due to failure in technology, lack of knowledge on how to use the technology. Problems in the overall systems leads to technological crises. If the employees are not trained properly then destruction of machine, corruption of software etc. give rise to technology crisis. To describe the idea of technology development capability, numerous concepts must be examined, such as technical innovation capability and research capability. According to Westphal and Dahlman (1982), technology innovation competence is the ability to successfully use existing technical knowledge. Kim (1999) made a distinction between the ability to acquire and use existing technologies and the ability to create new ones. The notion of technological innovation skills should be implemented not only at the technical level of a firm, but also at the organizational management level, according to a new recommendation.

The notion of technological innovation skills should be implemented not only at the technical level of a firm, but also at the organizational management level, according to a new recommendation. Ha (2006) defined technology investment capability manufacturing capability, and technical innovation capability, and these three definitions show that they are intertwined rather than separated into distinct domains The ability to do research and development is seen as a crucial component in achieving the best possible organizational outcomes in the marketplace. Furthermore, both research and development, as well as learning, are included in research and development competence (Kim and Jung, 2015).

Managing an organizational culture

Symbols, language, ideology, beliefs, rituals, and myths were all part of the organizational culture (Pettigrew, 1979). As a result, he looked at corporate culture from a holistic perspective. Organizational culture improves the functioning of an organization and has an influence on the operations of the company (Schein, 1990). It was a socially

constructed framework that drew people together inside an organization. (Schein, 1990) defined organizational culture as a set of fundamental assumptions and proposed a three-level organizational culture model, which included artifacts, declared values, and underlying assumptions.

Culture is frequently viewed as either the most important problem to address or as something that must be taken seriously in order for change to occur. Indeed, many change writers argue that ignoring components of company culture is a primary reason why most organizational change attempts fail to materialize as anticipated (Balogun, 2004). In keeping with this, few, if any, organizational reforms are 'culture-free' or capable of navigating around culture. The "organizational transformation" entails "confronting the persistent pattern of behavior that is preventing the organization from reaching greater levels of performance, diagnosing its repercussions, and identifying the underlying assumptions and values that have given rise to it"(Beer, 2001).

Bhaduri (2019) highlights the relevance of a crisis-prepared organizational culture in helping companies define the crisis management input crisis from the organization's external environment, process, and output. The author suggests that developing leadership skills and a crisis-prone culture is critical crisis prepared organizational culture. Organizations must be able to function in a variety of cultural contexts since crises occur in a variety of nations and cultures. What works in one culture may or may not work in another.

Management of organization's policies

Every organization has rules and regulations which should be followed by each and every member's in the organization. During the time of crises' the employees who are disciplined and concentrated in the organization goals should be awarded in order to increase their efficiency. Whereas, the employees who do not follow the rules and regulation and creates more difficulties during the time of crises should be severely punished or new recruitment or selection should be done.

Internal control is a word used in accounting to describe a method of ensuring that the organization has solid and effective systems and processes in place to protect assets and thereby improve performance. Fowler (2016) found that internal controls comprise policies and processes implemented by financial institutions to mitigate risks and ensure that they satisfy the objectives of operation, reporting, and compliance in an examination of internal controls and accounting standards. The firm's directors form a group that is in charge of ensuring that internal control programs run smoothly. The board should never delegate the supervisory function of workers in the company. The board's operational functions and operations, on the other hand, may be assigned to other employees. The boards of directors are responsible for ensuring that the business has strong and effective internal control mechanisms in place in order to improve its performance.

Guo, Huang, Zhang, and Zhou (2015) conducted research on regulations governing how employees are treated and how this acts as a flaw in internal control systems. In layman's words, the study's goal was to figure out what function employment rules have in improving internal controls. Employee treatment rules appear to aid in forecasting ineffectiveness inside internal control systems, according to the findings of the study. As a result, it's critical that businesses figure out the best strategy to strengthen their employment rules while also increasing internal control systems and procedures.

Initiating training and development Program

Training refers to a program to enhance the employee's technical skill and knowledge in order to do their job in an effective and efficient manner. Employee Development program refers to improving the employee's abilities and skills, acquire newer knowledge and to progress in their careers. Every manager should train and provide development programs to their employees to face any crises example Covid-19 in order to maintain productivity in the organization even during hardships.

Training and development are very important for organizations. Training and development, according to Katcher (2003) allows a company to adapt to changes in order to match the tastes and preferences of clients. It also promotes staff morale and enhances employee abilities, making them more efficient, eliminating waste and improving output. Additionally, training and development reduces staff turnover and allows for little oversight. Nonetheless, it decreases new employee learning time, lowers learning expenses, and encourages workers to stay loyal to the company (Armstrong, 2003).

Some researchers say that high staff turnover leads to more training opportunities, while others claim that training is an effective tool for employee retention (Colarelli, 1996). Regardless of the debate, the majority of authors believe that employee training is a complex human resource strategy that has a significant impact on an organization's success. Furthermore, businesses are battling for success in the global market, attempting to differentiate themselves based on their employees' talents, knowledge, and passion. According to a recent research published by the American Society for Training and Development, companies spend more than \$126 billion on employee training and development each year (Paradise, 2007).

Training is a systematic process of learning and growth that improves an individual's, a group's, or an organization's efficiency (Goldstein and Ford, 2002). Employee development refers to successes that contribute to the acquisition of new talents and skills for personal progress. Furthermore, determining whether a certain exploratory research relates to training, development, or both might be difficult. We used the term "training" to refer to training and development throughout the rest of this assessment.

2. Managing crisis incorporating the external environment

Incorporating political environment

Nepal is an undeveloped country with political instability. Political instability like Nepal banda, strike, etc. causes a huge risk and threat to the business. With crises example Lockdown/ pandemic plus political instability the business organization profit goes

downhill and leads to bankruptcy. Political factors such as overall stability and peace in the country, as well as specific views that elected government officials hold toward business, are examples of the political environment. The importance of political conditions in business success may be seen in the predictability of corporate activity in the presence of stable political conditions.

Political stability instills trust in business people, encouraging them to engage in long-term projects that will help the economy thrive. Political unrest has the potential to shatter that trust. The political climate in which a corporation operates is critical. How a government formulates policies and implements economic measures can have an impact on a company's success or failure (Aisen, 2013). Promoting a certain sort of business can result in more revenues for some industries and players, but it can also result in losses for others. Because rapid or long-term changes in the political atmosphere can have an impact on GDP and the broader economy, the government considers all of these risks and repercussions. Another important aspect is foreign investment and enterprises in a country. If the political climate is unfavorable to foreign investment, internal companies may suffer, and investments may have an indirect influence on domestic players.

Political stability is another key feature of the political environment (Vaugirard, 2007). The frequent turnover of existing leaders might impair overall stability and the effectiveness of macro prudential regulations, thus increasing the likelihood of a financial catastrophe. As a result, the longer an existing leader stays in office, the more probable it is that he will be able to carry out his declared programs and foster economic stability. This lowers uncertainty about future policy changes, which has been shown to be harmful to a variety of economic and social activities (Aisen, 2013).

Incorporating economic environment

Economic Environment includes tax rate of government, inflation, interest rates, income of consumers etc. The economy encompasses all activities in a country that include the production, distribution, and consumption of commodities and services. The state of the

economy has a significant influence on enterprises. Consumer spending has an impact on pricing, investment decisions, and the number of people employed by enterprises. The business environment, which comprises the conditions in which firms operate and formulate their action plans, is critical to their success (Rozsa, 2019). The business environment has a substantial influence on progress, competitiveness, and chances for corporate growth (Kolkova, 2020).

According to Kihlstrom and Laffont (1983), in general equilibrium, high taxes, do not invariably result in less entrepreneurial activity and smaller business size, as common sense would expect. To begin with, when the marginal tax rate on capital gains rises, investors become less risk averse. More individuals will become entrepreneurs if taxes on other types of income rise. Second, because capital income taxation reduces risk aversion, higher capital income taxes may actually increase corporate growth. Several empirical studies based on data from the United States imply that taxes impact people's decision to work for themselves.

Atsegbua (2002) addressed the overall soundness of the economic framework in which many businesses function in his article. This is an important problem for any organization, according to Ogundele (2005) continues by stating that the economic environment plays an important part in identifying and defining an organization's potential; this is because an expanding economy provides operational scope for existing organizations as well as the establishment of new ones. However, a period of recession can result in failures and perhaps the dissolution of the organization; also, the organization structure may collapse during a liquidity trap. Nonetheless, inflation, interest rates, and unemployment are major economic problems that have an impact on many enterprises.

Management coordination of social environment

The social environment of business includes social forces like customs and traditions, values, social trends, society's expectations from business, etc. Holidays on cultural events like ghoda jatra, lhosar etc. highly effect the organization functioning of work.

Built infrastructure; industrial and occupational structure; labor markets; social and economic processes; wealth; social, human, and health services; power relations; government; race relations; social inequality; cultural practices; the arts; religious institutions and practices; and beliefs about place and community are all components of the social environment (Barnett and Casper, 2001). According to Barnett and Casper, the social environment encompasses many parts of the physical environment, because modern landscapes, water supplies, and other natural resources have been at least largely shaped by human social activities.

It relates to people's attitudes on labor and prosperity, as well as the role of the family, marriage, religion, and education (Tacheva, 2007). The corporate social environment encompasses social variables such as conventions, tradition, values, beliefs, poverty, literacy, life expectancy rate, and so on. According to Ajonbadi (2017), the social structure and values that a society cherishes have a significant impact on the running of commercial enterprises. For example, during the holiday season, there is a spike in demand for new clothes, sweets, fruits, flowers, and so on. Consumers are becoming increasingly aware of the quality of items as the literacy rate rises. Because to changes in family structure, more nuclear households with single children have emerged. This raises the demand for many sorts of home items.

Coping with the technological environment

The term "technological environment" refers to advancements in the realm of technology that have an impact on business through new manufacturing technologies and other advancements in business procedures. In today's globalized world, technology is seen as a critical aspect in enhancing market competitiveness and a country's economic status. Large firms, in general, took advantage of possibilities to pursue and attain economies of scale since they had sufficient resources. And small businesses have long suffered due to a lack of resources, but technology advancement plays a critical role in making Small and Medium size Enterprises (SMEs) competitive and sustainable. As a result, it is critical to concentrate on the variables that drive technology adoption (Das, 2020). According to

Ahmad et. al., (2018), because Social Media (SM) is already connected to the Internet, it may be simply implemented by a large enterprise. According to (Das, 2020), the condition of science and technology in a country, as well as associated characteristics such as the rate of technical advancement, institutional arrangements for the development and implementation of new technology, and so on, are referred to as the technological environment. Technological development may create benefits and opportunities for businesses. New technology may lead to new products and services, as well as totally new markets for a firm. In addition, technological innovations in goods and processes can increase output while lowering costs.

2.1.3 Organizational productivity

Organizational productivity is necessary for the growth of organization. However, during the crisis, productivity decreases. To balance the productivity during the crisis, leader role is an utmost important factor, thus, a leader's strategy plays an important role in uplifting the organizational productivity. Performance is a multi-dimensional construct that aims to deliver results and is closely linked to an organization's strategic goals (Mwita, 2000). The capacity of an organization to fulfill its aims and objectives is referred to as organizational performance (Sok, 2013). Information acquired from primary or secondary sources can be used to evaluate performance. In general, there are two categories of performance that may be measured: financial and non-financial performance (Jarad, 2010).

Crisis Management through leadership

The first step for leaders is to recognize that their firm is in crisis. It is a tough step to take, especially when crises do not appear suddenly but emerge from established situations that conceal their true character (Leonard and Howitt, 2009). Examples of such crises include the 2002–03 SARS epidemic and the current coronavirus pandemic. Recognizing a slow-developing crisis for what it may become necessitates leaders overcoming the normality bias, which can cause them to underestimate both the probability of a catastrophe and its potential effect (Omer, 1994).

When leaders perceive a problem, they may begin to plan a response. They cannot, however, respond as they would in a regular emergency by following pre-planned procedures. During a crisis, effective solutions are primarily improvised due to unfamiliarity and uncertainty (Howitt and Leonard, 2009). Arnold improvises that they may include a wide variety of activities, including not just temporary changes such as implementing work-from-home regulations, but also changes to continuing business practices such as the adoption of new tools to facilitate cooperation, which can be useful to sustain long after the crisis has passed. During a crisis, what leaders want is not a preconceived reaction plan, but rather habits and attitudes that keep them from responding to yesterday's events and allow them to look ahead.

Crisis strategy an option for organizational productivity

A sequence of procedures taken by an organization to deal with a catastrophic incident is known as crisis management. A crisis interrupts company operations, endangers people, harms your reputation, and has a severe impact on your profits (Banks, 2016). Planning for crisis management begins long before an issue develops. When things are going well, it might be tempting to put off risk management. Inadequate preparedness, on the other hand, can have major operational, legal, and public relations ramifications (Sadgrove, 2016).

When developing a crisis management plan, it is critical to assess the risk that your firm faces. Creating a crisis management strategy can assist you in determining the proper ways to manage the many sorts of crises you may face. We may encounter public backlash, or you may anticipate a flood of bad criticism as a result of your future business actions. Creating a public relations strategy ahead of time can assist lessen the effect or spread of unfavorable publicity in the months after the crisis (Coombs, 2011).

Analyzing a company's performance in relation to its objectives and goals is what organizational performance is all about. In other words, organizational productivity is the comparison of actual results or outputs to expected outputs. The study focuses on three

major outcomes: first, shareholder value performance; second, financial performance; and third, market performance (Gelbard, et. al., 2018). Organizational performance, according to Richard et. al., (2009), comprises three distinct aspects of business outcomes: (a) financial performance (profits, return on assets, return on investment, and so on). (b) market performance of the product (sales, market share, etc.) (c) shareholder return (total shareholder return, economic value created, and so on).

Strategy (Internal and External)

The internal environment analyzes the company's strengths and flaws. Variables internal factors utilized are based on the company's status and include management, environmental, research and development, and information systems. Each element has different strengths and limitations (Ahmadi, 2009). It includes Administration in which planning meetings are held at regular intervals scheduling each office, motivating and directing the employees prior to beginning work, controlling managers frequently exercise control. Product refers to brand recognition, good flavor products are less appealing when served cold, prices which more expensive are less appealing, productivity and quality should be the main focused. Research and Development should be carried out on a constant basis by the team and lastly Information systems using email and employee broadcast should be concentrated (Bandono, 2019).

Analyzing the External environmental conditions give rise to both possibilities and challenges. Opportunities may direct the actions of the organization, whilst threats may impede the company's movement. External elements such as the microenvironment, industry environment, and macroenvironment. It includes Micro environment consisting of suppliers, customers and competitors. It also include environment of all aspects political, economical, social and technological aspects (Ginting, 2006).

Quality maintenance/ assurance

Quality assurance is a company delivering on their promise for the complete satisfaction of their customers across goods and services. The purpose of quality assurance is to

fulfill front- and back-end processes in the most efficient and fluid manner, delivering the intended product or service on-time and within-budget, and going above and beyond in all transactions and interactions with the consumer. In other words, quality assurance is the promise that a customer will have the most positive experience possible with a company regardless of purpose, time and time again. Quality assurance goes beyond merely satisfying expectations, though. A company that embraces top-tier quality assurance will incorporate its tenants into every corner of its organizational structure and operations, not just a final physical product (Linda, 1993).

2.1.4 Crisis management

(Coombs, 1999) advises companies to categorize crises when going through the crisis management process. Various crises need a variety of answers. According to (Lerbringer, 1997) are natural disasters, technological crises, crisis of confrontation, malevolence crisis, workplace violence, rumors.

Natural Disasters are completely nature-oriented, with disastrous consequences for human life, organizational and personal property, and the environment. Earthquakes, floods, volcanic eruptions, landslides, storms, and droughts are only a few examples.

Technological crisis are human application of science and technology is typically the source of this. It frequently happens when technological applications are disrupted by human mistake or natural calamities.

Human manipulation can be blamed for technical failures, while natural disasters cannot be blamed in the same way. Industrial accidents, oil spills, and software failures are all examples of technical disasters.

Confrontational crisis is when unhappy people or groups battle organizations, the government, or a coalition of interest groups in order to get their demands realized. Boycotting items, picketing (also known as holding demonstrations or demonstrating),

forcibly blocking or occupying a building, refusing arrest or disobeying police, and sit-ins that make claims to people in power are examples of such actions.

Crisis of Malevolence is when criminals become enraged with a certain organization or country's dealings, they employ incredibly damaging ways to vent their hatred and wrath. They might even try to profit from it by destroying its functionality or disrupting its operations.

Workplace Violence frequently occurs amongst workers of a business when one employee assaults a colleague owing to a misunderstanding or other cause. Rumors occurs when false information about a company or its products is widely spread, creating widespread damage to the firm's image. Rumors concerning an organization's strong links to a terrorist group, or the contamination of its products, which causes financial losses to the company, are examples of such rumors.

2.1.5 Productivity of organization through crisis management

Employees who are happy with how their company handles crises are more productive and get more work done. They are also more optimistic about the organization's future. This encourages them to be dedicated and committed to perform better in the future. According to (Bah, 2015), a company's productivity is determined by its employees' performance. Ultimately, the success of any organization is determined by the employee's ability to accomplish duties efficiently and effectively in order to achieve the company's objectives (Bundy, 2017).

Employee performance studies are linked to a number of different aspects. Organizations that can understand the impact of their workers' performance are better able to control their through output (Saddam and Abu Mansor, 2015). According to a prior study, employee performance is critical in determining organizational success. Nonetheless, in order to achieve the objectives, companies must use effective performance

measurements. Furthermore, this study found that an employee's performance is comprised of their productivity and conduct in achieving the desired objective (Mangkunegara, 2016). Dramatic transformations characterize the global environment, resulting in a variety of organizational and personnel efficiency challenges. Because of the rapid rate of change and uncertainty, firms and workers are less inclined to adapt to these changes. During the transitions, the organization will gain operating productivity because the skills developed will increase workers' confidence in their ability to fulfill organizational goals (Anitha, 2014). Workers may suffer major consequences as a result of crisis management, particularly if a company's strategy to resolve the crisis fails (Pop, 2017).

Dramatic transformations characterize the global environment, resulting in a variety of organizational and personnel efficiency challenges. Because of the rapid rate of change and uncertainty, firms and workers are less inclined to adapt to these changes (Anitha, 2014). During the transitions, the organization will gain operating productivity because the skills developed will increase workers' confidence in their ability to fulfill organizational goals. Workers may suffer major consequences as a result of crisis management, particularly if a company's strategy to resolve the crisis fails (Pop, 2017).

Organizations with effective crisis management procedures are more likely to have low staff turnover rates. Employee turnover has a detrimental impact on the organization's operations since no one is available to teach new workers about the company's culture (Raufflet, Cruz and Bres, 2014). Furthermore, the firm must expend additional expenses to ensure that employees stay with the company by boosting their salary and ensuring that all employees cooperate. Employees are also unable to guarantee that all operations operate smoothly and effectively, making it difficult for them to understand the organization's goals and objectives.

According to Naylor (2006), a problem-free organization exists only in a stable environment, that is, one in which change is not allowed. However, in a world of unpredictable and changeable conditions, businesses must foresee future changes, assess

their impact, and calculate the consequences of making the incorrect decisions. Organizing, leading, and communicating are the pillars of any organizational structure, and they define the framework of its activities (Naylor, 2006). The capacity of a business to recruit and develop its human resources, as well as nurture organizational cultures of commitment, will offer a field for employee performance maximization at all levels and under all conditions (Bouradas, 2005).

Effective crisis management starts with a common understanding that a threat has arisen that demands quick action. If one reads a random sample of investigation reports, one gets the feeling that most catastrophes might have been predicted. That is not an accurate (or reasonable) appraisal. When the conclusion is evident, it frequently appears that a crisis was inevitable (Turner, 1978; Tetlock, 2005; Woods, 2005). A crisis or tragedy often necessitates strong cooperation across a wide range of groups, many of which have never coordinated before (Hart, 2012). When a society is confronted with a crisis, its citizens will seek to its leaders for guidance on how to interpret the situation and what steps they plan to take to restore normalcy. "Authentic hope and confidence" are sought from leaders (Leonard and Howitt, 2009). They will impose a dominant "frame" through which events are perceived and understood if they tell a compelling tale.

A good tale may aid in the construction of "beliefs about the importance of events, issues, crises, policy changes, and leaders" (Edelman, 1985). If incumbent leaders fail to enforce such a frame, their opponents may attempt to impose their own, perhaps leading to interpretations that are less supportive of current crisis management efforts. Communication with individuals and across organizations is critical during a crisis. Miscommunications can have serious consequences for people's safety and how a crisis management operation is regarded. There is a wealth of studies on how to best handle public communication in times of crisis (Drabek, 2001). It should describe the situation, its ramifications, and what is being done to mitigate them. It should also provide "actionable advice," outlining what has to be done, who should do it, and why. There is a significant distinction between "regular" communication strategies and skills and crisis communication strategies and abilities (Goidel and Miller, 2009).

Dynamic leadership styles have become a need to govern today's business in this dynamic period, especially in light of the COVID-19 post-pandemic circumstances. All Factors of Organizational Productivity experience dynamic movement as a result of dynamic leadership and a dynamic environment (FOP). The Followers, Leaders, and Organizational Context are the three characteristics of this Factor of Organizational Productivity (FOP) (Rajbhandari, 2021). All of these Factors of Organizational Productivity (FOP) are the circle of organizational operational activities; any stagnant momentum can lead the company to lag behind, requiring significant effort to keep up with today's fast-paced dynamic environment.

According to (Rajbhandari, 2021), leadership isn't only about making changes; it's also about adjusting to those changes and establishing environments for followers to adapt to those changes, as well as fostering a harmonious climate within current change settings. As a result of the dynamism of both internal and external environmental pressures, new and unplanned organizational behavioral settings were established.

Resilient organizations, which can take blows and recover fast, are essential for effective crisis management. The issue is that we don't know how to build organizations that are as robust as these (Comfort, Boin and Demchak, 2010). Continuously engaging in preparatory practices such as vulnerability analysis, drills, scenario exploration, and network exercises is one of the major aspects in establishing well-prepared, resilient companies. These activities foster a culture of alertness, a sense that things may go wrong, and a common belief that everyone engaged is prepared to deal with whatever threat they confront (Weick and Sutcliffe, 2007). As a result of hard effort and elite engagement, resilience can be considered as a result of resilience. So, it is in the hands of leaders on how they can manage crises, manage internal environment and also focus on external environment.

2.1.6 Strategic Leadership and Crisis Management

Strategic Leadership

Leadership plays a vital role in strategy development within an organization that enhances the productivity of an organization during the crisis. Supporting this view, Rajbhandari (2020) proposes the Pruning Diversity Strategy (PDS) which organizes the diversity management within the organization during the crisis.

Strong leadership is one of the most important parts of organizational management since it may assist businesses in becoming more profitable by balancing people and resources to achieve organizational goals (Pitelis and Wagner and Samba, 2019). According to (Bass, 2006), Leaders are an important component and a substantial source of influence for employees. Given their prominent positions within organizations, where senior leaders are uniquely able to recognize environmental trends and changes and initiate innovative measures to identify hazards, respond to crises, and achieve organizational effectiveness, there has recently been a lot of interest in examining the impact of leadership on organizations (Hughes, 2018). If successful leadership is supported by recruiting, selection, promotion, training, and development programs, it is likely to pay off in terms of the organization's health, welfare, innovation, and effective performance.

Successful leadership is likely to pay off in terms of the organization's health, welfare, innovation, and effective performance if it is supported by recruiting, selection, promotion, training, and development programs (Abashe, 2016). Employees are less likely to complete their task in a creative and effective manner when there is a lack of competent leadership, which restricts their ability to deal with emergencies. Today's leaders face a complex, dynamic world in which change is one of the constant difficulties that must be properly managed by increasing followers' involvement in perceiving the leader and being willing to commit to helping him achieve his goal. In today's dynamic environment. Strategic Leadership is one of the most often adopted leadership styles for boosting organizational effectiveness. In today's changing environment, it is one of the most often employed leadership styles (Najm and Al-Nuaimi, 2012).

Leaders are needed at all levels of an organization and may be found in a variety of positions. Leadership may be practiced by anybody at any level of the organization, regardless of their position in the company's hierarchy, and it is also argued that leadership entails the individual's capacity to influence others' conduct in order to conform with the leader's wishes (Riggio, 2006). One of the most common definitions of leadership is the "process of influence, which can originate from both internal and external stakeholders in the company" (Opoku, 2015). The "process of influence that can originate from both internal and external stakeholders in the organization" is one of the most prevalent definitions of leadership (Opoku, 2015).

Leadership impacts the company's direction and vision through establishing relationships between leaders and their followers (Taylor, 2011). Vision, trends, high expectations, and values must all be defined by leaders. (Al-Alwan, 2019) contend, however, that leadership is more than a technique, it incorporates societal repercussions, such as finding and developing one's character and contributing to the attainment of a goal. The competence of a leader to influence, encourage, and empower people in order to contribute to the effectiveness and success of institutions is defined as "a leader's capability to influence, encourage, and empower people in order to contribute to the effectiveness and success of institutions" (Welliver, 2018).

Given that authority can come from a major manager's leadership, senior managers or leader distinctive histories, demographics, and leadership styles all have a role in strategy formation and organizational success. Understanding the importance of senior leadership behaviors in strategy creation and strategic alignment is crucial (Ireland and Hitt, 2005). For almost a century, strategic management research has focused on strategic leadership.

Strategic Leadership is the process of developing a long-term vision, conveying it to subordinates, inspiring followers, and conversing with peers and subordinates who support the strategy (Abashe, 2016).

Strategic leaders who establish a dominating coalition inside an organization, often comprised of a senior management team, are the subject of strategic leadership theory.

Strategic management reveals the factors that influence strategic decisions, as well as the process of developing and implementing these decisions. (Aslan, 2011) citing one of its creators, underlined that strategic leader's deal with organizational strategic decisions rather than operational or everyday decisions. Strategic decisions aid in the presentation of the strategy by providing answers to questions about the organization's goal, the activities in which it must participate, and the locations in which it must participate, as well as the required time frame, size, organizational structure, and business model (Younis, 2012). Daily operational choices are assigned to operations managers, who are responsible for putting other people's decisions into action. According to strategy literature, engagement of the strategic leadership function entails involvement in the process of generating and implementing strategic decisions.

Strategic decisions assist in the presentation of the strategy by answering questions about the organization's goal, the activities in which it must participate, and the locations in which it must participate, as well as the time frame, size, organizational structure, and business model that are required (Younis, 2012). Daily operational choices are assigned to operations managers, who are responsible for putting other people's decisions into action. According to strategy literature, engagement of the strategic leadership function entails involvement in the process of generating and implementing strategic decisions.

Understanding strategic leadership entails shining light on what effective senior leaders do to establish a strategy-focused organization. Prominent strategic leaders are who exhibit critical behaviors that enable a business to effectively implement its strategy, implying that they are strategy-focused leaders (Bowers, 2017).

According to (Hughes, 2018), strategic leadership aids the company's success by unlocking the potential of individuals and groups within the business. Organizations benefit from strategic leadership techniques because they help organizational leaders to establish an organization's vision, mission, strategies, and culture. Leaders can also have a better understanding of their organization's surroundings by performing strategic leadership. Through visioning and developing corporate culture, allocating resources, driving policy, and forging future consensus, the leader has an impact on desired

company goals. Organizational strategy failure is caused by leaders' failure to communicate the organization's vision to their followers, their inability to persuade subordinates to be enthusiastic about the organization, and their failure to make employees loyal to the organization's vision and strategy (Gaitho, 2018).

Strategic leadership is crucial for businesses in times of environmental uncertainty since it is thought that businesses that adapt to organizational changes will survive (Hitt, 2002). As a result, strategic leaders must motivate their organizations to achieve high levels of performance and innovation. Leaders make decisions in an uncertain environment, and as globalization progresses, these uncertainties grow more pronounced, making strategic leadership an important issue in both local and global cultures.

Strategic leadership has different personality traits, competencies, and management styles that relate to the enterprises it leads (Al-Khatib, 2015). In order to achieve the essential change, strategic leaders identify critical strategic and organizational change moments, devise suitable strategies, and transform these plans into operational operations. This is a vital problem for every firm that must meet its aims while also taking into account the interests of important stakeholders (Bass, 1996). This involves strategic leadership having a long-term vision capable of projecting events in a way that assures their capacity to expand, finish operations, and meet their goals in a competitive environment that has reached a tipping point and has gotten more complicated (Abu, 2016). It is vital for business executives to know that the impact of crises on firms and individuals is greater than ever. They must have unique skills that enable them to predict, manage, and resolve future crises that might compromise their companies' survival (Al-Omari, 2020).

As a result, crisis management is one of the strategic leader's major roles, and dealing with a crisis is a suitable illustration of the leader's and organization's dynamics in dealing with change (Saadoun, 2009). To deal with the crisis, the leader must do his core functions of planning, controlling, providing power, delegating choices, and field presence, as well as establishing control and monitoring mechanisms that must be ready in advance and implemented successfully and efficiently, in order to do business or offer

basic information and feedback to the leader during times of crisis, and the importance of their role in aiding the leader in overcoming the crisis (Abu, 2016).

2.1.7 Employees Willingness towards Change and Employees Performance

The environment has an impact on organizational change, which in turn has an impact on employee performance. During Covid-19, many organizations, including businesses, are obliged to work from home and practice telecommuting in order to continue with everyday operations.

As a result of employee growth, employee performance implies increased productivity and efficiency (Jabbar, 2017). Employee performance, according to Sinha (2001), is determined by the employee's willingness and openness to accomplish the work. Employee performance is critical in determining the success and profitability of a business. According to Chien (2015), a successful organization requires individuals who are willing to accomplish more than their typical job scope and deliver performance that exceeds goals' expectations. In today's increasingly competitive world, employee performance is critical for corporate effectiveness (Aryee et al., 2014). In today's economic climate, most organizations facing issues are required to place a greater emphasis on improving employee performance (Gruman and Saks, 2011). Management, it is said, must enable individuals to define their own jobs and responsibilities in order to participate in productive performance. Employees will discover a better match between their talents, needs, and beliefs as a result of this. (Gruman and Saks, 2011).

The studies that have been done on organizational change and employee performance. Because of a lack of effective planning and assessment, more than seventy percent of organizational transformation attempts are unsuccessful. Organizations do not determine the needed competences for change in a timely manner (Judge and Douglas, 2009). Managing organizational change is a systematic process for transitioning from one state to another. Organizational change must be planned for in order to lessen employee

resistance to change and make the battle effective in order to acquire a competitive advantage and continue doing business in today's busy and changing environment.

Because of a lack of effective planning and assessment, more than seventy percent of organizational transformation attempts are unsuccessful. Organizations do not determine the needed competences for change in a timely manner (Douglas, 2009). Managing organizational change is a systematic process for transitioning from one state to another. Organizational change must be planned for in order to lessen employee resistance to change and make the battle effective in order to acquire a competitive advantage and continue doing business in today's busy and changing environment. Adapting to changes in the external environment is critical for companies (Devos and Bouckenoghe, 2006).

Continuous company expansion, fresh ideas, and strong management support are among the important aspects for the effective execution of the transformation. Adapting to all of these changes, on the other hand, is critical for successful businesses, and successful organizations must tell their staff about the changes they are implementing. Companies effectively implementing change must handle two critical issues: first, obtaining employee readiness to adopt new ways of doing tasks, and second, mitigating change resistance (Madsen, 2005). Organizations must cope with greater difficulties in today's changing world in order to survive and thrive. For the successful implementation of change, many firms use change agents. However, the use of external help should be kept to a minimal minimum. Human Resource Personnel play a critical role in instilling the needed abilities in employees in this regard. Human resource professionals bridge the gap between newly acquired knowledge and what will be needed in the near future. This may make it easier for both people and organizations to adjust to change (Court, 2011).

An organization implements change in order to address problems and work proactively in order to compete in a dynamic environment. Quality issues, staff competency, corporate development, and taking advantage of new possibilities are some of the challenges that an organization encounters.

Nkururu (2016) looked at the impact of change management on employee performance in terms of technical changes, organizational leadership, structure, and culture. The study discovered that structural modifications and organizational leadership have a favorable impact on university personnel' performance. The study also found that technology changes have a significant influence on employee performance because of the quick technological advances that assist to simplify work and increase efficiency throughout the world. According to Wanza and Nkururu (2016), a good corporate culture fosters synergy and motivation, which enables cooperation and improves employee performance. According to the findings, structural improvements, leadership, technology, and organizational culture all have a favorable impact on employee performance.

2.2 Review of Related Studies

Lamm and Thomas (2012) consider how a company can successfully integrate sustainability considerations into strategic and operational decision-making processes while still satisfying traditional commercial objectives. They develop a conceptual model that functions at the individual managerial level and is based on Ajzen's Theory of Planned Behavior (1985, 1991). Their conceptual model suggests that managers' intents to include sustainability into decision-making processes are influenced by the perceived legitimacy of sustainability as applied to enterprises. This study makes significant and diversified contributions.

Thomas and Lamm primarily create a legitimacy framework to improve comprehension of the attitudinal basis of legitimacy. The framework's components may also help to improve Ajzen's Theory of Planned Behavior. The planned behavior theory explains how attitudes, subjective standards, and perceived behavioral control influence intention and/or conduct (Ajzen 1991). Attitudes reflect a person's personal good or negative evaluation of a conduct, whereas norms reflect perceived social pressure to partake in or avoid a behavior.

Thomas and Lamm identified six essential legitimacy attitudes that can be pooled to produce a meta-attitude on the legitimacy of sustainability. If these six factors are added

into Ajzen's theory, three will go under the attitudes component and the other three will fall under the norms component, providing a more in-depth comprehension of the framework. In addition, the authors examine the framework's practical implications for launching and sustaining sustainability programs in organizations. Finally, the authors emphasize the importance of future research that will test this model in order to explain: (1) how attitudes toward various aspects of sustainability affect its legitimacy, (2) how organizational actors who might obstruct or support the effectiveness of sustainability programs are affected by their perceptions of sustainability's legitimacy.

According to Lee and Welliver (2018), leaders and managers play a critical role during a crisis because the strategic leader must be in the forefront, demonstrate confidence and steadfastness, and bear full responsibility for the disaster. According to Rajbhandari, (2011) Driving leadership style also suggests that a leader must lead from the back to demonstrate the efficiency and effectiveness for organizational productivity, this could be a strategic move for managing crisis. Leaders must also have complete control over their staff and be aware of everything that is going on around them, because any minor issue that is ignored early on might evolve into a significant one later. A leader must take little measures to overcome obstacles, and the strategic leader should not ignore minor worries or difficulties, and he should take the lead in resolving them. If problems are not addressed, they may deteriorate and result in a huge disaster in the future (Fener and Cevik, 2015).

The leader must be aware of warning signals, be able to recognize the early effects of the crisis and notify workers to the bad repercussions, and take precautionary actions to avoid disaster. The leader must also be able to forecast a crisis and do all in his power to avoid it by encouraging strong internal communication and allowing staff to discuss concerns and come up with the best possible solution (Garcia, 2006). The strategic leader must be able to motivate employees, persuade them not to panic in a crisis, and urge them to confront adversity with bravery and commitment, as well as motivate them to collaborate (Harwati, 2013). It is important to continue to strive for the organization's seamless operation while also enhancing and developing alternative strategies based on accurate

and timely data. Employees must be given a sense of direction, and procedures and systems of interest must be identified.

During a crisis, it is vital for the leader to keep the company positive, urge people to believe in their talents, and take tough action against individuals who spread rumors and try to smear the business's image (Harwati, 2013). This is in addition to not ignoring stakeholders and other parties, which will complicate matters, and forging good relationships with them. subordinates have a lot of support from the leader. Leaders must also learn to get out of uncomfortable situations quickly, learn to take risks, and clarify individual roles and responsibilities. Once the organization has recovered from the crisis, the visionary strategic leader must share the lessons learned so that others do not repeat the same errors (Jabbar and Hussein, 2017).

According to Jae-Eun Lee and Seol-A Kwon "A Study on the Public's Crisis Management Efficacy and Anxiety in a Pandemic Situation—Focusing on the COVID-19 Pandemic in South Korea." The goal of this study was to look at the steps taken to halt the spread of the COVID-19 epidemic and see how they affected the public's perception of crisis resolution efficacy and anxiety. By evaluating these factors, it sought to help enhance future crisis management policy. Its findings have a number of significant significance. First, some vulnerable groups (e.g., women and those with lower education levels) demonstrated a need to overcome the crisis through high efficacy. As a result, infectious disease crisis management systems and policies should be tailored to the needs of those who are most vulnerable to crises. It is undeniable that the inequity that exists in populations prone to the COVID-19 epidemic exists in industrialized countries as well. As a result, policymakers should respond to COVID-19 while taking into account both efforts to reduce inequality and the risks to vulnerable people.

Government's involvement is far more important than local governments. Because COVID-19 is not limited to a certain geographic area, the central government is critical in putting in place organizations, procedures, and institutions that will be able to effectively respond to the pandemic. Because it is difficult to respond to the emergence of

new diseases due to a lack of knowledge, information, and expertise, risk management should be adopted based on central government official control and resource distribution.

Personal hygiene practices and the public health environment have direct implications on public efficacy, implying that active public awareness and communication for relevant policies is required. The government must strengthen its role in moderating, managing, and supervising citizens who refuse to comply or interfere with the government's support and policies in order to relieve the nation's anxiety. Rapid actions to properly communicate crisis information to the public during times of crisis can have a favorable impact on citizen engagement.

Nam and Taewoo Nam (2021) discuss their insights. The purpose of this research is to better understand the worldwide environment of COVID-19 management and to advise future policy decisions following the pandemic crisis. To that goal, it used text mining and network analysis to examine a series of World Economic Forum COVID-19 reaction reports. These studies, authored by professionals from a variety of professions, explore multidimensional changes in socioeconomic situations, the numerous difficulties caused by those changes, and ideas for responding to national crises. This study uses text mining to examine the frequency of terms, the relationships between words, the relevance of specific documents, and the connection centrality based on 3897 refined words extracted from a morphological analysis of 26 reports (as of the end of 2020). Furthermore, network analysis aids in the development of plans for the long-term reaction to and management of national crises by detecting clusters of words with comparable structural equivalency.

This study adds to identifying significant themes and priorities for national crisis management by focusing on texts from the World Economic Forum's COVID-19 reports. The text-based data analysis offers insight into the lack of appropriate understanding and expertise for pandemic-led dangers and post-pandemic uncertainty. The text and network analysis of insightful reports reveals fresh information on the links between words and the relation-based prediction.

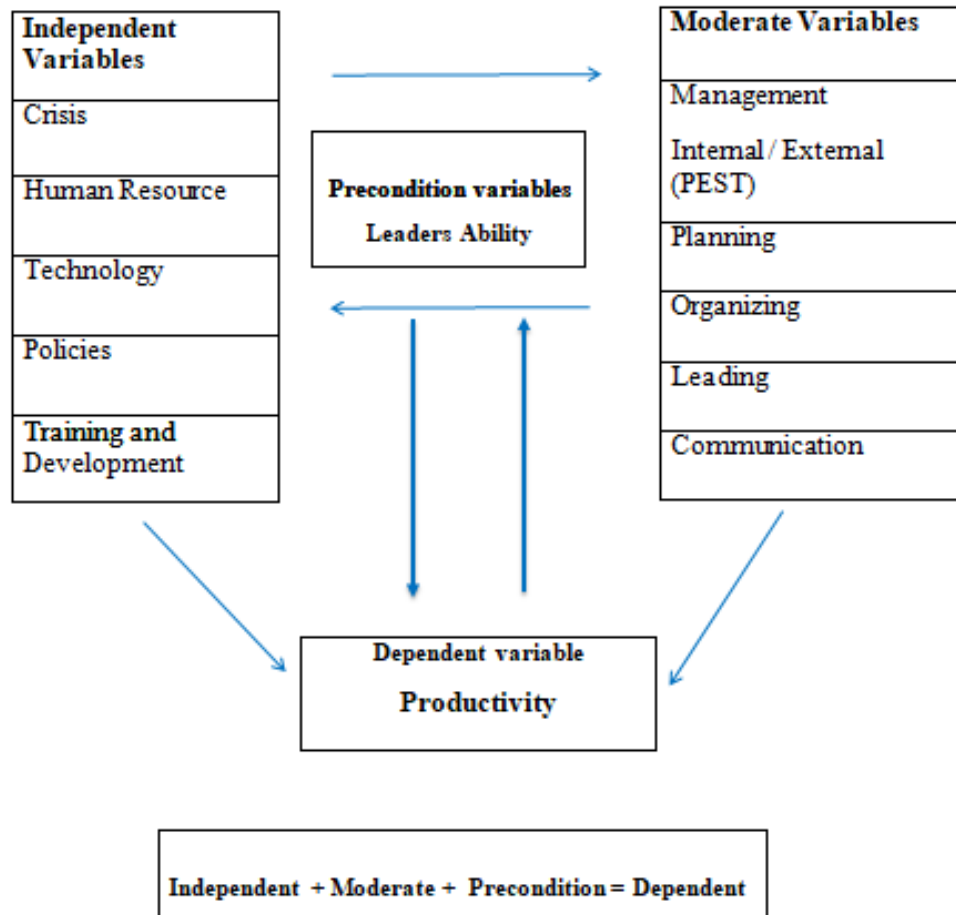
(Booth, 2015) modern enterprises, "there is rivalry and change." The goal of this thesis was to critically assess the primary elements that influence crisis management strategy and style. Environmental influences, both direct and indirect, have significant effects on transactions that provide for survival or termination. Different environmental sectors, such as technology, may have a particularly large impact. The regulatory structures and legal limitations that enterprises work under, as well as the formal or informal linkages that affect, and in some cases dictate, the way the firm acts in its environment, are examples of institutional influences. Cultural influences, both external and internal to the organization, generate a climate of beliefs and predispositions that regulate things like the ethical attitude, risk strategy, and managerial style of decision makers. Finally, behavioral influences affect how people and groups function in an organization. This includes the political and social conventions of intra corporate life, which are frequently vital in understanding how an issue becomes a crisis.

The goal of this book is to help managers and students comprehend the challenges that a crisis might cause. The book provides insights into how other managers handled crises, as well as a knowledge of the relationship between strategic management, change, and crisis. It is intended for leader's and managers involved in strategic and corporate planning, as well as crisis and emergency management. Management consultants, organizational and management development specialists, business analysts, and fund and investment managers will find it useful.

Pearson and Clair's (1998) holistic paradigm of crisis management provides a comprehensive assessment of China's pandemic response by assessing its social-political, technological-structural, and psychological measures. We recognize that the Party state is constructing a big data lens as a means of thoroughly controlling the issue by integrating a surveillance study view point. According to the literature on crisis management, crises can be critical for organizations, including both state and nonstate actors. This logic applies to all situations, including the COVID19 pandemic and Chinese government agencies. Using a comprehensive crisis management model and documentary analysis, this paper investigates China's pandemic response from social-political, technological,

and psychological aspects. It reveals how the Chinese state bureaucracy has gathered, developed, and enhanced its monitoring tactics in order to provide complete crisis response.

2.3 Conceptual Framework



According to the figure, there are dependent, independent, moderate and pre-condition variables. In independent variables it consists of crisis management, training and development, human resource, technology and policies of the organization. Leaders should be able to lead the organization to productivity by motivating the human resource, providing them with training and development programs in-order to develop their technological skills which is the precondition variables to investigate the leader's ability.

In moderate variables, it consists of management, internal and external environment, planning, organizing, leading and communication. These are highly connected on leader's ability as leaders should be able to plan, organize, lead and communicate with the human resource in order to increase the productivity of the organization. These independent and moderate variables are highly connected on leader's ability which inversely is related to productivity of the organization.

CHAPTER – III

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It refers to the different sequential processes that a researcher must follow while researching an issue with specific aims. It is a branch of science that studies how research is carried out. It includes a research work plan. This chapter covers the whole study technique, from theoretical considerations through data collecting and analysis. This research focuses on quantitative methods to a higher extent. Using both financial and statistical techniques, this study attempts to conduct a well-designed quantitative study in a very clear and direct manner.

3.1 Research Design

Quantitative

This is a quantitatively constructed study, which is best suited to the study's purpose. Research methodology is defined by Leedy and Ormrod (2001) as the comprehensive steps taken by a researcher before initiating a research work. As a result, a quantitative research strategy focuses on measuring and evaluating variables in order to arrive at conclusions. It comprises the utilization and analysis of numerical data using specific statistical methodologies to answer questions like who, how much, what, where, when, and how many (Williams, 2011). Extending this notion, Aliaga and Gunderson (2002) describe quantitative research procedures as the collecting of numerical data and analysis utilizing mathematical tools, including statistics, to explain an issue or phenomenon. The most commonly utilized quantitative research methodologies include survey, ex-post facto, case study, and experimental research.

The systematic examination of phenomena through the collection of numerical data and the use of statistical, mathematical, or computational approaches is referred to as

quantitative research. Quantitative research is based on the positivism paradigm, which promotes statistical approaches that include inferential statistics, hypothesis testing, mathematical exposition, experimental and quasi-experimental design, randomization, blinding, structured protocols, and questionnaires with a limited number of predetermined answers (Lee, 2011).

In quantitative research, numerical data is obtained and assessed using statistical methods, according to the preceding definition. "Quantitative research comprises the collecting of data so that information may be quantified and statistically processed in order to support or reject alternative knowledge assertions," according to (Leedy and Ormrod 2001; Williams, 2011). Quantitative research, according to Williams (2011), begins with the conceptualization of a problem, the creation of a hypothesis or research question, the review of related literature, and the quantitative analysis of data. Quantitative research, on the other hand, "employs strategies of inquiry such as experiments and surveys, and gathers data on pre-programmed equipment that produce statistical data," according to the National Science Foundation (Williams, 2011). Because this study has a significant number of participants, a quantitative research study was chosen. Because there is cross correlation between numerous variables, cross correlation analysis was chosen as the approach for this procedure. As a result, the data collecting procedure is efficient and effective.

3.2 Sources of Data

The collecting of data is critical in statistical analysis. There are several techniques for gathering information in research, all of which fall into two categories: primary and secondary data (Douglas, 2015). For this quantitative study, primary data was the main source from which the quantitative examination was conducted through the statistical tools.

Primary Data

The term "primary data" refers to information that is obtained for the first time by researchers. Information obtained through actual experience is referred to as primary data. Information obtained through actual experience is referred to as primary data. Primary data is information obtained for the first time, usually for research reasons, by personal experiences or proof. Raw data or first-hand information are other terms for it. Because the analysis is undertaken by an agency or an external entity, the technique of acquiring information is costly because it demands the use of human resources and money. The data collection procedure is directly overseen and managed by the researcher. Primary data is acquired during experiments in experimental research; however, primary data is gained in descriptive type research and surveys (including sample surveys or census surveys) either by observation or through direct communication with respondents in one way or another (Mazhar, 2021).

For this study, primary data was collected from the participants of the organizations/industries based in Bagmati (Kathmandu). The source of primary data was collected from an industrial district located in Bagmati.

Secondary Data

Secondary data is information that has already been collected and documented by another researcher for a purpose other than the present study problem (Nachmias, 1992). It comes in the form of data gathered from a variety of sources, including government publications, censuses, internal organizational records (Balance Sheets, profit and loss account), and organizational reports (magazines and publications) from both internal (organizational) and external (publication) sources (governmental published reports).

Secondary data analysis was defined by Punch (2005) as the reanalysis of previously collected and examined data, while Bryman (2004) defined it as the analysis of data by researchers who were not involved at the time the data was gathered. A similar definition

was supplied by Reason and Bradbury (2001), who defined it as the review of data by anybody other than those responsible for its initial commissioning.

3.3 Population and Sample

The study area coverage of this research included the workers of the factory of Caliber Industries. The population of study is total no. of employees of Caliber Industries. But for the purpose of representation, only 100 employees sample size is addressed. The data are collected from Caliber shoe factory located at Gofultar. The workers were provided with printed questionnaire to fill in-order to gain the information on how the crisis affected their work as well as organization productivity.

3.4 Data collection procedures

Questionnaire

The questionnaire is the backbone of any survey, and the design of the questionnaire determines the survey's performance. If a questionnaire is not written in a way that both the participants and the researchers can understand, it will fail. The participants decide what you can do: the kind of questions you can correctly ask, the phrases you can legitimately use, the subjects you can investigate, and the approach you can use, if there is a single core notion for building a strong questionnaire design.

Questionnaire was developed to conduct this study. The questionnaire was developed at St. Xavier's College, Maitighar with the constant help from my supervisor. While developing the questionnaire, rigorous discussions were made in regard to the objective of this study, statement of problems and the research questions. The questionnaire was pilot tested before going to the field to collect the raw data. This offered the validity and the reliability of the questionnaire. Sets of questionnaires were developed to examine the productivity of an organization and crisis management through the leadership ability. These sets of questionnaires were circulated to the organizational leaders to examine their

ability for managing crisis and to the organizational/industrial employees to examine the organizational productivity.

3.5 Data Analysis Technique

SPSS version 24

For quantitative analysis, SPSS stands for Statistical Tool for Social Sciences. It's a well-known statistical program capable of handling exceedingly complex data processing and analysis. Students can use SPSS at home, and it can be installed on personal laptops and desktop computers. This application is commonly used to find answers to a variety of research and commercial questions in a variety of industries. SPSS Statistics version 24 improves access to programming extensions, data management, and efficiency while continuing to deliver sophisticated analyses.

SPSS is a software application that may be used for more interactive statistical analysis. The software was created by SPSS Incorporation at initially, but was later acquired by IBM in 2009. They are referred to as IBM SPSS Statistics in the most recent editions. As the name Statistical Package for the Social Sciences implies, it was created for the original market of the time. It is now widely used in a variety of fields, including health sciences and marketing. Scientists and academics use SPSS as a statistical analysis and research tool. This tool ensures that the researchers technique is error-free. In Nepal, SPSS training is gaining traction like never before. People who are knowledgeable with SPSS may have opportunities. This training session is designed to provide comprehensive assistance to surveyors, statisticians, and other professionals who are involved in data research, data administration, and data analysis, whether directly or indirectly.

Cross Correlation Analysis

The relative movements of two or more sets of time series data are recorded using cross-correlation. It is done to objectively examine several time series in order to determine how well independent, moderate and dependent variable match up and more importantly, when the best match occurs. The relative movements of independent, moderate and

dependent variable set of time series data are recorded using cross-correlation. Cross-correlation is a technique for comparing the spectra of two dissimilar systems, such as a sample and a reference spectrum. When background fluctuations exceed spectral differences caused by composition changes, this method can be used.

In its most basic form, it consists of one independent variable (crisis, human resource, technology, policies, training and development), dependent variable (productivity), precondition variable (leader's ability) and moderate variables (management, planning, organizing, leading and communication). If independent variable and moderate variable are positively linked then the value of productivity will grow. If the connection between independent and moderate is the same, then as the value of productivity grows then leadership ability will grow as well.

CHAPTER – IV

DATA PRESENTATION AND ANALYSIS

Data presentation is the interpretation of the study. Data analysis summarizes the collected data and its interpretation presents the major findings of the study. Analysis is not complete without interpretation and interpretation cannot proceed without analysis. This chapter includes the results of the data that were collected from primary sources. The data were inserted in the tabulation to explain the numerical values and describing the results. For the purpose of the research; questionnaire was filled from 100 respondents working in Industry sector of Kathmandu valley. This chapter will form the foundation for the conclusions that will be drawn and recommendations for management and areas for future.

For the purpose of this study, the results were divided into sub sections with different sub titles for the data to represent its meaning. The sub title for this result section are 1) socio-demography information, 2) Organization productivity through crisis management, 3) The best practices for managing COVID-19 inside the organization, 4) The leader's ability to drive towards productivity.

1. Socio-demographic Information

Table 1: Socio-demographic information of the respondents

Socio-demographic Characteristics	Frequency (n)	Percent (%)
Age of the respondents	Early working age (15-24 yrs)	35
	Prime working age (24-54 yrs)	64
	Mature working age (55-64 yrs)	1
Gender of the respondents	Male	57
	Female	43
Marital Status of the	Unmarried	38

respondents	Married	62	62
Occupation of the respondents	High Level Management	16	16
	Middle Level Management	11	11
	Low Level Management	73	73
Academic level of the respondents	None	6	6
	Primary	30	30
	Secondary	19	19
	Higher Secondary (+2)	26	26
	Bachelor	19	19

Table 1 shows that, among the total respondents i.e., 100, most of the respondents (64%) are from the prime working age group of 24-54 years followed by 35% of early working age of 15-24 years and remaining 1% is from mature working age of 55-64 years. The majority of the respondents were male i.e., 57% followed by 43% of female respondents. The majority of the respondents were married 62% and 38% were unmarried. It is found that the majority of the respondents were from prime working group of 24-54 years of age married males.

More than half of the respondents were from low level of management i.e., 73%. The low level of management consists of Customer Care, Receptionist, Sales Person, Technician, Cleaner, Driver, Security Guards, Labors Working as Gum Putting Person, Shoe Maker, Shoe Stitching Person, Shoe Sewing Person etc. Similarly, about 16% of the respondents are from the high level of management such as Designer, Advertising Manager, Accountant, Assembler, H.R., Marketing Supervisor and 11% of the respondents are from the middle level of management such as Laptop Engineer, Marketing Manager, General Manager, Store Incharge, Store Keeper. It was found that majority of low-level workers were managed by few high-level workers in the organization.

As well as, most of the respondents (30%) have primary level of education, followed by 26% have higher secondary level of education, 19% of the respondents have secondary level of education and 19% of the respondents have bachelor level of education. It was found that majority of the workers have primary level of education in the organization.

2. Organization productivity through crisis management

Table 2: Organization productivity during crisis

Characters		Frequency (n)	Percent (%)
Organization faced crisis during the pandemic	Yes	96	96
	No	4	4
Crisis affected the organization	Lowest	4	4
	Low	11	11
	Neutral	59	59
	High	26	26

The table 2 shows that the majority of the respondents i.e., 96% have responded that the organization has faced crisis during the pandemic. More than half (59%) have responded neutral on the crisis affected the organization followed by 26% responded high, 11% responded low and 4% responded lowest. It is found that the organization has faced a crisis during the pandemic however it has any catastrophic effect on the organization.

Table 3: Organization productivity through crisis management

Characters	Response (n)			
	Lowest	Low	Neutral	High
All the machines were working during the pandemic	7	9	43	41
The production was done efficiently during the pandemic	3	25	47	25
The production was delayed	7	18	32	43
The organization performance during the pandemic	5	17	40	38
The supply of goods on time in market	5	28	27	40
It was convenient to buy a raw material	9	22	38	31

Table 3 shows that most of the respondents (43%) have responded neutral on all the machines were working during the pandemic followed by 41% responded high, 9% responded low and 7% responded lowest. Similarly, majority of the respondents (47%) have responded neutral on the production was done efficiently during the pandemic followed by 25% responded high, 25% responded low and remaining 3% responded lowest.

Again, most of the respondents i.e., 43% have responded high on the production was delayed followed by 32% responded neutral, 18% responded low and 7% responded lowest. Also, most of the respondents (40%) have responded neutral on the organization performance during the pandemic followed by 38% responded high, 17% responded low and 5% responded lowest.

Similarly, most of the respondents i.e., 40% have responded high on the supply of goods on time in market followed by 28% responded low, 27% responded neutral and 5% responded lowest. Likewise, most of the respondents (38%) have responded neutral on it was convenient to buy a raw material followed by 31% responded high, 22% responded low and 9% responded lowest.

It is found that the organization has made machine run for production of shoes during the pandemic and somehow run the production smoothly. It might be because of the convenient for the organization to buy raw material. However, the production was highly delayed even though the organization performance during the pandemic was high. But they were able to supply goods in market on time.

3. The best practices for managing COVID-19 inside the organization

Table 4: Practices for managing COVID-19 inside the organization

Characters		Frequency (n)
The employees were working from home	Yes	66
	No	34
Social distancing maintained during the pandemic	Lowest	6
	Low	18
	Neutral	28
	High	48

Table 4 shows that the majority of the respondents i.e., 66% have responded yes to the employees were working from home. About 48% have responded high on the social distancing maintained during the pandemic followed by 28% responded neutral, 18% responded low and 6% responded lowest. It is found that the employees were working

from home during the COVID-19 pandemic. They were found to be following social distancing in the organization if it was necessary to open during the pandemic.

4. The best practices towards crisis management

Table 5: Practices towards crisis management

Characters		Frequency (n)
The new technologies introduced in the organization	Yes	82
	No	18
The organization managed time shifts for employees	Yes	84
	No	16

Table 5 shows that the majority of the respondents i.e., 82% have responded yes to new technologies introduced in the organization and 84% have responded yes to the organization managed time shifts for employees. It is found that new technologies were being introduced in the organization to manage the crisis and time shifts for employees were organized to manage heavy crowd during the COVID-19 crisis.

Table 6 : Level of practices towards crisis management

Characters	Response (n)				
	Lowest	Low	Neutral	High	Highest
Introduction of a new policy during the crisis	3	32	37	28	0
The ability of employees to adjust within the crisis management policy	2	20	30	47	1
The organization enabled training and development to manage the crisis	5	24	52	13	0
The government made suitable policy for the industries/organization	7	14	30	49	0

Table 6 shows that the most of the respondents i.e., 37% have responded neutral on introduction of a new policy during the crisis followed by 32% responded low, 28% responded high and 3% responded lowest. Similarly, most of the respondents i.e., 47% have responded high on ability of employees to adjust within the crisis management policy followed by 30% responded neutral, 20% responded low, 2% responded lowest and remaining 1% responded Highest. Also, more than half of the respondents i.e., 52%

have responded neutral on organization enabled training and development to manage the crisis followed by 24% responded low, 13% responded high and 5% responded lowest. As well as, most of the respondents i.e., 49% have responded high on government made suitable policy for the industries/organization followed by 30% responded neutral, 14% responded low and remaining 7% responded lowest.

5. The leader's ability to drive towards productivity

Table 7: Leader's ability to drive towards productivity

Characters	Response (n)				
	Lowest	Low	Neutral	High	Highest
The management of crisis	2	31	38	27	2
The management of Human Resources accordingly to manage the crisis	1	31	19	46	3
The effectiveness of training and development	5	23	15	57	0
The performance of manager during the pandemic to run the organization	4	29	44	22	1
The time shift management was effective	2	12	38	47	1
The plan during the pandemic	2	23	33	42	0
The management of employees during the pandemic	2	22	63	13	0
The ability of employees to come to work	4	21	23	52	0
The information shared on further plan within the organization	4	29	34	33	0

Table 7 shows that the most of the respondents i.e., 38% have responded neutral on management of crisis followed by 31% responded low, 27% responded high, 2% responded highest and remaining 2% responded lowest. Similarly, most of the respondents i.e., 46% have responded high on management of Human Resources

accordingly to manage the crisis followed by 31% responded low, 19% responded neutral, and remaining 1% responded lowest.

Also, more than half of the respondents i.e., 57% have responded high on effectiveness of training and development the crisis followed by 23% responded low, 15% responded neutral and 5% responded lowest. Again, most of the respondents i.e., 44% have responded neutral on performance of manager during the pandemic to run the organization followed by 29% responded low, 22% responded high, 4% responded lowest and remaining 1% responded highest.

As well as, most of the respondents i.e., 47% have responded high on time shift management was effective followed by 38% responded neutral, 12% responded low, 2% responded lowest and remaining 1% responded highest. Also, majority of the respondents i.e., 42% have responded high on plan during the pandemic followed by 23% responded low, 15% responded neutral and 5% responded lowest.

More than half of the respondents i.e., 63% have responded neutral on management of employees during the pandemic followed by 22% responded low, 13% responded high and 2% responded lowest. Similarly, majority of the respondents i.e., 52% have responded high on ability of employees to come to work during crisis followed by 23% responded neutral, 21% responded low and 4% responded lowest. Also, majority of the respondents i.e., 34% have responded neutral on information shared on further plan within the organization followed by 33% responded high, 29% responded low and remaining 4% responded lowest.

1. Correlation between independent variables and precondition variables

A correlation coefficient indicates how comparable two or more variable's measurements are across a dataset. When the value is 1 there is perfect positive correlation, when the value is 0 there is no relationship between the variables and when the value is in between 0 and 1 then there is moderate relationship between the variables.

Table 8: Correlation between the organization faced crisis during the pandemic and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The organization faced crisis during the pandemic		
The manager performance during the pandemic to run the organization	-0.213*	0.033
Organization manage time shifts for employees	0.050	0.621
The time shift managed was effective	-0.021	0.835
The employees managed during the pandemic	-0.118	0.244

*. Correlation is significant at the 0.05 level (2-tailed).

The table 8 shows that there is a correlation between independent variable and precondition variable i.e., Leadership ability. There is a negative correlation ($r = -0.213$, $\text{sig.} = 0.033$) of the organization faced crisis during the pandemic and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.05, it is found that the organizational crisis has significantly negative relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.05$, $\text{sig.} = 0.621$) of the organization faced crisis during the pandemic and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the organizational crisis has no relationship with organization manage time shifts for employees.

There is a negative correlation ($r = -0.021$, $\text{sig.} = 0.835$) of the organization faced crisis during the pandemic and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the organizational crisis has no relationship with the time shift managed was effective.

There is a negative correlation ($r = -0.118$, $\text{sig.} = 0.244$) of the organization faced crisis during the pandemic and employees managed during the pandemic. Thus, the

significance value is more than 0.05, it is found that the organizational crisis has no relationship with the employees managed during the pandemic.

Table 9: Correlation between the crisis was affecting the organization and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	0.115	0.256
Organization manage time shifts for employees	-0.230*	0.021
The time shift managed was effective	0.350**	0.001
The employees managed during the pandemic	0.170	0.091

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 9 shows that, there is a positive correlation ($r = 0.115$, $\text{sig.} = 0.256$) of the crisis was affecting the organization and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the crisis was affecting the organization has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.23$, $\text{sig.} = 0.021$) of the crisis was affecting the organization and organization manage time shifts for employees. Thus, the significance value is less than 0.05, it is found that that the crisis was affecting the organization has significant negative relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.35$, $\text{sig.} = 0.001$) of the crisis was affecting the organization and time shift managed was effective. Thus, the significance value is less than 0.01, it is found that the crisis was affecting the organization has a significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.17$, $\text{sig.} = 0.091$) of the crisis was affecting the organization and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that the crisis was affecting the organization has no relationship with the employees managed during the pandemic.

Table 10: Correlation between the crisis was managed well and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	-0.105	0.298
Organization manage time shifts for employees	-0.202*	0.044
The time shift managed was effective	0.185	0.065
The employees managed during the pandemic	0.244*	0.014

*. Correlation is significant at the 0.05 level (2-tailed).

Table 10 shows that, there is a negative correlation ($r = -0.105$, $\text{sig.} = 0.202$) of crisis was managed well and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the crisis was managed well has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.202$, $\text{sig.} = 0.044$) of crisis was managed well and organization manage time shifts for employees. Thus, the significance value is less than 0.05, it is found that the crisis was managed well has significant negative relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.185$, $\text{sig.} = 0.065$) of crisis was managed well and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the crisis was managed well has a no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.244$, $\text{sig.} = 0.014$) of crisis was managed well and employees managed during the pandemic. Thus, the significance value is less than 0.05,

it is found that crisis was managed well has significant positive relationship with the employees managed during the pandemic.

Table 11: Correlation between the management of Human Resources accordingly to manage the crisis and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	0.171	0.089
Organization manage time shifts for employees	-0.059	0.561
The time shift managed was effective	0.256*	0.01
The employees managed during the pandemic	-0.206*	0.04

*. Correlation is significant at the 0.05 level (2-tailed).

Table 11 shows that, there is a positive correlation ($r = 0.171$, $\text{sig.} = 0.089$) of management of Human Resources accordingly to manage the crisis and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the management of Human Resources accordingly to manage the crisis has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.059$, $\text{sig.} = 0.561$) of management of Human Resources accordingly to manage the crisis and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the management of Human Resources accordingly to manage the crisis has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.256$, $\text{sig.} = 0.01$) of management of Human Resources accordingly to manage the crisis and time shift managed was effective. Thus, the significance value is less than 0.05, it is found that the management of Human Resources accordingly to manage the crisis has a significant positive relationship with the time shift managed was effective.

There is a negative correlation ($r = -0.206$, $\text{sig.} = 0.04$) of management of Human Resources accordingly to manage the crisis and employees managed during the pandemic. Thus, the significance value is less than 0.05, it is found that management of Human Resources accordingly to manage the crisis has significant negative relationship with the employees managed during the pandemic.

Table 12: Correlation between the introduction of a new policy during the crisis and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)	Introduction of a new policy during the crisis	
The manager performance during the pandemic to run the organization	-0.033	0.746
Organization manage time shifts for employees	-0.11	0.276
The time shift managed was effective	0.081	0.422
The employees managed during the pandemic	0.364**	0.001

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

Table 12 shows that, there is a negative correlation ($r = -0.033$, $\text{sig.} = 0.746$) of introduction of a new policy during the crisis and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the introduction of a new policy during the crisis has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.110$, $\text{sig.} = 0.276$) of introduction of a new policy during the crisis and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the introduction of a new policy during the crisis has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.081$, $\text{sig.} = 0.422$) of introduction of a new policy during the crisis and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the introduction of a new policy during the crisis has a no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.364$, $\text{sig.} = 0.001$) of introduction of a new policy during the crisis and employees managed during the pandemic. Thus, the significance value is less than 0.01, it is found that introduction of a new policy during the crisis has significant positive relationship with the employees managed during the pandemic.

Table 13: Correlation between the ability of employees to adjust within the crisis management policy and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	0.313**	0.002
Organization manage time shifts for employees	-0.192	0.056
The time shift managed was effective	0.314**	0.001
The employees managed during the pandemic	0.041	0.685

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

Table 13 shows that, there is a positive correlation ($r = 0.313$, $\text{sig.} = 0.002$) of ability of employees to adjust within the crisis management policy and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.01, it is found that the ability of employees to adjust within the crisis management policy has significant negative relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.192$, $\text{sig.} = 0.56$) of ability of employees to adjust within the crisis management policy and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the ability of employees to adjust within the crisis management policy has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.314$, $\text{sig.} = 0.001$) of ability of employees to adjust within the crisis management policy and time shift managed was effective. Thus, the

significance value is less than 0.01, it is found that the ability of employees to adjust within the crisis management policy has a significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.041$, $\text{sig.} = 0.685$) of ability of employees to adjust within the crisis management policy and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that ability of employees to adjust within the crisis management policy has no relationship with the employees managed during the pandemic.

Table 14: Correlation between the new technologies introduced in the organization and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	-0.177	0.078
Organization manage time shifts for employees	0.435**	0.001
The time shift managed was effective	-0.334**	0.001
The employees managed during the pandemic	-0.229*	0.022

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 14 shows that, there is a negative correlation ($r = -0.177$, $\text{sig.} = 0.078$) of new technologies introduced in the organization and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the new technologies introduced in the organization has no relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.435$, $\text{sig.} = 0.001$) of new technologies introduced in the organization and organization manage time shifts for employees. Thus, the significance value is less than 0.01, it is found that the new technologies introduced in the

organization has significant positive relationship with organization manage time shifts for employees.

There is a negative correlation ($r = -0.334$, $\text{sig.} = 0.001$) of new technologies introduced in the organization and time shift managed was effective. Thus, the significance value is less than 0.01, it is found that the new technologies introduced in the organization has a significant negative relationship with the time shift managed was effective.

There is a negative correlation ($r = -0.229$, $\text{sig.} = 0.022$) of new technologies introduced in the organization and employees managed during the pandemic. Thus, the significance value is less than 0.05, it is found that new technologies introduced in the organization has significant negative relationship with the employees managed during the pandemic.

Table 15: Correlation between the employees were working from home and Leadership ability

Correlations	Independent Variables	
	The employees were working from home	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.264**	0.008
Organization manage time shifts for employees	0.263**	0.008
The time shift managed was effective	-0.033	0.743
The employees managed during the pandemic	-0.315**	0.001

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

Table 15 shows that, there is a positive correlation ($r = 0.264$, $\text{sig.} = 0.008$) of employees were working from home and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.01, it is found that the employees were working from home has significant positive relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.263$, $\text{sig.} = 0.008$) of employees were working from home and organization manage time shifts for employees. Thus, the significance value is

less than 0.01, it is found that the employees were working from home has significant positive relationship with organization manage time shifts for employees.

There is a negative correlation ($r = -0.033$, $\text{sig.} = 0.743$) of employees were working from home and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the employees were working from home has no relationship with the time shift managed was effective.

There is a negative correlation ($r = -0.315$, $\text{sig.} = 0.001$) of employees were working from home and employees managed during the pandemic. Thus, the significance value is less than 0.01, it is found that employees were working from home has significant negative relationship with the employees managed during the pandemic.

Table 16: Correlation between the machines were working during the pandemic and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	-0.106	0.292
Organization manage time shifts for employees	-0.185	0.065
The time shift managed was effective	0.225*	0.025
The employees managed during the pandemic	0.222*	0.026

*. Correlation is significant at the 0.05 level (2-tailed).

Table 16 shows that, there is a negative correlation ($r = -0.106$, $\text{sig.} = 0.292$) of machines were working during the pandemic and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the machines were working during the pandemic has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.185$, $\text{sig.} = 0.065$) of machines were working during the pandemic and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the machines were working during the pandemic has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.225$, $\text{sig.} = 0.025$) of machines were working during the pandemic and time shift managed was effective. Thus, the significance value is more than 0.01, it is found that the machines were working during the pandemic has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.222$, $\text{sig.} = 0.026$) of machines were working during the pandemic and employees managed during the pandemic. Thus, the significance value is more than 0.01, it is found that machines were working during the pandemic has no relationship with the employees managed during the pandemic.

Table 17: Correlation between the organization enabled training and development to manage the crisis and Leadership ability

Correlations	Independent Variables	
	The organization enabled training and development to manage the crisis	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.319**	0.001
Organization manage time shifts for employees	-0.099	0.326
The time shift managed was effective	0.141	0.162
The employees managed during the pandemic	0.242*	0.015

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 17 shows that, there is a positive correlation ($r = 0.319$, $\text{sig.} = 0.001$) of organization enabled training and development to manage the crisis and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.01, it is found that the organization enabled training and development to

manage the crisis has significant positive relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.099$, $\text{sig.} = 0.326$) of organization enabled training and development to manage the crisis and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the organization enabled training and development to manage the crisis has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.141$, $\text{sig.} = 0.162$) of organization enabled training and development to manage the crisis and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the organization enabled training and development to manage the crisis has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.242$, $\text{sig.} = 0.015$) of organization enabled training and development to manage the crisis and employees managed during the pandemic. Thus, the significance value is less than 0.05, it is found that organization enabled training and development to manage the crisis has significant positive relationship with the employees managed during the pandemic.

Table 18: Correlation between the effectiveness of training and development and Leadership ability

Correlations	Independent Variables	
	The effectiveness of training and development	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	-0.469**	0.001
Organization manage time shifts for employees	-0.08	0.43
The time shift managed was effective	0.134	0.184
The employees managed during the pandemic	0.162	0.107

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

Table 18 shows that, there is a negative correlation ($r = -0.469$, $\text{sig.} = 0.001$) of effectiveness of training and development and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.01, it is found that the effectiveness of training and development has significant negative relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.08$, $\text{sig.} = 0.43$) of effectiveness of training and development and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the effectiveness of training and development has relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.134$, $\text{sig.} = 0.184$) of effectiveness of training and development and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the effectiveness of training and development has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.162$, $\text{sig.} = 0.107$) of effectiveness of training and development and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that effectiveness of training and development has no relationship with the employees managed during the pandemic.

Table 19: Correlation between the ability of employees to come to work and Leadership ability

Correlations	Independent Variables	
	The ability of employees to come to work	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	-0.04	0.696
Organization manage time shifts for employees	-0.169	0.092
The time shift managed was effective	0.217*	0.03
The employees managed during the pandemic	0.085	0.401

*. Correlation is significant at the 0.05 level (2-tailed).

Table 19 shows that, there is a negative correlation ($r = -0.04$, $\text{sig.} = 0.696$) of ability of employees to come to work and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the ability of employees to come to work has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.169$, $\text{sig.} = 0.092$) of ability of employees to come to work and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the ability of employees to come to work has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.217$, $\text{sig.} = 0.03$) of ability of employees to come to work and time shift managed was effective. Thus, the significance value is less than 0.05, it is found that the ability of employees to come to work has significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.085$, $\text{sig.} = 0.401$) of ability of employees to come to work and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that ability of employees to come to work has no relationship with the employees managed during the pandemic.

Table 20: Correlation between the information shared on further plan within the organization and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
	The information shared on further plan within the organization	
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	0.156	0.12
Organization manage time shifts for employees	-0.135	0.181
The time shift managed was effective	0.151	0.134
The employees managed during the pandemic	0.326**	0.001

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

Table 20 shows that, there is a positive correlation ($r = 0.156$, $\text{sig.} = 0.12$) of information shared on further plan within the organization and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the information shared on further plan within the organization has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.135$, $\text{sig.} = 0.181$) of information shared on further plan within the organization and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the information shared on further plan within the organization has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.151$, $\text{sig.} = 0.134$) of information shared on further plan within the organization and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the information shared on further plan within the organization has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.326$, $\text{sig.} = 0.001$) of information shared on further plan within the organization and employees managed during the pandemic. Thus, the significance value is less than 0.01, it is found that information shared on further plan within the organization has significant positive relationship with the employees managed during the pandemic.

2. Correlation between moderate variables and precondition variables

Table 21 : Correlation between the production was done efficiently during the pandemic and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
	The production was done efficiently during the pandemic	
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	-0.043	0.674
Organization manage time shifts for employees	0.277**	0.005
The time shift managed was effective	-0.099	0.328
The employees managed during the pandemic	0.084	0.408

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

Table 21 shows that, there is a negative correlation ($r = -0.043$, $\text{sig.} = 0.674$) of production was done efficiently during the pandemic and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the production was done efficiently during the pandemic has no relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.277$, $\text{sig.} = 0.005$) of production was done efficiently during the pandemic and organization manage time shifts for employees. Thus, the significance value is less than 0.01, it is found that the production was done efficiently during the pandemic has significant positive relationship with organization manage time shifts for employees.

There is a negative correlation ($r = -0.099$, $\text{sig.} = 0.328$) of production was done efficiently during the pandemic and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the production was done efficiently during the pandemic has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.084$, $\text{sig.} = 0.408$) of production was done efficiently during the pandemic and employees managed during the pandemic. Thus, the

significance value is more than 0.05, it is found that production was done efficiently during the pandemic has no relationship with the employees managed during the pandemic.

Table 22: Correlation between the production was delayed and Leadership ability

Correlations	Independent Variables	
	The production was delayed	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.262**	0.008
Organization manage time shifts for employees	-0.255*	0.01
The time shift managed was effective	0.349**	0.001
The employees managed during the pandemic	0.223*	0.026

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 22 shows that, there is a positive correlation ($r = 0.262$, $\text{sig.} = 0.008$) of production was delayed and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.01, it is found that the production was delayed has significant positive relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.255$, $\text{sig.} = 0.01$) of production was delayed and organization manage time shifts for employees. Thus, the significance value is less than 0.05, it is found that the production was delayed has significant negative relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.349$, $\text{sig.} = 0.001$) of production was delayed and time shift managed was effective. Thus, the significance value is less than 0.01, it is found that the production was delayed has significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.223$, $\text{sig.} = 0.026$) of production was delayed and employees managed during the pandemic. Thus, the significance value is less than 0.05,

it is found that production was delayed has significant positive relationship with the employees managed during the pandemic.

Table 23: Correlation between the supply of goods on time in market and Leadership ability

Correlations	Independent Variables	
	Pearson Correlation	Sig. (2-tailed)
Leadership ability (precondition variables)		
The manager performance during the pandemic to run the organization	-0.112	0.268
Organization manage time shifts for employees	0.049	0.629
The time shift managed was effective	0.06	0.555
The employees managed during the pandemic	0.137	0.174

Table 23 shows that, there is a negative correlation ($r = -0.112$, $\text{sig.} = 0.268$) of supply of goods on time in market and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the supply of goods on time in market has no relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.049$, $\text{sig.} = 0.629$) of supply of goods on time in market and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the supply of goods on time in market has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.06$, $\text{sig.} = 0.555$) of supply of goods on time in market and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the supply of goods on time in market has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.137$, $\text{sig.} = 0.174$) of supply of goods on time in market and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that supply of goods on time in market has no relationship with the employees managed during the pandemic.

Table 24: Correlation between the plan during the pandemic and Leadership ability

Correlations	Independent Variables	
	The plan during the pandemic	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.285**	0.004
Organization manage time shifts for employees	-0.078	0.441
The time shift managed was effective	0.261**	0.009
The employees managed during the pandemic	0.092	0.365

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

Table 24 shows that, there is a positive correlation ($r = 0.285$, $\text{sig.} = 0.004$) of plan during the pandemic and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.01, it is found that the plan during the pandemic has significant positive relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.078$, $\text{sig.} = 0.441$) of plan during the pandemic and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the plan during the pandemic has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.261$, $\text{sig.} = 0.009$) of plan during the pandemic and time shift managed was effective. Thus, the significance value is less than 0.01, it is found that the plan during the pandemic has significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.092$, $\text{sig.} = 0.365$) of plan during the pandemic and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that plan during the pandemic has no relationship with the employees managed during the pandemic.

Table 25: Correlation between the government made suitable policy for the industries/organization and Leadership ability

Correlations	Independent Variables	
	The government made suitable policy for the industries/organization	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	-0.029	0.772
Organization manage time shifts for employees	0.048	0.635
The time shift managed was effective	0.112	0.268
The employees managed during the pandemic	0.146	0.147

Table 25 shows that, there is a negative correlation ($r = -0.029$, $\text{sig.} = 0.772$) of government made suitable policy for the industries/organization and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the government made suitable policy for the industries/organization has no relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.048$, $\text{sig.} = 0.635$) of government made suitable policy for the industries/organization and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the government made suitable policy for the industries/organization has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.112$, $\text{sig.} = 0.268$) of government made suitable policy for the industries/organization and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the government made suitable policy for the industries/organization has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.146$, $\text{sig.} = 0.147$) of government made suitable policy for the industries/organization and employees managed during the pandemic.

Thus, the significance value is more than 0.05, it is found that government made suitable policy for the industries/organization has no relationship with the employees managed during the pandemic.

Table 26: Correlation between it was convenient to buy a raw material and Leadership ability

Correlations	Independent Variables	
	It was convenient to buy a raw material	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.228*	0.022
Organization manage time shifts for employees	-0.394**	0.001
The time shift managed was effective	0.274**	0.006
The employees managed during the pandemic	0.262**	0.008

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 26 shows that, there is a positive correlation ($r = 0.228$, $\text{sig.} = 0.022$) of it was convenient to buy a raw material and the manager performance during the pandemic to run the organization. Thus, the significance value is less than 0.05, it is found that the it was convenient to buy a raw material has significant positive relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.394$, $\text{sig.} = 0.001$) of it was convenient to buy a raw material and organization manage time shifts for employees. Thus, the significance value is less than 0.01, it is found that the it was convenient to buy a raw material has significant negative relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.274$, $\text{sig.} = 0.006$) of it was convenient to buy a raw material and time shift managed was effective. Thus, the significance value is less than 0.01, it is found that the it was convenient to buy a raw material has significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.262$, $\text{sig.} = 0.008$) of it was convenient to buy a raw material and employees managed during the pandemic. Thus, the significance value is less than 0.01, it is found that it was convenient to buy a raw material has significant positive relationship with the employees managed during the pandemic.

Table 27: Correlation between the social distancing maintained during the pandemic and Leadership ability

Correlations	Independent Variables	
	Social distancing maintained during the pandemic	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.004	0.965
Organization manage time shifts for employees	0.062	0.539
The time shift managed was effective	0.181	0.072
The employees managed during the pandemic	0.039	0.699

Table 27 shows that, there is a positive correlation ($r = 0.004$, $\text{sig.} = 0.965$) of social distancing maintained during the pandemic and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the social distancing maintained during the pandemic has no relationship with the manager performance during the crisis.

There is a positive correlation ($r = 0.062$, $\text{sig.} = 0.539$) of social distancing maintained during the pandemic and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the social distancing maintained during the pandemic has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.181$, $\text{sig.} = 0.072$) of social distancing maintained during the pandemic and time shift managed was effective. Thus, the significance value is more than 0.05, it is found that the social distancing maintained during the pandemic has no relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.039$, $\text{sig.} = 0.699$) of social distancing maintained during the pandemic and employees managed during the pandemic. Thus, the significance value is more than 0.05, it is found that social distancing maintained during the pandemic has no relationship with the employees managed during the pandemic.

Table 28: Correlation between the organization performance during the pandemic and Leadership ability

Correlations	Independent Variables	
	The organization performance during the pandemic	
Leadership ability (precondition variables)	Pearson Correlation	Sig. (2-tailed)
The manager performance during the pandemic to run the organization	0.104	0.304
Organization manage time shifts for employees	-0.088	0.386
The time shift managed was effective	0.246*	0.014
The employees managed during the pandemic	0.334**	0.001

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 28 shows that, there is a positive correlation ($r = 0.104$, $\text{sig.} = 0.304$) of organization performance during the pandemic and the manager performance during the pandemic to run the organization. Thus, the significance value is more than 0.05, it is found that the organization performance during the pandemic has no relationship with the manager performance during the crisis.

There is a negative correlation ($r = -0.088$, $\text{sig.} = 0.386$) of organization performance during the pandemic and organization manage time shifts for employees. Thus, the significance value is more than 0.05, it is found that the organization performance during the pandemic has no relationship with organization manage time shifts for employees.

There is a positive correlation ($r = 0.246$, $\text{sig.} = 0.014$) of organization performance during the pandemic and time shift managed was effective. Thus, the significance value is less

than 0.05, it is found that the organization performance during the pandemic has significant positive relationship with the time shift managed was effective.

There is a positive correlation ($r = 0.334$, $\text{sig.} = 0.001$) of organization performance during the pandemic and employees managed during the pandemic. Thus, the significance value is less than 0.01, it is found that organization performance during the pandemic has significant positive relationship with the employees managed during the pandemic.

4.2 Major Findings of the study

1) Socio demographic information.

Among 100 respondents, 57 male and 43 female, 38 unmarried and 62 were married. Most of the workers were from low level management e.g. cleaner, driver, customer cares, security guards which were 73%. 16% were from high level of management and were 11% of the respondents are from the middle level of management. In case of education 30% were primary level of education, 26% have higher secondary level of education and 19% of respondents have secondary level of education and 19% of respondents have bachelor level of education.

2) Organizational productivity through Crisis Management.

96% have responded that the organization has faced crisis during the pandemic. More than half 59% have responded neutral on the crisis affected the organization followed by 26% responded high, 11% responded low and 4% responded lowest. It is found that the organization has faced a crisis during the pandemic however it didn't have any catastrophic effect on the organization.

It is found that the organization has made machine run for production of shoes during the pandemic and somehow run the production smoothly. It might be because of the convenient for the organization to buy raw material. However, the production was highly delayed even though the organization performance during the pandemic was high. But they were able to supply goods in market on time.

3) Best practices for managing COVID-19 inside organization.

66% were working from home while 44% were working inside the factory. It is found that the employees were working from home during the COVID-19 pandemic. They were found to be following social distancing in the organization if it was necessary to open during the pandemic.

4) Best practices towards Crisis Management

82% have responded to new technology introduced in organization and also to time shift managed properly. It is found that new technologies were being introduced in the organization to manage the crisis and time shifts for employees were organized to manage heavy crowd during the COVID-19 crisis.

5) Leaders Ability to drive towards productivity.

Management of crisis were neutral 38% which refers to leaders managed crisis in the organization. Management of Human Resource were 46% which refers to management were done effectively. In effectiveness of training and development 57% is seen which refers to training and development program provided to employees during crisis. Performance of manager were 44% during crisis period and Time shift management were 47%. Planning during pandemic were 42% which is below average and Management of employees were 63% which is high which means employees were managed effectively and Abilities of employees to come to work were 52% which means only half of the employees were able to come to work.

6) Correlation between independent variables and precondition variables

The significance value is more than 0.05, it is found that the organizational crisis has no relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that the crisis was affecting the organization has no relationship with the employees managed during the pandemic.

The significance value is less than 0.05, it is found that crisis was managed well has significant positive relationship with the employees managed during the pandemic.

The significance value is less than 0.05, it is found that management of Human Resources accordingly to manage the crisis has significant negative relationship with the employees managed during the pandemic.

The significance value is less than 0.01, it is found that introduction of a new policy during the crisis has significant positive relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that ability of employees to adjust within the crisis management policy has no relationship with the employees managed during the pandemic.

The significance value is less than 0.05, it is found that new technologies introduced in the organization has significant negative relationship with the employees managed during the pandemic.

The significance value is less than 0.01, it is found that employees were working from home has significant negative relationship with the employees managed during the pandemic.

The significance value is more than 0.01, it is found that machines were working during the pandemic has no relationship with the employees managed during the pandemic.

The significance value is less than 0.05, it is found that organization enabled training and development to manage the crisis has significant positive relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that effectiveness of training and development has no relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that ability of employees to come to work has no relationship with the employees managed during the pandemic.

The significance value is less than 0.01, it is found that information shared on further plan within the organization has significant positive relationship with the employees managed during the pandemic.

7) Correlation between moderate variables and precondition variables

The significance value is more than 0.05, it is found that production was done efficiently during the pandemic has no relationship with the employees managed during the pandemic.

The significance value is less than 0.05, it is found that production was delayed has significant positive relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that supply of goods on time in market has no relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that plan during the pandemic has no relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that government made suitable policy for the industries/organization has no relationship with the employees managed during the pandemic.

The significance value is less than 0.01, it is found that it was convenient to buy a raw material has significant positive relationship with the employees managed during the pandemic.

The significance value is more than 0.05, it is found that social distancing maintained during the pandemic has no relationship with the employees managed during the pandemic.

The significance value is less than 0.01, it is found that organization performance during the pandemic has significant positive relationship with the employees managed during the pandemic.

4.3 Discussion

In the Caliber industry the leader have always guided the employees during the time of crises and motivate them which lead to organization productivity even during the time of crises so we can relate to (Rajbhandari, 2011) leader must lead from the back to demonstrate the efficiency and effectiveness for organizational productivity, this could be a strategic move for managing crisis. This study also supports the view of Bass (2006) in relation to leaders being the important component to influence employees to achieve productivity also while managing the crisis. In addition, productivity is also achieved through proper management of time and initiating training and development to the employees (Hughes, 2018; Abashe, 2016).

In the industry the employees were able to adapt to the changing environment and also were able to achieve the organizational target so we can relate with (Rajbhandari, 2021), leadership isn't only about making changes; it's also about adjusting to those changes and establishing environments for followers to adapt to those changes, as well as fostering a harmonious climate within current change settings. This study also supports the views of Naylor (2006) while problem-free organization environment can enhance the growth of organizational productivity.

Rajbhandari (2020) proposes the Pruning Diversity Strategy (PDS) which organizes the diversity management within the organization during the crisis. This theory is also applied by the Caliber industry as they have used strategic crisis management and diversity management to increase productivity in the organization by managing time schedules, channels of distribution acquiring raw materials during the crisis of pandemic. While the organizations in this study were able to implement right strategy during the crisis, employees in these organization were not suffered, which supports the view of Pop (2017).

CHAPTER – V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In the previous chapter, the data analysis was done according to the objectives of the study. This chapter gives a brief overview of Summary, Discussion, Conclusion and Recommendation of the study. It also draws inferences and conclusion from the findings which will lead to make generalizations and includes the suggestions for future research.

5.1 Summary

In the Introduction part, crisis management, productivity and leadership ability are introduced. Leadership ability to manage crisis effectively and efficiently leads to high level of productivity. Even in time of crisis main goal of every leader's should be in productivity and how the leader can manage crisis in time of difficulty. It seeks to reveal crucial objectives and agendas in crisis management by studying the most recent crisis issues faced by the organization.

Literature Review focuses on importance of crisis management for achieving the productivity of the organization. It covers review of literature of various prospects on productivity through leadership and managing crisis, as well as distinct research that has been done. It includes previous research work and articles, which provides information about the existing knowledge in the field. This theoretical framework is based on how an organization should manage the crises of an organization for the efficient development of the organization in the long run.

Third chapter presents the research methodology including research plan and design, description of sample, instrumentation, sources of data collection and analysis plan. It is a way to systematically solve the research problem. It refers to the different sequential processes that a researcher must follow while researching an issue with specific aims. It is a branch of science that studies how research is carried out. It includes a research work

plan. It covers the whole study technique, from theoretical considerations through data collecting and analysis. This research focuses on quantitative methods to a higher extent. Using both financial and statistical techniques, this study attempts to conduct a well-designed quantitative study in a very clear and direct manner.

The fourth chapter presents analysis of data that has been gathered. It tries to identify relationship between various factors identified for research and presents the same with the help of tables. It also includes interpretation of the findings. It includes the results of the data that were collected from primary sources. The data were inserted in the tabulation to explain the numerical values and describing the results. For the purpose of the research; questionnaire was filled from 100 respondents working in Industry sector of Kathmandu valley. This chapter will form the foundation for the conclusions that will be drawn and recommendations for management and areas for future.

The fifth chapter summarized the findings and presents conclusion of the study. It relates the data findings in a logical, rationale fashion to the problem area and research question within the framework of the theoretical framework.

5.2 Conclusions

As we know the world is changing day by day and it's becoming more and more competitive. So, in order to survive in this competitive world, an organization needs to have highly motivated leader in order to increase the productivity of the organization. In today's enterprises, leadership is critical. The organization should also understand that employees are the most valuable part of an organization. We can conclude from the foregoing that distinguished organizational performance is crystallized through the complementarity between the standard of effective and distinguished leadership and the successful management of any organization, and this is reflected in the human forces in the organization, the surrounding environment, and the available technology in a framework directed and effective towards achieving organizational productivity.

This study aimed to investigate the topic of leadership, which is becoming increasingly important in business organizations. This interest stems from the critical role that the

strategic leader plays in facing the challenges and modern developments of the twenty-first century, as well as providing the appropriate environment to encourage subordinates and find creative people. As a result, the primary goal of this research is to examine studies on the influence of leadership on organizational performance. This research adds to giving practical results for decision-makers and workers in leadership positions with the most critical strategic leadership strategies that impact industrial institutions' organizational success.

From the research conducted above it can be seen that leadership is more important for organizational productivity. In this study it was found that precondition variables (leadership ability) felt necessary at any kinds of crisis to organize the independent variable and the moderate variables. Precondition variables (Leader's ability) is the most essential in every organization in order to manage In-dependent variables (crises, human resource, policies, technology, training and development) and Moderate variables (management, planning, organizing, leading and communication).

5.3 Recommendations

In general, every business has a set of goals and objectives that it wants to reach, and in order to do so, management must demonstrate leadership qualities and abilities that will bring out the best in their employees. What this study has revealed is the various ways in which workers react to various leadership ability in the way they carry out their responsibilities. Based on the findings of this study, the researcher believes that leadership ability is the most important ability in order to increase productivity of the organization. Leaders must keep an eye on the things or variables that impact employee performance and utilize this knowledge to help the organization accomplish its objectives. The supervisor should support his employees' endurance and ingenuity in order for the company to be creative.

Leaders should make organizational norms and goals clear to employees rather of waiting for a crisis to occur before dealing with it. To prevent not meeting particular company goals and objectives, the finest leaders foresee and forecast to the best of their skill and expertise. Additionally, the firm may establish specific training programs for supervisors and managers in order to help them become better leaders, which will undoubtedly result in increased staff productivity and quality of performance. Employees can also be involved in decision-making, and teamwork-based training can be provided to employees.

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1. Did your organization face crisis during the pandemic?

YES	NO
-----	----

2. How much was crisis affecting the organization?

1	2	3	4	5
---	---	---	---	---

3. Was the crisis managed well?

1	2	3	4	5
---	---	---	---	---

4. Were the human resources managed accordingly to manage the crisis?

1	2	3	4	5
---	---	---	---	---

5. Was there a new policy introduced during this period?

1	2	3	4	5
---	---	---	---	---

6. Were the employees able to adjust within the crisis management policy?

1	2	3	4	5
---	---	---	---	---

7. Were new technologies introduced in your organization?

YES	NO
-----	----

8. Were employees also working from home?

YES	NO
-----	----

9. Were all the machines working during the pandemic?

1	2	3	4	5
---	---	---	---	---

10. Did your organization enabled training and development to manage the crisis?

1	2	3	4	5
---	---	---	---	---

11. Was the training and development effective?

1	2	3	4	5
---	---	---	---	---

12. How was the manager performing during the pandemic to run the organization?

1	2	3	4	5
---	---	---	---	---

13. Did your organization manage time shifts for employees?

YES	NO
-----	----

14. How effective was the time shift managed?

1	2	3	4	5
---	---	---	---	---

15. Was the production efficiently done during the pandemic?

1	2	3	4	5
---	---	---	---	---

16. Was production delayed?

1	2	3	4	5
---	---	---	---	---

17. Was the supply of goods on time in the market?

1	2	3	4	5
---	---	---	---	---

18. How was the plan during the pandemic?

1	2	3	4	5
---	---	---	---	---

19. How were the employees managed during the pandemic?

1	2	3	4	5
---	---	---	---	---

20. Was employees being able to come to work?

1	2	3	4	5
---	---	---	---	---

21. Was the information on further plan shared within the organization?

1	2	3	4	5
---	---	---	---	---

22. Did the government make suitable policy for the industries/organization?

1	2	3	4	5
---	---	---	---	---

23. Was it convenient for your organization to buy raw materials?

1	2	3	4	5
---	---	---	---	---

24. Was there a social distancing maintained during the pandemic?

1	2	3	4	5
---	---	---	---	---

25. Did your organization perform well during the pandemic?

1	2	3	4	5
---	---	---	---	---

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CRISIS MANAGEMENT AND THE LEADER'S ABILITY TO DRIVE. ORGANIZATION TOWARDS PRODUCTIVITY. Mohini Shakya St. Xavier's College TU Registration No: 7-2-421-19-2012. A Thesis Submitted to: Office of the Dean. Faculty of Management Tribhuvan University. In partial fulfillment of the requirements. of the degree of Master of Business Studies (MBS). Kathmandu, Nepal Feb, 2021. 1

CHAPTER – I INTRODUCTION 1.1 Background of the study Organizational productivity is depended on leadership competences towards managing crisis. While leaders are enabling crisis management for achieving high productivity, changes may be required. Changes cannot be avoided when it occurs hence it is unstoppable. Change can bring positive and negative impacts to organizational outcomes and because of this the need to manage the change has become an urgent concern. During this changing situation, productivity of an organization completely depends on the entrepreneur's ability to drive organization by managing crisis. According to Rajbhandari (2020) Covid-19 Corona Virus pandemic is not only destroying the lives of the people but it is equally scattering the economic lives of people all around the world. It has become a global pandemic crisis and bought upon an economic pandemic to humankind with unemployment, closure of business. Before embarking on an organizational change, it is wise to carefully plan strategies and anticipate potential problems. The ability to manage change means managing people effectively and that involves leadership skills. Managing change is when you proactively make the most the most of change to benefit your organization. The must have skills for change management are



त्रिभुवन विश्वविद्यालय केन्द्रीय पुस्तकालय



कीर्तिपुर, काठमाडौं, नेपाल

मिति : २०७९/०२/३०

पत्र संख्या



जो जससँग सम्बन्धित छ ।

तपाईं Mohini Shakya ले यस पुस्तकालयमा प्लेजारिजम परीक्षण गर्नका लागि हार्डकपी र सफ्टकपीको विषयवस्तुमा कुनै फरक छैन भनी स्वघोषणा गरी Pendrive मार्फत पेश गर्नुभएको CRISIS MANAGEMENT AND THE LEADER'S ABILITY TO DRIVE ORGANIZATION TOWARDS PRODUCTIVITY शीर्षकको Master तहको उपाधिका लागि तयार गरिएको Thesis मा प्लेजारिजम परीक्षणपद्धतिको समानता सूची (Similarity Index) ४ (चार) प्रतिशत रहेको व्यहोरा प्रमाणित गरिन्छ ।

पूर्ण लाल श्रेष्ठ
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2nd page.



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Name of Student: Mohini Shakya

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14/06/2022	Submission of First copy of Dissertation to Department	
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22/06/2022	DEFENSE - Dissertation Examiner: Prof: Dr. Prakash C. Bhalla Kathmandu University.	
23/06/2022	Final Copy/online after addressing Examiner's comments	

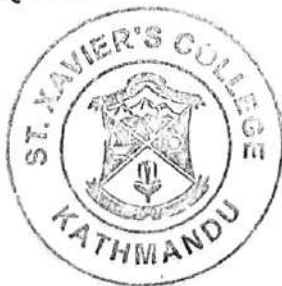
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23/05/2022	Questionnaire receipt -	[Signature]
6/06/2022	First draft Chapter 1, 2, 3, 4, 5 edited - for Revision -	[Signature]
	Second draft on the 9th/June 2022	[Signature]
10/6/2022	Final Draft Completion written edit -	[Signature]
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<i>17/04/2022</i>	<i>Submission of 1st/2nd chapter</i>	<i>[Signature]</i>
<i>22/04/2022</i>	<i>Review on 1st/2nd chapter</i>	<i>[Signature]</i>
<i>27/04/2022</i>	<i>Review technical section on Introduction / literature review</i>	<i>[Signature]</i>
<i>29/04/2022</i>	<i>Re-visit chapter I & chapter II - write up methodology</i>	<i>[Signature]</i>
<i>6/05/2022</i>	<i>Discussion on 1st Draft of methodology chapter & conceptual design.</i>	<i>[Signature]</i>
<i>17/05/2022</i>	<i>Questionnaire prepared.</i>	<i>[Signature]</i>

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Meeting with supervisor (date)	Remarks	Students signature
22/02/2022	Reviewing Introduction.	
	Planning for Proposal Defense.	
25/02/2022	Proceeded to construct literature review	
06/03/2022	Discussion on literature review	
11/03/2022	Literature Review edited.	
13/03/2022	Worked on literature Review	
22/03/2022	Further discussion on literature Review	
24/03/2022	Further Edit literature Review	
27/03/2022	Discussion on Further edit literature review	
4/04/2022	Discussion on literature Review	
11/04/2022	Discussion on literature review & constructed draft Lit Rev Chapter -	

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Name of Supervisor: Dr. Mani Man Singh Rajbhandari

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14 th Feb 2022	1st Meeting Introducing ourselves	<i>MV</i>
15 th Feb 2022	TOPIC/TITLE Discussion / Formulation.	<i>SV</i>
17 th Feb 2022	Discussion on 1st chapter 1) Citations / Referencing 2) Statement of Problem.	
	Further Discussion on Research Questions	<i>SV</i>
20/02/2022	Discussion on 1st Chapter Research Questions Citations / Referencing Structuring Content	<i>MV</i>
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